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**A STUDY ON TURNOVER INTENTION AMONG INFORMATION  
TECHNOLOGY EMPLOYEES IN  
E-GENTING SDN. BHD.**

**By**



**Thesis Submitted to  
School of Business Management (SBM)  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirement for the Master of Human Resource  
Management**



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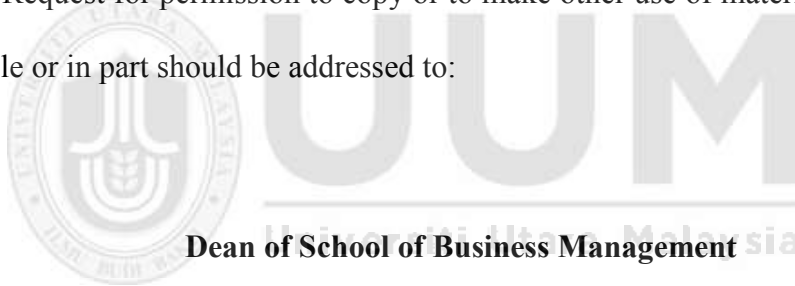
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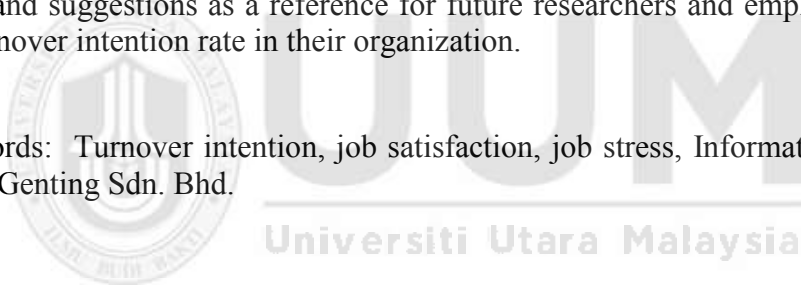
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## ABSTRACT

The turnover rate among employees in organization is increasing every day. Therefore, the purpose of this research was to examine the factors (job satisfaction, job stress, and organizational commitment) that influenced the turnover intention among Information Technology employees at E-Genting Sdn. Bhd.

A total of 140 questionnaires were distributed to Information Technology employees at E-Genting Sdn. Bhd to obtained data for this research. All research data were analyzed with Statistical Package for Social Science (SPSS) software version 18 based on the data collected through the questionnaire. The results of this study indicated that there were two negative relationships between independent variables (job satisfaction and organizational commitment) on dependent variable (turnover intention) among Information Technology employees. Therefore, from the result showed that if job satisfaction and organizational commitment increased, the turnover intention among Information Technology employees would also decreased. Whereas, there was a positive relationship between the independent variable (job stress) on the dependent variable (turnover intention). This result, revealed that as the job stress increased, the turnover intention among Information Technology employees at E-Genting Sdn. Bhd also increased. At the end of this research, would discussed on the implications of the study and suggestions as a reference for future researchers and employers to reduce the turnover intention rate in their organization.

Keywords: Turnover intention, job satisfaction, job stress, Information Technology and E-Genting Sdn. Bhd.



## ABSTRAK

Kadar pekerja yang ingin meninggalkan organisasi semakin meningkat dari hari ke hari. Oleh itu, tujuan penyelidikan ini dilaksanakan adalah untuk mengkaji faktor-faktor (kepuasan kerja, tekanan kerja, dan komitmen organisasi) yang mempengaruhi niat untuk meninggalkan organisasi di kalangan pekerja Teknologi Maklumat di E-Genting Sdn. Bhd.

Sebanyak 140 kertas soal kaji selidik telah diedarkan kepada pekerja Teknologi Maklumat di E-Genting Sdn. Bhd bagi mendapatkan data kajian ini. Kesemua data kajian telah dianalisa dengan menggunakan perisian Statistical Package for Social Science (SPSS) versi 18 berdasarkan data yang telah dikumpulkan melalui kertas soal selidik. Hasil daripada kajian ini menunjukkan terdapat dua hubungan negatif diantara pemboleh ubah tidak bersandar (kepuasan kerja dan komitmen organisasi) terhadap pemboleh ubah bersandar iaitu niat untuk meninggalkan organisasi. Oleh itu, hasil daripada keputusan ini menunjukkan bahawa jika kepuasan kerja dan komitmen organisasi meningkat, niat untuk meninggalkan organisasi di kalangan pekerja Teknologi Maklumat turut akan menurun. Manakala, terdapat hubungan positif diantara pemboleh ubah tidak bersandar (tekanan kerja) dengan pemboleh ubah bersandar iaitu niat untuk meninggalkan organisasi. Keputusan ini, telah mendedahkan bahawa apabila tekanan kerja meningkat, niat untuk meninggalkan organisasi di kalangan pekerja Teknologi Maklumat di E-Genting Sdn. Bhd. juga meningkat. Diakhir kajian ini, juga membincangkan mengenai implikasi kajian dan cadangan sebagai rujukan bagi penyelidik pada masa akan datang dan majikan untuk mengurangkan kadar niat perolehan dalam organisasi mereka.

Universiti Utara Malaysia

Kata-kata: Niat untuk meninggalkan organisasi, kepuasan kerja, tekanan kerja, Teknologi Maklumat dan E-Genting Sdn. Bhd.

## ACKNOWLEDGEMENT

First and foremost, I would like to express my gratitude to the Most Gracious and Most Merciful Allah s.w.t who has given me the opportunity and strength to complete this study. Without his permission, I would not have succeeded to this point.

In addition, I would like to express appreciation to my supervisor, Mrs. Norizan Bt Haji Azizan for her dedication and patience in guiding me through the process of completing this research. Without her guidance and encouragement, I would not have been able to successfully complete this study.

Also, I would like to thank my husband and family members who have given me so much encouragement and support for me to complete the study.

Finally, I would like to express my appreciation to all Information Technology employees at E-Genting Sdn. Bhd. for their involvement in my study. Without their willingness to answer this study questionnaire, it would not be possible for me to complete the study in a timely manner.

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## CHAPTER 1

### INTRODUCTION

#### 1.0 Introduction

This study was to determine the elements on turnover intention among Information Technology (IT) employees in E-Genting Sdn. Bhd. This chapter would address on the background of the study, problem statement, research questions, research objectives, significance of the study, scope of this study, followed by organization of this thesis and lastly the conclusion.

#### 1.1 Background of the Study

The rapid changes in technology around the world have improved uses of technology in Information and Communication Technology (ICT) industry as all community used technology as a medium to assist them in business operation and education field. ICT includes activities that related to telecommunication services that use the Internet as well as technology equipment (Choo, Lee, Ng, Tan & Tay, 2013). The advanced of technology today, facilitates communication from any location without any interruption. Internet usage and web base have become the main activities currently since rapid changes in technology today (Standbridge & Autrey, 2001).

Many previous researches, around late 1980s, identified the term used for 'computer' was changed to 'Information Technology' (IT) that have broaden the human capabilities and capacity to recovers information. Next, Malaysia is moving towards a

digital-based country as highlighted by Tenth Malaysian Plan or Eleventh Malaysia Plan, (PIKOM, 2012).

Information Technology was defined by Thong and Yap (1995) as a computer software and hardware that assist organization in their operation, management and improve strategies. They also stated that using Information Technology within the organization could increase their productivity. Sarosa and Zowghi (2003) stated that Information Technology was defined as a medium to gather information, process and disseminate it to people around the world. Therefore, the components involved in Information Technology are software and hardware. Next, another scholar Attaran (2003) defined Information Technology as an organization's ability to transmit data, and knowledge to individuals using computer software.

The use of technology have great importance to the education field and business industries. The role of technology in education is as a system for delivering teaching, a tool to assist educators in providing instruction that helps to facilitate the learning system among students (Raja & Nagasubramani, 2018). While in business industry, Nikoloski (2012) has identified the use of technology in business operations involves the production of products and services. He also said that by using technology can simplify the processing tasks as all tasks are automated. There are several impact of Information Technology in business industry. The study results of Pirzada, (2013) showed that advanced technology plays an important role in the automobile industry as it helps workers in the car industry to achieve their company goals.

As a final point, in this ICT industry there is a great deal of competition among graduates as well as experienced people for a job such as SAP certification, Information Technology auditors, consultants of security, Oracle and SQL DBA, specialized Cisco engineering line . The main factor that drives this from happening is because the salaries are paid higher than any other expertise. However, this expertise requires the ability and demand of the work to be equivalent to the high salaries paid. All of these statement based on ICT job market outlook in Malaysia conducted by PIKOM (2012).

## **1.2 Problem Statement**

E-Genting Sdn. Bhd. provided Information Technology consultancy services and research of software development. E-Genting Sdn. Bhd. previously was led by Mr Thomas Ng Si Siew as Senior Vice President, but now his position has been taken over by Mr Yong Way En. The company was faced a high level of employees turnover rate every month, especially among Information Technology (IT) employees. Although this issue was often voiced by the management in the weekly meeting, there was no action taken to examine the factors that motivate IT employees from resigned.

Additionally, at the end of each year E-Genting Sdn. Bhd. would conducted a satisfaction survey on their customers who have obtained their services and based on the findings from this study indicated that the majority of their customers are dissatisfied with the quality of the services provided by the Information Technology employees due to the lack of staff who solve their problems. Hence, the management

wanted to know exactly what the real contributed factors to their customer's dissatisfaction.

