

UNIVERSITI TEKNOLOGI MARA

**ORGANIZATIONAL CULTURE TYPES, JOB
SATISFACTION AND TURNOVER INTENTIONS
OF EMPLOYEES IN FOUR AND FIVE STAR
KOTA KINABALU HOTELS**

**DAYANG SITI YUZRINA BINTI AWANG MAT
YUSOF**

MASTER IN HOSPITALITY MANAGEMENT

NOVEMBER 2010

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Dissertation submitted in partial fulfilment of the requirements for the degree of

Master in Hospitality Management

Faculty of Hotel and Tourism Management

November 2010

Candidate's Declaration

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This topic has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

In the event that my thesis be found to violate the conditions mentioned above, I voluntarily waive the right of conferment of my degree and agree be subjected to the disciplinary rules and regulations of Universiti Teknologi MARA.

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ABSTRACT

This paper explores the relationship between Organizational Culture Types, Job Satisfaction and Turnover Intentions among employees in four and five star Kota Kinabalu hotels. The dimensions of cultures used in this study are developed by Cameron and Freeman (1991); Clan, Adhocracy, Hierarchy and Market. There are four objectives of the study; to examine the influence of organizational culture types on the level of job satisfaction, to identify which culture type is the strongest contributor towards job, to determine the impact of the job satisfaction level towards turnover intentions and lastly is to investigate the relationship between organizational culture types and the turnover intentions. Eleven hypotheses were outlaid in the study and a single regression analysis using SPSS 16.0 was performed in order to test those hypotheses. The results indicated that the most significant and strongest contributing culture type towards job satisfaction is the Market Culture, followed by Hierarchy, Clan and Adhocracy respectively. Furthermore, the results revealed that indeed job satisfaction significantly influenced the turnover intentions of the hotel employees in Kota Kinabalu. The culture types were found to have a relationship with turnover intentions, and again, the Market Culture was the most significant one out of all the four culture types.

Keywords: Organizational Culture, Job Satisfaction, Turnover Intentions, Kota Kinabalu.

ACKNOWLEDGEMENTS

First and foremost, I would like to thank Allah S.W.T for giving me the power and endurance to complete this paper. Beyond doubt, without His guidance and blessings, I would not be able to do it on my own. So for that, praises for Allah The Almighty.

Secondly, a million thanks go out to my advisor; Mr. Hazmal Ismail, for all the great advices he has shared and the patience he has undoubtedly shown during his mentoring period with me. He is truly the epitome of advisors: patient, kind, respectful and outgoing. Not forgetting also are the other lecturers who have sacrificed their time to give their insights on this paper; thank you all for the brilliant ideas and inputs.

Lastly, to my loved ones; my family and friends; you are all my pillars of strength. Thank you for being there always with words of encouragement that never failed to pick me up when I was down. I am forever grateful.

Thank you all.

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