Turnover problems are not only encountered in Malaysia, but also around the world. According to the report findings of workforce turnover rate around the world (LLC, 2017) showed that the high tech industry representing the Information Technology industry was listed as the sixth highest turnover rate in the world with average value of 11.1%. Nowadays, Malaysia government emphasize more on ICT industry since this industry assist most of government and economic sector in increasing their productivity, minimize poverty among citizen and improve quality of human resource (Ooi, 2009).

Meanwhile, based on Malaysian Employment statistical report, Information and Communication Technology (ICT) industry was listed in the first place with the highest turnover rate between 2010 until 2011 with 75.72% (Department of Statistics Malaysia, 2010). The uses of technology is very promising today, as it facilitates the day-to-day activities of the people in the business as well as in education. We now live in a world without boundaries because everywhere people can still connect using the power of existing technologies like an Internet.

However, there are recent concerns that despite the technological advancement we may not be possible to continue this technology as we are currently facing shortages of Information Technology (IT) employees. Besides, survey from JobStreet (2010) website indicated that Information Technology employees tend to leave their career and change to different industry than ICT. The success of an organization totally

depends on their human capital. As a result employer in ICT industry need to ensure they manage well their Information Technology employees in order to retain them not only in the organization as well as in this industry. On the same point, the young generation today seems as not interested to join in, Information and Communication Technology (ICT) industry and they felt reluctant to choose ICT as one of their careers (MDec & Synovate, 2011).

Lastly, most research scope are limited at overseas countries only. There is still less research in the field of ICT conducted in Malaysia. Therefore, in order to identify factors contributing to turnover problems among Information Technology employees, this study was conducted to find the answer to this problem.

### **1.3 Research Questions**

This study was conducted to answer the following research questions:

- a) Does job satisfaction affect the turnover intention among Information Technology employees?
- b) Does job stress affect the turnover intention among Information Technology employees?
- c) Does organizational commitment affect the turnover intention among Information Technology employees?

#### **1.4 Research Objectives**

The purposed of this research was to outlines and study the relationship between job satisfaction, job stress, organizational commitment, towards turnover intention among Information Technology employees in E-Genting Sdn. Bhd.

**The objectives of this study as per below:**

- a) To investigate the relationship of job satisfaction and turnover intention among Information Technology employees.
- b) To examine the relationship of job stress and turnover intention among Information Technology employees.
- c) To explore the relationship of organizational commitment and turnover intention among Information Technology employees.

#### **1.5 Significance of the Study**

The main objective of this study was to examine the relationship between job satisfaction, job stress and organizational commitment among Information Technology employees in E-Genting Sdn. Bhd. on turnover intention. The results of this study would enable employers to reduce turnover rate in the Information Technology industry in Malaysia.

Furthermore, by understanding the relationship between these factors to turnover intention, the E-Genting Sdn. Bhd. top management is able to identify the key factors that contribute to this problem and find the best solution to prevent turnover among their employees. Furthermore, knowing the key factors contributed to employees'

turnover enabled employers to choose the best medium to increase their employee motivation. According to a study by Kumar and Mathimaran (2017) that employers needed a systematic effort to retained employees such as provide and promoted a healthy environment for employees to continued working in an organization, where employers adopted policies that understand the diverse needs of their employees.

In addition, this study would assisted management at E-Genting Sdn. Bhd. to reduce the cost of hiring new employees and retain skilled workers in their organizations which could benefit the organization following the increase in efficiency in their workplaces. As stated by Kiekbusch, Price and Theis (2003) the cost of hiring and training new employees is expensive.

### **1.6 Scope and Limitations of the Study**

There were several limitation involved in this study. However the main limitation of this study was the sample size. This study only covers Information Technology (IT) employees based at headquarters which at Wisma Genting. Despite the fact that there were Information Technology employees also operated in two different locations, at Resort World Berhad, Genting Highland and Technology Park Malaysia, Bukit Jalil. The total employees of E-Genting Sdn. Bhd were 280, however the total employees based at headquarter were only 216. This study was not performed at these two locations since the difficulties in getting cooperation and response from the Information Technology employees in charged there. Consequently, the small sample size was insufficient to represent the total population in E-Genting Sdn. Bhd.

Other limitations in this study were time and cost. This study has been conducted within a limited time frame and very costly in terms to prepare the questionnaire and distributed at Wisma Genting.

Finally, this study also faced restriction access of information. Since all access of information required approval from the top management which has caused delayed in data collection processed.

### 1.7 Definition of Key Terms

Table 1.1

*Key Terms*

<b>Terms</b>	<b>Definition</b>	<b>Sources</b>
Information Technology	A medium to gather information, process and disseminate it to people around the world.	Sarosa and Zowghi (2003)
Internet	The largest computer network that linked all computer around the world.	Goodwill Community Foundation (2013)

## **1.8 Organization of the Thesis**

### **Chapter 1:**

This was the introduction section. It consisted of background of the study, problem statement, research questions, research objectives, significance of the study, scope and limitations of the study, definition of key terms, and also organization of the thesis.

### **Chapter 2:**

This section was regarding literature reviews. In this section, we would reviewed the literatures that have been selected based on the topic of this study. This section also forms the basis of the analysis of this study. Each literature selected in this chapter must be related with research independent variables and dependent variable as the basis for guidance the development of the research framework.

### **Chapter 3:**

This was the methodology section. In this chapter would elaborated on research framework with the theoretical model, research design, measurement of variables, data collection, population and sampling of the study and techniques of data analysis.

### **Chapter 4:**

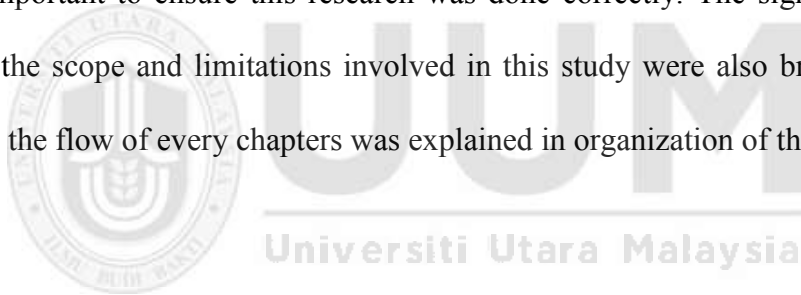
This section were highlighted on the results and discussions. This section would discussed further the on the results obtained. The results of this study were derived from the research questionnaire and the results of this study were analyzed with Statistical Package Software for Social Sciences (SPSS) software version 18.

## **Chapter 5:**

The last section in this research consisted of conclusion and recommendation. In this chapter, the main findings of the study were described in accordance with the research objectives. The relationship between each variables were explained in more detail. Recommendations for future research have been discussed in this chapter.

### **1.9 Conclusion**

In conclusion in chapter 1, the background of the study was explained in detail. Next, the problem of the investigation was identified. Then, research questions and research objectives were formed to enable the study to be carried out. Both of these items were very important to ensure this research was done correctly. The significance of this study, the scope and limitations involved in this study were also briefly explained. Lastly, the flow of every chapters was explained in organization of the thesis.



## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter covered the literature review involved in this study. The reviews were obtained through journals and other statistical reports from previous studies. The references in this chapter consisted of relevant reviews that have been chosen to facilitate an understanding of the variables that affected turnover intentions among Information Technology employees' in E-Genting Sdn. Bhd.

#### 2.1 Turnover Intention

The dependent variable for this study was the turnover intention among Information Technology employees in E-Genting Sdn. Bhd. Nowadays, employees spent most of their time on the workplace compare with their family. Therefore it is necessary for the employer to provide a conducive workplace in order to increase their employees' performance which will lead to profit increase. Turnover intention described as the feeling to leave the organization however not yet leaving the organization. This can be consider as the first step felt by the employees before they decide to leave. Bhayo (2014) defined turnover intention as a normal issue that occur when system that have been planned and differences in roles of work, demotivated employees and performance will change the arrangement in the organization that results employees to leave the job. In contrast, Chen, Ployhart, Thomas, Anderson and Bliese (2011) defined actual turnover as the employee's leaving the organization.

Arokiasamy (2013) defined turnover intention as the withdrawal of current employees from the organization and the entry of new employees into the organization. Price (2001) defined turnover as the movement of an individual through the connection limit of an organization. Moreover, Souza-Poza, A (2003) and Sousa-Poza, A. A (2003) stated that turnover intention is the likelihood that an employee will change their job in specific time frame that later directly turns to actual turnover. Price and Mueller (1981) defined turnover intention as a primary opinion of the likelihood that an employee will stop working in the organization. In addition, turnover intention has been classified as a set of withdrawal behaviors related with under- identification of work, Bothma and Roodt (2012). They further emphasize that the acquisition or intention to quit is the employee's willingness to leave the organization consciously and is the final step in their thinking of leaving the organization. Kim, Lee and Carlson (2010) stated that before the actual turnover occur, intention to turnover has become the predictor. Last but not least, previous studies by Gnanakkan (2010) highlighted if employees' feel to leave the organization means that the turnover intention already occur within themselves.

There are two categories of turnover intentions as described by According to Price and Mueller (1981) which known as voluntary turnover and involuntary turnover. When employees choose to leave the organization by their own decision is called voluntary turnover. Organizational stress also one of the reason why employees choose to leave the organization. Turnover factor was classified into two group whether it can be control or uncontrollable factor. Avoided turnover means that employer have control to prevent turnover from happen such as increase employee salary or give new task to

employees (Heneman & Judge, 2009). However, death and retirement were categorized into uncontrollable factor or unavoidable turnover mentioned by Chen.H.C, Chu and Lin (2008).

Whereas, for involuntary turnover only happen when an organization eliminates employees. In this type of turnover, there are two categories known as discharge turnover and downsizing turnover (Heneman and Judge, 2009). Several factors that contribute to this scenario from happen are employee poor performance, employee have behavior problem and organization need to cut cost so they choose eliminate their employees (Chen, Chu & Lin, 2008).

Both types of turnover will incurred costs in organization which consists of long term and short term cost. In order to understand the turnover cost, according to O'Connell and Kung, (2007) it consists of three key aspects that are related which are staffing, vacancy and training. Moreover, the turnover costs comprises of direct and indirect cost. Direct economic costs is involves recruitment and training of new hires. Mello (2011) stated that when employees leave the organization, all investment made to develop and train the employees will be gone. Meanwhile, the indirect costs take place when the downtime needed for the new worker to be expertise in his or her job and to become fully socialized and integrated into the organization (Mello, 2010).

From the point of view of organizational management, it is important to retain high performing employees, which is important according to a statement from Veloutsou and Panigyrakis (2004). The reason for this is that turnover not only able to affect employee performance and productivity, but also affect organizational profitability as

stated by Singh and Kumar (2012). In addition, customers are also affected if turnover occurs within the organization as customers will receive inconsistent services due to lack of human resources. Furthermore, Singh and Kumar (2012) also stated that the impact of turnover also affected the relationship between new employees and existing customers as they need to build trust and customer confidence with their services.

## **2.2 Job Satisfaction**

There are various definitions and concepts highlighted by previous researchers on job satisfaction and has been recognized as a main variable in forecasting turnover intention. Job satisfaction can be describe as an employee difficult attitude on his or job (Thiagaraj & Thangaswamy, 2017). It is a pleasure response that an employee feel from their job performance and value. Effect of an employee decision to willing to remain or leave the organization can be described as job satisfaction (Alias, N.E, Rohmanan, N. H., Ismail, S & Othman, R (2018).

Aziri (2011) stated that we still required to think regarding the work nature and importance of work even though there is no exact definition for job satisfaction. According to Hoffman-Miller (2013) defined that job satisfaction is when employees willing to perform their work at maximum level if they feels happy with their job. This statement also supported by Ramasodi (2010) definition that job satisfaction is the main factor that motivate employees to perform better in their job. Meanwhile, Pepe (2010) defined job satisfaction as the degree positive emotional feeling by an employee's towards their job.

Job satisfaction also depends on what employee's expect from their work, which means it is not only focus on the work itself. This statement is similar as mentioned by Hussami (2008), employees need to be satisfied with their work first then result from this feeling they will be more committed and productive on their work. Furthermore, Ganesan (2010) has acknowledged there are four elements that involved in job satisfaction which are the description of work itself, salary received, promotion opportunity and supervision of the superiors. These were the common factors from the previous which control employee satisfaction.

Meanwhile, Zopiatis, Constanti, and Theocharous (2014) have stated that employee satisfaction comes from two different aspects: intrinsic and extrinsic job satisfaction. The definition of intrinsic job satisfaction is an individual's satisfaction with their own work. Bektas Ç. (2017) described intrinsic factors as related to personal factors. In this factors consists of an individual personality, employee's capabilities, level of knowledge and experiences. While, extrinsic is defined as a factor that related to work environment (Bektaş Ç.2017). This definition also similar to Hirschfield (2000) which defined it as individual feelings about situations in the workplace that are different from the job itself. Among the factors involved are salaries, supervision of supervisors, and working conditions (Zopiatis, Constanti, & Theocharous, 2014). Study by Larkin, Brantley-Dias, and Lokey-Vega (2016) conducted among K-12 online teachers at southeast U.S. indicated that all teachers were satisfied with their positions and choose to stay in a long term with the organizations.

Both of these factors are closely related to the goals of the employees themselves if they wish to receive rewards, to avoid being penalized and to improve their careers.

Then this will effect on an individual benefits of the related activity if the individual has an interest on their work (Galie, 2008). Satisfaction in the organization can be achieved if both of these factors are achieved.

### **2.3 Job Stress**

Everyone will have the pressure to live their daily lives as well as those who work in an organization. Stress at work usually connected with employees work performance. This means that if the employees work pressure is high, then their work performance will decrease due to pressure from work (Kotteeswari, 2014). According to NIOSH (1999), work stress means a dangerous emotional and physical response that occurs when an employee receives an assignment that does not meet their capabilities or needs. As a result of this work stress can cause health problems and injury to workers.

World Health Organization's (WHO, 2017) defines occupational or work-related stress as employees' reaction when they received work demand and stresses which are not comparable with their knowledge and capabilities and which they encounter problem to cope with the stress. This definition has also been agreed with Steve, (2011) as he stated that stress is a worker's motivation driven by the level of knowledge they do not meet the demands of work and the stresses they have to face in the workplace, which in turn creates challenges and threats.

Most researchers have done research in various industries on factors that cause stress in the workplace. According to Bloisi, Cook & Hunsaker (2007) among the factors contributing to stress in the workplace are severe workplace situations, the role of a job, employees are not fully utilized and the responsibility to others. In addition,

Murphy (1995) categorizes work stress into five categories in which the employees receive unique tasks, the role of the worker in the organization, the career growth offered by the employer, the relationship at work among employees with their superiors and the environment of the organization. Other than that, there are seven sources of job stress which are employees feeling that related with his or her career inner factors connected, roles of employees, employees personality to cope with stress, career growth, relationship at workplace, organization culture and relationship between employees work and home.

All of these definitions are also supported by research findings from the World Health Organization (WHO), which showed that work that required excessive demand and not compatible with employee's knowledge and capability was the most stressful type of work. Then, less opportunity and authority given to an employee with minimum support from superior also resulted in job stress (Stavroula Leka, Amanda & Tom, 2003). The more stress and work demand received from the superior that compatible with employee's knowledge and capability, the less possibility they will facing stress.

Moreover, job stress affects each employees and organization differently. The effects of job stress on an employee are of unusual behavior and dysfunctional body at work lead to an employee's mental and health problem. During stress an employee's having difficulties to maintain between their work and non-working life.

Based on opinion by Cooper and Dewe (2002) work stress refers to the situation that is expected to leave. As job stress increases, the intention to leave the organization also

increases. Individual personality and other organizational factors contribute to job stress then will lead employees to leave the organization.

## **2.4 Organizational Commitment**

According to Alniacik, Cigerim, Akcin and Bayram (2011), if an organization wants to attain brilliant and talented employees in their organization, they should ensure that their employees committed with the organization. This is due to both of this factor are related with each other. Upchurch, Dipietro, Curtis, and Hahm, (2010) explained organizational commitment as a possible relation between employees and their organization (Yucel, 2012) stated that there are several signs of employees feel committed with their organization, when they share organizational values, when they tend to remain working in the organization and they show willingness to improve organizational performance. Furthermore, Halim, Omar, Zainah, Farhadi, Nasir and Khairudin (2011) had identified that an organization has a valuable advantage when their employees committed to the organization. These employees will feels indebted to the organization due to so many reasons and will remain in the organization.

Three components of the organizational commitment model developed by Meyer and Allen (1997) which consisted of affective commitment, continuance commitment and normative commitment. In this model, affective commitment is the first element that reflects the emotional feeling of an individual towards their organization. Furthermore, it also includes the involvement of workers in the organization. Meanwhile, Greenberg and Baron (2003) state that an individual agrees with the goals and values of the organization, they are likely to continue working within the organization. A committed

employees will be their representative of the organization when they feel valued and considered a valuable asset to the organization. Some of the factors that influence an employee's affective commitment to work include challenges in the job, sincerity in the role, clear goals, and engagement as described by Meyer and Allen (1997).

The second element in this model is continuance commitment. Based on description by Meyer and Allen (1997) described when an individual is aware of the costs and consequences that they will face when they leave the organization, is the meaning of continuance commitment. Greenberg and Baron (2003) further highlighted that employees will feel unable to leave the organization and find a new job opportunities since there is lack of job available in the market. Third element organizational commitment model by Meyer and Allen (1997) is normative commitment. When employees feels that they are required to stay in the organization due to responsibility showed that the normative commitment have occurred.

## **2.5 Past Studies**

### **2.5.1 Turnover Intention**

From the past studies many researchers had found that there were strong connection between employees' turnover intention with job satisfaction, organization commitment, stress on work, gender and style of leadership (Veloutsou and Panigyrakis, 2004). Study conducted by Rahman, Naqvi and Ramay (2008) in Pakistan highlighted the relationship between job satisfaction, organizational commitment and turnover intention. The findings from the study indicated that that

individual factors like family matter, health problem, education of their children and social rank impacted to turnover intentions.

### **2.5.2 Job Satisfaction**

From the previous study by Ganesan (2010) found out that there was a negative relationship between job satisfaction with turnover intention and this variable was significant with turnover intention. Based on previous study findings from Hassan, R. (2014) that stated there was a negative and significant relationship between job satisfaction and employee turnover intention. From his findings described that when employees experienced job satisfaction so their turnover intentions also decreased. Other research done by Kim (2013) among childcare teachers showed there was a relationship between job satisfaction and turnover intention.

According to past studies by Ramasodi (2010) stated that job satisfaction was the main aspect that contributed to employees turnover intention. This was due to the relationship between job satisfaction and job performance, employees tended to improve their performance when their felt satisfied with their job. Bowles and Arnup (2016) that conducted study among teachers in Australia, which showed strong relationship between job dissatisfaction and turnover intention. Another research findings that was consistent with this study result by Nazir and Nabi Bux (2015) which showed a strong relationship between job satisfactions among their private secondary school teachers with turnover intention. Finally, there were two studies that also obtained the same result by Alam (2019) and Ahmad Faisal, Mohamad Zaid, Mohd

Roslan, Ahamad and Abang Sulaiman (2012) had obtained inverse relationship between job satisfaction and turnover intention.

### **2.5.3 Job Stress**

According to previous research by Nasrin and Hojat (2013) which was performed at Iranian National Drilling Company (INDC) indicated there was a positive relationship between job stress and turnover intention. Research from Chen and Kao (2012) highlighted that job stress can ultimately contributed to turnover intention. Choong, Leong, Leong, Loh and Teo (2013) that there was a significant relationship between job stress and turnover intention. Research done Hyun and Young (2013) showed that there was a significant relationship between job stress and turnover intention among nurses at university hospital.

### **2.5.4 Organizational Commitment**

Past studies on organizational commitment had found the relationship between this factors towards turnover intention. Upchurch, Dipietro, Curtis, and Hahm, (2010) explained that organizational commitment among employees had a possible relation with their organization. Research done by Ling, Yusof and Rahman (2016) at manufacturing company in Malaysia showed that the result was negative with strong and significant relationship between organizational commitment and turnover intention. According to the result of previous study, there was strong negative relationship between organizational commitment and turnover intentions of an employee (Jehanzeb, Rasheed, & Rasheed, 2013). Next, previous research that also obtained negative relationship was done by Mashal and Nosheen (2015) which

conducted study at Pakistan International Airlines. In addition, the strong relationship between these two factors would create a sense of belonging and ownership among the employees in the organization according to Hussain, and Asif (2012) which resulted in increased employees satisfaction and productivity level.

## **2.6 Conclusion**

This chapter focused on the research literature review. The dependent variable for this research was turnover intention. Meanwhile this research consisted of three independent variables which were job satisfaction, job stress and organizational commitment. Besides that, past studies also were mentioned in this chapter to ensure this research was supported by previous research results. Moreover, in the next chapter, we would elaborated more on the research methodology that included framework of the research, research design, and operational definition, measurement of variables, data collection, sampling, data collection procedures and techniques of data analysis.

## **CHAPTER 3**

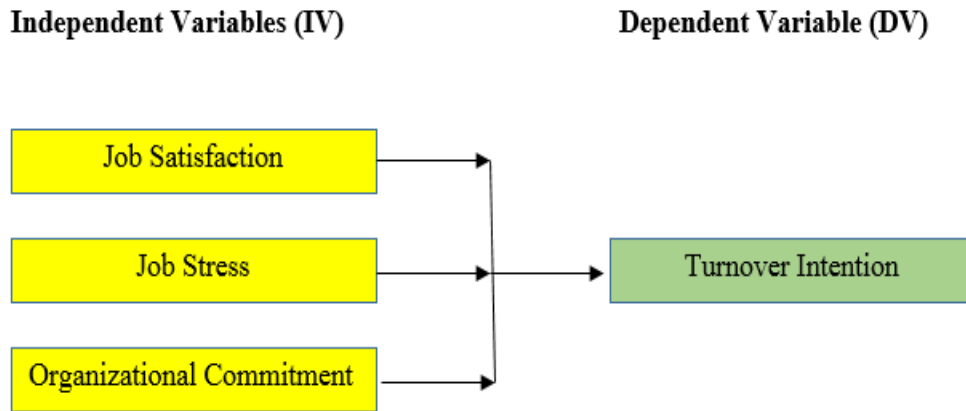
### **METHODOLOGY**

#### **3.0 Chapter Objective**

In this chapter would discovered the method used to analyze the relationship between independent variables and dependent variable in this study at E-Genting Sdn. Bhd. Therefore, this chapter comprised of research framework, research design, operational definition, measurement of variables, data collection, sampling, data collection procedures, technique of data analysis.

#### **3.1 Research Framework**

This research was designed to study factors that contributed to turnover intention among Information Technology employees and relationship among these factors at E-Genting Sdn. Bhd. The theoretical framework was shown in Figure 3.1 as per below. There were three independent variables that have been used as tool to analyze in this research that comprised of job satisfaction, job stress and organizational commitments. Other than that, turnover intention among Information Technology employees in E-Genting Sdn. Bhd. was the dependent variable in this study.



*Figure 3.1: Theoretical Framework*

### **3.2 Research Design**

According to Zikmund, Babin, Carr and Griffin (2010), research design is the primary plan to identify procedures and techniques for gathering and analyzing the required data needed in this study. In simple terms, it is an action plan to carry out this study to facilitate the understanding of the researcher. In this research design, researcher must determine the objectives, sources of information, design techniques and sampling approach.

This research was a quantitative research and questionnaire was used to generalize research findings among the Information Technology employees in E-Genting Sdn. Bhd. The definition of quantitative research, is approach used numbers to clarify the findings according to Kowalczyk (2016). There are several advantages using quantitative research method stated by Creswell (2013), namely makes conclusions for large populations, analyze data accurately and identify problems and their implications for research.

In quantitative studies, all the information needed were collected used a questionnaire that enabled the study to be carried out to a large population. Findings from quantitative research were generated from statistical data and analysis. This study also involved descriptive research. According to Malhotra (2007), descriptive research is a research that explain on subject, behavior and situation. This is conclusive research type rather than exploratory (Grand Canyon University, 1949). Moreover, the descriptive research is able to answer the research question of “Which factor that affect to turnover intention among Information Technology employees in E-Genting Sdn. Bhd”.

### 3.3 Operational Definition

The following definitions used in this study were related to independent variables and dependent variables as below:

Table 3.1:

*Operational definition and their sources*

<b>Component</b>	<b>Definition</b>	<b>Source</b>
Job satisfaction	When employees feels happy with their job and willing to perform to the maximum level.	Hoffman-Miller (2013)
Intrinsic factor	Involved personal factor which are personal character, competencies, knowledge level and experiences.	Bektas (2017)

<b>Component</b>	<b>Definition</b>	<b>Source</b>
Extrinsic factor	Related to external factor which referred when employees faces inequality in terms of lack of recognition and poor pay then lead to retention of employee.	Boogie (2005)
Job stress	When the job requirements do not match with employees' capabilities and knowledge then resulted problem in coping with that stress.	Steve (2011)
Organizational commitment	A possible relation between employees and their organization.	Upchurch, Dipietro, Curtis, and Hahm, (2010)
Affective commitment	An individual agreed with organization goals and value.	Greenberg and Baron (2003)
Continuance commitment	An employee aware of the cost involved if they try to leave the organization.	Mayer and Allen (1997)
Normative commitment	An employee feel responsible to remain in their organization.	Mayer and Allen (1997)
Turnover intention	Existing employees withdraw from the organization and the entry of new employees into the organization.	Arokiasamy (2012)

<b>Component</b>	<b>Definition</b>	<b>Source</b>
Voluntary turnover	An employee decision to leave the organization.	Price and Mueller (1981)
Involuntary turnover	An organization eliminates their employees.	Price and Mueller (1981)

### **3.4 Measurement of Variables/Instrumentation**

In order to measure each variables in this research, the survey was carried out in questionnaire form. Self-administrated questionnaire has been selected as a method to obtained data for this study which required the respondents to answered survey questions by themselves. The questionnaire was adopted from previous study titled “A study of employees’ turnover intention among generation Y in fast food industry” that was constructed by Choong et al. (2013).

There were various advantages of used this type of questionnaire method which able to conduct research in a large number of respondents, there was no interviewer bias during data collection and less time required for administration. According to Zikmund et al. (2010) questionnaire play an important role in gathering primary data because it is quick, inexpensive and efficient. Moreover, questionnaire for this study were formed in a simple method to enabled respondents to easily understand each question that have been provided.

### 3.4.1 Questionnaire Design

Table 3.2

#### *Measurement of Variables*

<b>Variables</b>	<b>Sections</b>	<b>Number of Questions</b>	<b>Scale</b>	<b>Sources</b>
Job Satisfaction	A1	5	Likert Scale	Choong et al. (2013)
Job Stress	A2	5		
Organizational Commitment	A3	5		
Turnover Intention	B	5		
Demographic Profile	C	8	Norminal & Ordinal	

### 3.5 Data Collection

There were two types of data collection which are primary data and secondary data (Douglas, 2015). This research study used both types of data collection. These data used to discover the relevant information of all variables and the relationships with employees' turnover intention. In this research questionnaires were used as primary data collection in order to obtained data from selected employees at E-Genting Sdn. Bhd. All questionnaires were distributed to the respondents from each department. They were informed to answer this research questions within seven days. Hence, the response rate that answers the question were one hundred percent since all questionnaires were collected personally after a week. According to Zikmund et al. (2010), questionnaire was the easiest and effective research instrument. The advantages of questionnaire were easy to collect data, save time and cost efficient.

Moreover, secondary data were used as data collection method in this research. Cavana, Delahaye, Brian and Sekeran (2011) stated that secondary data can be attained from current sources such as government publication, websites and book. This study have been using Internet Online Journal database as the secondary data such as Researchgate, and eResources that were available in UUM library. The advantages of this method were economical cost, short period of time to collect data and data collection process is easy to perform.

### **3.5.1 Population and Sampling of the Study**

This study targeted population was from E-Genting Sdn. Bhd. employees. The main reason this targeted population was chosen due to this organization faced a very high turnover rate among Information Technology employees. The total population of employees at E-Genting Sdn. Bhd at headquarters were 216. The sample size was calculated according to Krejcie and Morgan (1970) sampling table. Therefore, the suggested sample size for this research were 140. A total of 140 questionnaire were distributed to respective respondents. The sampling location was at Wisma Genting, Level 19.

Stratified random sampling technique was used in this research which the population were divided into strata. This steps was performed to choose employees from different position level that consisted of managerial level, executive level and non-executive level. The employees list were attained from the Corporate and Business Development department that responsible to updated in monthly basis of employees list in the organization and also from Human Resource department. All employees name from

different position level were group and arranged according to the alphabetical order which established the sampling frame. The advantage of using this sampling techniques, is the researcher have the authority to control the subgroups so that they represent all the sampling.

Overall population of this study were 216. Out of this total population, 25% represented from managerial level, 67.9% represented from executive level and 7.1% from the population was from non-executive level. Moreover, out of 140 sample size 35 respondents was from managerial level, 95 respondents came from executive level and lastly 10 respondents came from non-executive level. The sample distribution of population was illustrated in below table 3.3. In this research, used random numbers table. As a result, every employees had an equal chance being selected to contribute in this research data collection. Furthermore, the advantage of randomization can certified the reliability of the results since it avoid bias from the sample size. In order to acquire the stratified random sample the following formula was performed:

**Formula sample size of position level = size of entire sample (N) /**

**E-Genting Sdn. Bhd. population size \* population frequency by position level.**

For example:  $140/216*16 = 10$

Table 3.3:

*Sample distribution*

Position Level	Population Frequency	Sample Size	Percentage (%)
Managerial Level	53	35	25
Executive Level	147	95	67.9
Non-Executive	16	10	7.1
Total	216	140	100

### 3.6 Techniques of Data Analysis

Once all the questionnaires have been collected, the data will be analyzed further. All data that have been collected from the questionnaire were analyzed using Statistical Package for Social Sciences (SPSS) software version 18. Data analysis can be defined as the used of thought to understand the data that have been collected Zikmund, Babin, Carr and Griffin (2013). Four data analysis techniques were used in this research to examine the data which consisted of descriptive analysis, correlation analysis (Pearson's correlation analysis) and regression analysis (multiple regressions). The reliability analysis was performed to measured scale being used in this research.

#### 3.6.1 Descriptive Analysis

Descriptive analysis can be defined as a primary process to change raw data that defines different categories that consists of central tendency, distribution and variability (Zikmund et al., 2013). According to Kaur, Stoltzfus and Yellapu (2018) described descriptive statistics as method that are used to elaborate data systematically through the relationship among variables in a research population or sample. This was

the most important step in conducted research which included different types of variable (nominal, interval, ordinal and ratio) that also determined central tendency, frequency, position and variation. Based on this research, all information were presented in table form to facilitated researcher and readers' understand the collected data. The respondents' personal information in this research such as age, gender, ethnicity and marital status were accumulated through descriptive analysis. Basically, the descriptive analysis would described on respondents demographic profile.

### **3.6.2 Reliability Analysis**

The definition of reliability analysis was a measure to determine the core consistency of questionnaire reliability (Zikmund et al., 2013). Meanwhile, Mohajan (2017) stated that to obtained a good research, we need to ensured that the measurement of instrument used were reliable and valid. This study used Cronbach's Alpha to examine the result of reliability. The most famous Cronbach's alpha coefficient used to analyze reliability was by Sekaran and Bougie (2010). The Cronbach's Alpha had it owns range which in values from 0 to 1 that interpreted as correlation efficient Coakes, Steed and Ong (2010). It indicated if higher the coefficient range that meant higher reliability of the instrument being used. This research referred to Sekaran and Bougie (2010) Cronbach's alpha coefficient to analyzed reliability.

Table 3.4:

*Cronbach's Coefficient Alpha*

<b>Cronbach's Coefficient Alpha (<math>\alpha</math>)</b>	<b>Reliability</b>
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
< 0.60	Poor

Based on the above table 3.4 shown that if the Cronbach's alpha coefficient range between 0.80 and 0.95, was the highest reliability result which indicated by very good. Followed by 0.70 to 0.80 value that indicated as good. Then, the coefficient value of 0.60 to 0.70 was described as fair reliability result. While, if the Cronbach's alpha value of less than 0.60 indicated that the result of reliability was poor. The acceptable reliability values of Cronbach's Alpha as recommended by Tabachnick and Fidell (2001) and Hair, Black, Babin, Andersen and Tatham (2010).

### **3.6.3 Correlation Analysis**

According to Gogtay and Thatte (2017), the correlation analysis can be defined as the relationship between two or more variables in the study. This study has selected one of the correlations type which was Pearson's correlation analysis. Zikmund et al. (2010) described Pearson's correlation analysis as variable that are related to each other's according to the degree. As a result, Pearson correlation analysis can be used to interpret the strengths between two variables from different linear relationship directions.

R-squared ( $R^2$ ) in the analysis clarified on how near the data were to the fitted regression line based on the statistical degree. Next, when the Pearson's  $r$  shown positive (+) coefficient this meant that if one variable increased, the second variable also would increase. It means a positive correlation between two variables. It is different if the Pearson's  $r$  coefficient is negative (-). This meant that if one variable increased, the other variable decreases. Therefore, it is referred as a negative correlation. This can further described in below table which explained on the interpretation of strength of correlation by Guildford (1973):

Table 3.5:

*The interpretation of the strength of the correlation according to "Guildford's Rule of Thumb"*

<b>Value of Coefficient Relation Between Variables</b>	<b>The interpretation of the strength of the correlation</b>
0.00-0.30	Very low relationship
0.31-0.50	Low relationship
0.51-0.70	High relationship
0.71-1.00	Very high relationship

This table explained that more closely the value to 1.00, the greater the probability of that relationship was significant. A positive linear relationship is when  $r = 1$ .

### **3.6.4 Regressions Analysis**

This research has chosen multiple regression analysis to identified the most dominant or significant independent variables on dependent variable. Multiple regression analysis was an extension of simple regression analysis. Garson (2010) described that, if the correlation value is higher this will give impact on the scores as it will fall more nearer to regression line. Then this score will produce an accurate prediction.

The independent variables that were involved in this study consisted of job satisfaction, job stress and organizational commitment. While, the dependent variable was turnover intention. Hence, all data from these specified variables have been collected so that the researcher able to identified the most significant independent variables that affected turnover intention among Information Technology employees in E-Genting. Sdn. Bhd.

### **3.7 Summary**

This chapter described in detailed the methodology used in this study. It started with developed a research framework, research design, then explained the operational definition involved in this study. Next, the measurement of variables or instruments in this study was discussed further. Methods of data collection were also discussed. Finally, the population and sampling of the study were determined and calculated accurately. As a result of the sample size set, three techniques of data analysis would analyzed the raw data collected using SPSS software version 18.

## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.0 Chapter Objective

In this chapter the objective was to evaluate and summarize data obtained from all respondents. All the data obtained was analyzed using SPSS software version 18. In addition, this chapter also included several analyses comprised of descriptive analysis that focused on respondents' demographic and central tendencies, the reliability analysis, Pearson's correlation analysis and multiple linear regression analysis.

In addition, in this chapter the results of 140 sets of questionnaires collected were analyzed. The results of the quantitative research study would identify the factors contributed to the turnover intention among Information Technology employees at E-Genting Sdn. Bhd.

Finally, this chapter also discussed the results of the Pearson correlation analysis and multiple regression analysis more precisely. Besides that, to find out the relationship between each independent variable with dependent variable, Pearson correlation analysis was used to study the results obtained. Subsequently, multiple regressions were used in this study to examine the relationship between independent variables and dependent variable. The results of this study were presented in the form of tables for readers' better understanding.

## 4.1 Respondents Background

Table 4.1

### *Respondents Background*

	Frequency	Percentage (%)
<b>Gender</b>		
Male	85	60.7
Female	55	39.3
<b>Age</b>		
Below 20 years old	0	0
21-25 years old	22	15.7
26-30 years old	52	37.1
31-35 years old	34	24.3
36-40 years old	16	11.4
Above 40 years old	16	11.4
<b>Position Level</b>		
Managerial Level	35	25.0
Executive Level	95	67.9
Non-executive Level	10	7.1
<b>Ethnic Group</b>		
Malay	38	27.1
Chinese	84	60.0
Indian	15	10.8
Others	3	2.1
<b>Marital Status</b>		
Single	52	37.1
Married	69	49.3
Divorced	19	13.6
<b>Highest Education Qualification</b>		
SPM	23	16.4
STPM	9	6.4
Diploma	31	22.1
Bachelor Degree/ Advanced Diploma	66	47.1
Master Degree	3	2.1
Others	8	5.7
<b>Monthly Income Level</b>		
Below RM1000	0	0
RM1001-RM1500	3	2.1
RM1501-RM2000	6	4.3
RM2001-RM2500	20	14.3
RM2501-RM3000	59	42.1
Above RM3001	52	37.1

<b>Service Length</b>		
Less than 1 year	12	8.6
1-2 years	31	22.1
3-4 years	41	29.3
More than 5 years	56	40.0
<b>Working Hours</b>		
Less than or equal to 30 hours	0	0
31-35 hours	0	0
36-40 hours	78	55.7
41-45 hours	50	35.7
46-50 hours	12	8.6
More than 50 hours	0	0

N = 140

Table 4.1 presented the detailed descriptive statistics of respondents' demographic background analysis. This analysis comprised of gender, age, ethnic group, marital status, highest education qualification, monthly income level, service length and working hours of Information Technology employees in E-Genting Sdn. Bhd. In order to acquire this data, questions for the demographic respondents were formulated in section C of the questionnaire. Consequently, a total of 140 questionnaire were distributed to all selected respondents and these questionnaire were successfully returned. All returned questionnaire can be used for analysis as they have been well answered by the respondents.

#### **4.1.1 Gender**

Based on table 4.1, has presented that there were 60.7% male respondents and 39.3% female respondents from the total of 140 questionnaires that have been distributed in E-Genting Sdn. Bhd. This result shown that the majority gender among the total of respondents' that have been selected were male.

#### **4.1.2 Age**

Based on the table 4.1 above shown the respondents age group in the questionnaire. The largest age group of respondents in this survey were between 26 years old to 30 years old with 37.1%, which consisted of 52 respondents. The second largest age group of respondents were from 31 years old to 35 years old with 24.3% that consisted of 34 respondents. Moreover, the third largest age group of respondent were between 21 years old to 25 years old with 15.7%, which comprised of 22 respondents. The fourth age group in this survey were from 36 years old to 40 years old with 11.4%, which consisted of 16 respondents. Lastly, the employees that was group in above 40 years old with 11.4% that comprised of 16 respondents. The total numbers of respondents that had answered this survey were 140.

#### **4.1.3 Ethnic Group**

Table 4.1 above showed that the largest ethnic group in the organization was from Chinese ethnic group of 60%, represented by 84 respondents. While the second largest ethnic group was from Malay ethnic with 27.1%, consisted of 38 respondents. The third ethnic group was from Indian ethnic with 10.8%, comprised of 15 respondents.

Finally, the minority ethnic group in this organization was from Chindians of 2.1%, comprised of 3 respondents that represented by others ethnics group.

#### **4.1.4 Marital Status**

Based on table 4.1 above showed the respondent's marital status in e-Genting Sdn. Bhd. Most respondents were married with 49.3%, which included 69 respondents. While the single employees were the second highest category in this study with 37.1%, which covered 52 respondents. The divorced employees was the least group in the organization with 13.6%, which consisted of 19 respondents.

#### **4.1.5 Highest Education Qualification**

Meanwhile for respondents education qualification level in E-Genting Sdn. Bhd., which comprised of six level were SPM, STPM, Diploma, Bachelor Degree or Advanced Diploma, Master Degree and others. In table 4.1 shows that the highest education qualification level with 47.1%, which consisted of 66 respondents had Bachelor Degree or Advanced Diploma. This followed by second highest education qualification level was Diploma with 22.1%, which comprised of 31 respondents. The third qualification level was SPM with 16.4%, which covered 23 respondents. Then followed by STPM level with 6.4%, which involved of 9 respondents. For others education qualification level fall into the fifth level in this survey of 5.7%, which consisted of PMR level with 3 respondents and PhD level with 5 respondents. Lastly, Master Degree was the least education qualification level with 2.1%, which covered 3 respondents in this survey.

#### **4.1.6 Monthly Income Level**

According to the questionnaire there were six level of monthly income involved in this survey which consists of below RM1000, RM1001-RM1500, RM1501-RM2000, RM2001-RM2500, RM2501-RM3000 and above RM3001. Based on the result in table 4.1 it shown that the greatest monthly income level of respondent was between RM2501 to RM3000 with 59 respondents or 42.1%. It followed by income level above RM3001 with 52 respondents or 37.1%. Meanwhile, separately for income level between RM2001 to RM2500 and RM1501 to RM2000 were 14.3% or 20 respondents and 4.3% or 6 respondents. Finally, the least monthly income level was between RM1001 to RM1500 with 3 respondents or 2.1%. However, none of employees in this organization receive monthly income below RM1000.

#### **4.1.7 Service Length**

Table 4.1 showed the respondents' years of service length. From the above results shown that longest years of service length were more than 5 years with 40% or 56 respondents. Next, followed by 3 to 4 years of service length which involved 29.3% or 41 respondents. Then, followed by respondent with 1 to 2 years' service length which comprised of 22.1% or 31 respondents. Lastly, the shortest years of service length was respondents that worked less than 1 year with 8.6% or 12 respondents.

#### 4.1.8 Working Hours

In table 4.1 showed the working hours per week of respondents. According to the statistics, there were 78 respondents (55.7%) that worked between 36 to 40 hours per week. Next, followed by 50 respondents (35.7%) who worked between 41 to 45 hours in a week. Then followed by 12 respondents that were worked between 46 to 50 hours per week with 8.6%. However, in E-Genting Sdn. Bhd. none of the employees that work less than or equal to 30 hours, 31 to 35 hours and more than 50 hours per week.

#### 4.2 Reliability Analysis

There were several reliability coefficients, however in this study used Cronbach's alpha that depended on the items that if standardized in a test based on the normal correlation items (Coakes et.al, 2010). Furthermore, based on Tabachnick and Fidell (2001) stated that Cronbach alpha value more than 0.8 are measured to be good. The SPSS software version 18 was used in this study to analyze the reliability of each variables involved and demonstrated in table 4.2 below:

Table 4.2:

*The Reliability coefficients of each variables*

<b>Dimensions</b>	<b>Cronbach's Alpha</b>
Job Satisfaction	.907
Job Stress	.935
Organizational Commitment	.769
Turnover Intention	.612

In table 4.2 shows the reliability analysis result of this study which involved five dimensions that signified the independent variables (job satisfaction, job stress and organizational commitment) while the dependent variable was turnover intention. The

highest Cronbach's alpha value in this research was job stress with .935. Then followed by job satisfaction with .907. Both of these variables were classified as very good reliability score with range between 0.80 and 0.95 according to Sekaran and Bougie (2010). Next, followed by organizational commitment with .769 and turnover intention with .612.

The reliability analysis result for organizational commitment was categorized as good and turnover intention Cronbach's alpha value was considered as fair. The coefficient for turnover intention was considered as acceptable according to Nunnally (1970). Therefore, all of these Cronbach's alpha values had achieved the rules of the instrument with coefficients of 0.60 was reflected to had average reliability while a Cronbach's alpha coefficient with 0.70 and above shown that the reliability of instrument had high coefficient.

#### **4.3 Correlation Analysis**

The Pearson correlation coefficient was used as a method to measured correlations in this study. The main purposed of this method was to measure the strength of two variables. In addition, the significant of two tailed correlations were used to study the relationship between the two variables. This study referred to the interpretation of the strength of the correlation by Guildford (1973). Furthermore, if the Pearson coefficient  $r$  close to 1 described the strong relationship between variables. However, when the Pearson coefficient  $r$  close to 0 defined that this value had a weak relationship between two variables.

Table 4.3

*Correlation Analysis*

	<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	Job Satisfaction	1			
2	Job Stress	-.852**	1		
3	Organizational Commitment	.900**	-.841	1	
4	Turnover Intention	-.736**	.758**	-.716**	1

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

#### **4.3.1 Relationship between Job Satisfaction and Turnover Intention**

According to table 4.3 illustrated that there was a negative relationship between job satisfaction and turnover intention as the negative value for correlation coefficient was achieved. Based on Guilford's Rule of Thumb, the Pearson's Correlation Coefficient value,  $r = -.736$ , proven that there was a strong relationship between job satisfaction and turnover intention as explained above when the Pearson coefficient  $r$  close to 1 it described a strong relationship.

#### **4.3.2 Relationship between Job Stress and Turnover Intention**

From the above table 4.3 demonstrated that, between job stress and turnover intention there was a significant and positive relationship as the correlation coefficient also showed positive value. Meanwhile, the Pearson's Correlation Coefficient for this relationship was  $r = .758$ , indicated that there was a very high relationship between job stress and turnover intention according to Guilford's Rule of Thumb.

### 4.3.3 Relationship between Organizational Commitment and Turnover Intention

Result from table 4.3 revealed that there was a negative relationship between organizational commitment and turnover intention. Even though the result showed negative relationship as the value of Pearson's Correlation Coefficient has achieved  $r = -0.716$ , this value still demonstrated there was a strong relationship between these two variables as the value approach 1 or -1.

### 4.4 Multiple Regression Analysis

Multiple regression analysis can be described to forecast the value of independent variables that were more than one in order to explain the variance value in a dependent variable.

Table 4.4:

*Model Summary of Multiple Regression Analysis*

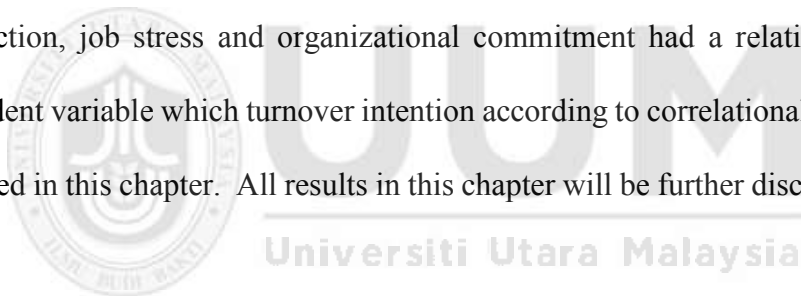
	<b>Dependent Variable (Turnover Intention) (Standardized coefficient Beta)</b>	<b>t</b>	<b>Significant (p)</b>
<b><i>Independent Variables</i></b>			
Job satisfaction	-0.255	-1.886	0.61
Job Stress	0.449	4.127	0.000
Organizational Commitment	-0.109	-0.829	0.408
F Value	69.637		
R <sup>2</sup>	0.606		
Adjusted R <sup>2</sup>	0.597		
Durbin Watson	1.076		

Note. \* $p < 0.05$ , \*\* $p < 0.01$

The R squared value meant that the dependent variable variance value can be forecasted from the independent variable. In table 4.4, the R squared value was equal to 0.606 and the F value equal to 69.637 which indicated that 60.6% of independent variables explained the variance in turnover intention. Meanwhile, 39.4% were explained by other factors which were not included in this study. However, the findings showed that only job stress significantly influenced turnover intention ( $p < 0.05$ ). Job satisfaction and organizational commitment independent variables found not to have any effect on turnover intention.

#### **4.5 Summary**

Finally it can be summarized that, all independent variables which comprised of job satisfaction, job stress and organizational commitment had a relationship with the dependent variable which turnover intention according to correlational analysis results achieved in this chapter. All results in this chapter will be further discuss in chapter 5.



## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.0 Chapter Objective

This chapter discussed furthermore on the study findings and identified whether the research objectives that were developed in Chapter 2 had relationship with the dependent variable. Moreover, in this chapter comprised conclusion of study findings, the study implication and suggested recommendation for future researcher to perform in their study.

#### 5.1 Discussion of the Study

An organization depends on its employees to grow and succeed. But today most organizations face challenges in retaining their employees. This is because there are many factors that influence an employee's desire to quit. Turnover intention is not something new to any organization, as there have been many previous studies addressing this issue. This problem not only affects the organization financially because it has to spend a lot of money to train and recruit new employees but also the loss of talent also affects the productivity of the organization.

The main goal of this study was to determine which independent variables that consisted of job satisfaction, job stress and organizational commitment contributed to turnover intention among Information Technology employees in E-Genting Sdn. Bhd. In order to achieve this goal, three objectives were constructed in this research. Firstly, to investigate the relationship of job satisfaction and turnover intention among

Information Technology employees. Secondly, to examined the relationship of job stress and turnover intention among Information Technology employees. Thirdly, to explored the relationship of organizational commitment and turnover intention among Information Technology employees.

The quantitative research design and self-administrated questionnaire have been selected as a method for collected data that required the respondents to answer the questionnaire by their own. Furthermore, the targeted population were study comprised of Information Technology employees in E-Genting Sdn. Bhd. at Wisma Genting headquarters. There were three position level of targeted respondents which covered of managerial level, executive level and non-executive level. Therefore, this study used stratified sampling method to organize the respondents sample size into a separated group. Overall total of Information Technology employees in E-Genting Sdn. Bhd. were 216, however only 140 sample size were selected in this research. The total of 140 questionnaire were distributed among employees according to their departments. The response rate were 100% as all questionnaires were answered and returned within a specified time period of one week.

There were four techniques used in this study to analyzed data consisted of descriptive statistics, reliability analysis, Pearson's correlation analysis and multiple regressions analysis. Besides that, in order to performed statistical analysis in this study used Statistical Package for Social Sciences (SPSS) software version 18. The result obtained from the statistical analysis, the data were presented in the form of tables for readers' better understanding. In addition, the respondent demographic data were analyzed using descriptive techniques that described the value of mean and

standard deviation. All instruments used in the questionnaire were measured with reliability analysis which confirmed that these tools would generate stable results. As a final point, in order to identify the most dominant or significant independent variables that have greater impact on dependent variables, the multiple regression analysis was used in this research.

Basically, all three research objectives in this research were successfully achieved as follows:

### **5.1.1 Research Objective 1: To investigate the relationship of job satisfaction and turnover intention among Information Technology employees.**

In this study, the first research objective was to investigate the relationship of job satisfaction and turnover intention among Information Technology employees. The results from correlation analysis in chapter 4 showed that there was a negative relationship between job satisfaction and turnover intention. This meant that when Information Technology employees in E-Genting Sdn. Bhd. felt satisfied with their job, at the same time this would result in the decline of turnover intention rate in the organization. Results from this analysis were in line with previous studies by Hassan (2014) that mentioned a negative and significant relationship between job satisfaction and turnover intention. Other research findings that obtained the same result were from Alam (2019) that mentioned that there was a negative relationship between job satisfaction and turnover intention. Study findings by Ahmad Faisal, Mohamad Zaid, Mohd Roslan, Ahamad, and Abang Sulaiman (2012) also obtained opposite

relationship between both types of job satisfaction (intrinsic and extrinsic) and turnover intention.

The Pearson's Correlation Coefficient value,  $r = -.736$ , confirmed that there was a strong relationship between job satisfaction and turnover intention among Information Technology employees in E-Genting Sdn. Bhd. This result also was supported with previous study by Bowles and Arnup (2016) that conducted study among teachers in Australia, which showed strong relationship between job dissatisfaction and turnover intention. Another research findings that was consistent with this study result by Nazir and Nabi Bux (2015) which showed a strong relationship between job satisfactions among their private secondary school teachers with turnover intention. Hence, this objective was successfully achieved in this research.

**5.1.2 Research Objective 2: To examine the relationship of job stress and turnover intention among Information Technology employees.**

The second objective in this research was to examine the relationship of job stress and turnover intention among Information Technology employees. The finding in correlation analysis in chapter 4 showed that there was a positive relationship between these two variables. This can be described that when job stress increased among Information Technology employees in E-Genting Sdn. Bhd, the turnover intention also increased. The result of this study was similar to previous research by Nasrin and Hojat (2013) which was performed at Iranian National Drilling Company (INDC) indicated that there was a positive relationship between job stress and turnover

intention. This result was also supported by Chen and Kao (2012) who highlighted that job stress can ultimately contributed to turnover intention.

The Pearson's Correlation Coefficient value for this relationship was  $r = .758$  that emphasized that these variables had very strong relationship between each other. This result was supported by previous research finding from Choong, et al. (2013) that there was a significant relationship between job stress and turnover intention. Research done by Hyun and Young (2013) also found out that there was a significant relationship between job stress and turnover intention among nurses at university hospital.

### **5.1.3 Research Objective 3: To explore the relationship of organizational commitment and turnover intention among Information Technology employees.**

The third objective of this research was to explore the relationship of organizational commitment and turnover intention among Information Technology employees. From the results finding, the Pearson's Correlation Coefficient with  $r = -.716$ , this value still demonstrated there was a strong relationship between organizational commitment and turnover intention. This result was supported from research done by Ling, Yusof, and Rahman (2016) at manufacturing company in Malaysia showed that the negative result with strong and significant relationship between organizational commitment and turnover intention. Furthermore, there was a strong relationship between organization commitment and turnover intention based on research done by Hussain and Asif (2012) which resulted in increased employees satisfaction and productivity level.

Besides, the significant and negative relationship achieved from this research finding described that when Information Technology employees in E-Genting Sdn. Bhd. felt

committed with their organization they tended to stay longer in the organization which resulted in lower turnover intention. The negative relationship meant that when an employee's commitment increased, this would cause their turnover intention to decline. This result was proven to be accurate as similar findings from the previous researcher Jehanzeb, Rasheed, and Rasheed (2013) indicated that there was a strong negative relationship between organizational commitment and employee turnover intention. The results of this study were also supported by Mashal and Nosheen (2015) that obtained a negative relationship between organizational commitment and turnover intention according to a study conducted at Pakistan International Airlines.

## **5.2 Implication**

The results of this study provided a deeper understanding of each of the independent variables involved in job satisfaction, job stress and organizational commitment towards turnover intention among Information Technology employees in E-Genting Sdn. Bhd. Every organization will tend to concern more on turnover intention among their employees because the cost of hiring and training new employees is very expensive compared to the cost of retaining existing employees in the organization.

Based on the analysis results attained in chapter 4, the most significant relationship with turnover intention was job stress with the Pearson's Correlation Coefficient,  $r = .758$ , next significant relationship was job satisfaction with the Pearson's Correlation Coefficient,  $r = -.736$ . Lastly, organizational commitment with coefficient  $r = -.716$ . As a result, among all factors, job stress has the highest effect on turnover intention among Information Technology employees in E-Genting Sdn. Bhd. In addition, this

findings also proved that the level of job stress among Information Technology employees were very high and become a major factor derived them to leave the organization.

Therefore, the first implication that resulted from this study is the E-Genting Sdn. Bhd. management level should emphasize on factor-factors that leads to job stress among their Information Technology employees. Among the factors that contribute to higher job stress are heavy workloads, tight deadlines, discrimination, insufficient skill on the job also poor relationship between subordinates and superiors. Employees tend to stay longer in the organization when they are facing less stress from the above factors. Now, management is able to identify which factor that leads to higher turnover rate and make the required changes such as send employees for training, delegate task to several employees, and give reasonable time frame to meet work deadlines.

Secondly, the implication from this study required the E-Genting Sdn. Bhd. management to provide a positive working environment which superior should recognize their subordinates contribution and talent to organization. In that case, every superior should conduct monthly reward and recognition event in their departments as this action will increase employees' level of satisfaction since they feel appreciated by the employer when they are well performed.

As a result, when the job satisfaction level is increase among employees, the turnover rate can be minimize. The final implication is this organization should focus to improve their employees' organization commitment. There are several ways to improve this factor such as create a teamwork culture among their Information

Technology employees to develop organizational commitment within themselves. Besides that, all superiors should provide constructive feedback to their subordinates and avoid criticism which will result in increasing the commitment among employees. E-Genting Sdn. Bhd. management also should build career development program such as coaching and mentoring so that all Information Technology employees feel committed to this organization.

### **5.3 Recommendation for Future Research**

Based on the study limitation mentioned in previous chapter, there are several recommendations for future researcher can perform in their research. As stated before, this study was conducted only at E-Genting Sdn. Bhd. headquarters which at Wisma Genting. Future researchers may expand their study location to other Information Technology organizations in Malaysia so that sample size can be improve and the results of the study will be more reliable and valid.

Moreover, as a result of the time constraints to collect data in this study, suggested future researchers to use different data collection methods in their studies such as personal interviews and telephone interviews. This is because this study used only the questionnaire method to collect data that took a long time to gather the results. This method has its own advantages which can provide the respondents with accurate explanations if they do not understand the questions being asked and thus improve the reliability of their study results.

In addition, future researcher are propose to study the different factors contributing to turnover intention among Information Technology employees that not touched in this study. This is because there are many other factors that will motivate employees to leave the organization such as organizational culture and person organization fit.

#### **5.4 Conclusion**

The main objective of this study was to identify which factors that affect turnover intention among Information Technology employees at E-Genting Sdn. Bhd. The results of this study proved that there were strong relationship between these three independent variables, namely job satisfaction, job stress and organizational commitment on turnover intention. Nevertheless, based on the multiple regression analysis performed in this study specified that only job stress has the most significant values with 0.000,  $p < 0.005$  on turnover intention. Therefore, the results from this study had identified several implications related to this organization for improvement purposes. Last but not least, this study also offered future researchers some suggestions that can be applied in their future studies.

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## APPENDICES



Dear Respondents,

I am postgraduate student from Universiti Utara Malaysia (UUM), currently pursuing master degree in Master of Human Resource Management (MHRM). As a partial requirement of master degree program, I am conducting a research study entitled "**A Study on Turnover Intention among Information Technology Employees in E-Genting Sdn. Bhd.**". I am appreciating your willingness to participate in this questionnaire. All the information provided in this survey will be kept strictly private and confidential and will be only used for academic purpose. Thank you for the time and effort taken to complete this questionnaire.

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Name : Dzulaika Sharmanne Bt Tagol Aros

Student ID : 815439

## Section A: Assessment on factors that influence you to leave your organization

This section is seeking your opinion regarding the factors that influence your intention to leave your current organization. Respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale response framework.

Likert scale indicator:

- 1= Strongly Disagree (SD)
- 2= Disagree (D)
- 3= Neutral (N)
- 4= Agree (A)
- 5= Strongly Agree (SA)

Please circle one number per line to indicate the extent to which you agree or disagree with the following statements.

A1	Job Satisfaction	SD	D	N	A	SA
SA1	I am satisfied with my pay. <i>Saya berpuas hati dengan gaji saya.</i>	1	2	3	4	5
SA2	I am satisfied with the organization promotion policy. <i>Saya berpuas hati dengan polisi promosi organisasi.</i>	1	2	3	4	5
SA3	I am satisfied with the working condition in this organization. <i>Saya berpuas hati dengan keadaan tempat</i>	1	2	3	4	5
SA4	The fringe benefit provided by the organization is satisfying. <i>Organisasi memberi manfaat yang memuaskan.</i>	1	2	3	4	5
SA5	I am bored with my present job. <i>Saya berasa bosan terhadap kerja saya.</i>	1	2	3	4	5

A2	Job Stress	SD	D	N	A	SA
ST1	I often feel stressed out with my job. <i>Saya berasa tertekan dengan kerja saya.</i>	1	2	3	4	5
ST2	Problems associated with work have kept me awake at night. <i>Saya tidak dapat tidur lena pada waktu malam sebab masalah yang berkaitan dengan</i>	1	2	3	4	5
ST3	I feel fidgety or nervous because of my job. <i>Saya berasa resah atau saraf sebab kerja saya.</i>	1	2	3	4	5
ST4	I am pressured to work long hours. <i>Saya tertekan untuk bekerja selama masa yang panjang.</i>	1	2	3	4	5
ST5	I no longer enjoy my work. <i>Saya tidak lagi menikmati kerja saya.</i>	1	2	3	4	5

A3	Organizational Commitment	SD	D	N	A	SA
CO1	It would be very hard for me to leave my organization right now, even if I wanted to. <i>Saya menghadapi kesulitan untuk meninggalkan organisasi ini, malah jika saya mempunyai keinginan ini.</i>	1	2	3	4	5
CO2	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful. <i>Saya akan bekerja dengan sedaya upaya untuk membantu organisasi ini untuk bertambah maju pada masa yang akan datang.</i>	1	2	3	4	5
CO3	I am proud to tell others that I am part of this organization. <i>Saya berasa bangga memberitahu kawan-kawan saya adalah sebahagian daripada organisasi ini.</i>	1	2	3	4	5
CO4	I feel that I have too few options to consider leaving this organization. <i>Saya tidak mempunyai pilihan yang banyak jikalau saya memilih untuk meninggalkan organisasi ini.</i>	1	2	3	4	5
CO5	I would be very happy to spend the rest of my career with this organization. <i>Saya berasa bangga jikalau saya dapat bekerja dengan organisasi ini dalam jangka masa yang panjang.</i>	1	2	3	4	5

Section B: Assessment on Turnover Intention

B1	Turnover Intention	SD	D	N	A	SA
TI1	I often think of leaving my organization. <i>Saya sering berfikir meninggalkan syarikat saya.</i>	1	2	3	4	5
TI2	It is very possible that I will look for a new job next year. <i>Saya berkemungkinan besar akan mencari pekerjaan baru tahun depan.</i>	1	2	3	4	5
TI3	As soon as I can find a better job, I will quit from this organization. <i>Sebaik sahaja saya dapat mencari kerja yang lebih baik, saya akan meninggalkan organisasi ini.</i>	1	2	3	4	5
TI4	If I may choose again, I will choose to work for the current organization. <i>Jika saya boleh memilih lagi, saya juga akan bekerja di organisasi ini.</i>	1	2	3	4	5
TI5	I would turn down an offer from another organization at this point of time. <i>Jika organisasi lain memberi tawaran kepada saya, saya akan menolak tawaran tersebut.</i>	1	2	3	4	5



## Section C: Demographic Profile

*Please tick the most appropriate answer for each of the following questions.*

QC1: Gender:  Male  Female

QC2: Age:  Below 20 Years Old  21 - 25 Years Old  
 26 - 30 Years Old  31 – 35 Years Old  
 36 - 40 Years Old  Above 40 Years Old

QC3: Ethnic group  Malay  
 Chinese  
 Indian  
 Others, please specify: \_\_\_\_\_

QC4: Marital status  Single  
 Married  
 Others, please specify: \_\_\_\_\_

QC5: Highest education qualification  SPM  
 STPM  
 Diploma  
 Bachelor Degree / Advance Diploma  
 Master Degree  
 Others, please specify: \_\_\_\_\_

QC6: Monthly income level  Below RM1,000  
 RM1,001 – RM1,500  
 RM1,501 – RM2,000  
 RM2,001 – RM2,500  
 RM2,501 – RM3,000  
 Above RM3,001

QC7: How long have you been worked in E-Genting Sdn. Bhd.?

- Less than 1 year
- 1 – 2 years
- 3 – 4 years
- More than 5 years

QC8: How many hours per week do you work in this organization?

- Less than or equal to 30 hours
- 31 – 35 hours
- 36 – 40 hours
- 41 – 45 hours
- 46 – 50 hours
- More than 50 hours

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*Thank you for your time and cooperation.-*

*~ The End ~*





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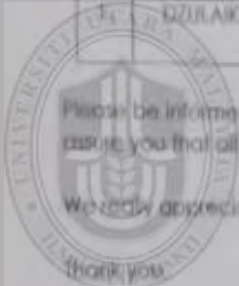
Our Ref : UUM/UUMKL/P-39/133  
 Date : 3 July 2019

**E-GENTING SDN. BHD.**

**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 (Human Resource Management). She is required to collect data from your organization as a requirement for the BPM26912 Research Paper course this semester.

No.	Name	Matric No.	I/D No.
1	DZULAIKA SHARMANE BINTI TAGOL AROS	615439	670714326084



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

Universiti Utara Malaysia

- "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

