

DETERMINANTS OF JOB DISSATISFACTIONS AND TURNOVER INTENTION AMONG EMPLOYEES IN MALAYSIAN PRIVATE INSTITUTION

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Abstract

Nowadays, turnover is one of big problems occurred in any organizations and it is shared in every type and size of organization at every organizational level. Staff turnover becomes a serious issue especially in the arena of human resources supervision. The study examined the relationship between three elements of staff' job dissatisfactions towards employees' turnover intention. For this study, the researchers have selected the staff of Malaysian Private Institution as the population being studied which involved 113 respondents. For the purpose of data collection, the questionnaire was used as the main instrument. The questionnaire comprises of 3 segments which includes section A: demographic background, section B: determinants of job satisfactions and section C: staff job satisfaction. All the items needed in the questionnaire were developed concurring to the research questions and research objectives. For this study, the simple random sampling was selected among the staff. This is because of the method was the most efficient for the probability sampling design. Other than that, the method is easily understood and the results are being projected to the whole population. After several times of follow-ups, total numbers of 113 questionnaires were received out of a total number of 150 questionnaires. The SPSS was applied for the analysis of data statistically. The Correlation Analysis and multiple regressions were utilized to identify the relationship among job dissatisfactions towards staff turnover intention. Based on the findings, the hypotheses were accepted. Thus, the findings confirmed that all hypotheses have positive relationships between independent variables toward staff turnover intention. Finally, the researchers hope that the findings can give benefits to the organization as well.

Keywords: Staff Turnover, Human Resource, Retention, Job Dissatisfaction

1.0 INTRODUCTION

One of the most critical issues in an organization is employees' turnover. This might happen in all organizations which includes the Malaysian Private Institution. Recently, the issues of staff's turnover among the employees were emerging and increasing based on the record from the Human Resource Department. According to Roya, Zhou and Siavash (2013), loss and gain employees' rate known as turnover. Deliberate and automatic turnover are two types of turnover. Normally, when the organization begins executing the turnover, the result is involuntary or automatic turnover. According to Hewitt

(2015), Malaysia appeared as the second most automatic turnover occurred which is 6.0% and third most deliberate turnover which is 9.5% in South East Asia.

In this case, the researcher is focusing on the reasons of employees' turnover in an organization. Customers communicate with the same staff on various places and where understanding of a customer's particular needs are serious issue because this is one of the turnover negative effects on business, argued by Subramony and Holtom (2012). Biron and Boon (2013) mentioned that everybody knows that an employee turnover is a critical for organizations and also the employee. An employees' turnover can increase costs directly which is due to the process of staffing, giving the training, and selecting. However, for indirect effect of the increase costs, it is due to the form of reduced productivity and the knowledge loss. The usual of once-a-month turnover rate in the USA in 2011, it was about 3% which some of 49% preferred voluntary. The voluntary turnover was about 20% of an annual rate and it was a cost estimated of billions dollar per year Biron & Boon (2013).

Sheraz, Wajid, Hussain and Rizwan (2014) mentioned that the notice of experienced staff badly affects the achievement of a business. The organizations permit the expenses of signing and training of the new employees for the substitution of the employees who quit the job. Staff who turnover become a critical issue especially in the human resources supervision area. It is costly for a structural and it is because of expiry, promotion, staffing, assortment, and employment. When employees quit their jobs, a capability of the remaining employees to complete their jobs might be valuable. Job satisfaction has been perceived as a critical issue in the utilized lives for all occupational groups.

Beside that, it is also well-defined as the level of the amount of managerial associates who have left the dates being figured separately by the standard number of individuals in that group. Normally, manager's mention to turnover as the whole procedure related with satisfying a post: every period a position is emptied, whichever willingly or unwillingly, a fresh worker necessity be employed and accomplished. This additional sequence is identified as a turnover, Ikemefuna and Mbah (2012).

The research objectives of this study are as below:-

- a) To identify the relationship between Leadership and Staff Turnover Intention.
- b) To measure the relationship between Employee Commitment and Workload and Staff Turnover Intention.
- c) To determine the relationship between Career Development and Staff Turnover Intention.

2.0 LITERATURE REVIEW

2.1 Leadership

Choi, et al.,(2012) stated that staff turnover has been dependably primary issues confronted by organizations regardless of its regions, sizes, nature of the organization. It is accepted that in any degree that staff turnover is exorbitant to all level of organizations in any case of its nature and as a rule; the efficiency and quality of the products or services of an extensive variety of organization are dependably adversely influenced. It additionally acquires pulverization to the organizations regarding the cost, misfortune in efficiency, reducing number of customers (Choi, et al., 2012).

Style of leadership is one of the contributing variables for employee to quit their career in an organization. According to Jane, et al. (2012), in public universities showed that, adverse leadership practice was one of the reasons why employees intent to leave the organization. Therefore, there is a key consideration regarding the significance of leadership style to each duty and responsibility in the organization in terms of limiting employees turnover. Employees are a standout amongst the foremost critical asset within the

organization that leader to lead in a way that update employee's motivation level for effective and compelling accomplishment of the organizational targets such effectiveness, gainfulness, and advancement where by at a conclusive limits staff turnover as expressed by (Jane, et al., 2012).

Productive leadership can motivate employee commitment and coordinates directions to an exhibited responsibility to supporting the workers in their profession movement. This includes guaranteeing employees add to corporate objectives they can relate to, and by giving meaningful employee acknowledgment and improvement opportunities fitted to the individual (Amena & Shahid 2013).

2.2 Employee Commitment and Workload

As indicated by Samina and Komal (2011), an organization commitment can be characterized as association of employees to the organization and commitment in it. For the most parts, there are three extents of commitment which incorporate continuation commitment, full of feeling commitment, and standardizing commitment. All these extents are autonomous in nature and are showed up by people at distinctive levels in organization (Samina and Komal, 2011). Commitment strategies form the specified employee execution and attitude by forging psychological links between the organization and employee goals. Thus, the emphasis is on creating committed employees who can be trusted to utilize their attentiveness to complete employment assignments in ways that are consistent with organizational goals said by Prabhjot (2012).

Motivated, committed, and capable individuals are extensively important because they can frequently influence things to work in spite of not as much as immaculate frameworks. The reaction to higher benefits in an organization lies in a greater asset in making committed individuals. Employee commitment ought to be seen as a business essential. Organizations that face issues in retaining and exchanging competent staff think it is hard to enhance performance (Amena and Shahid, 2013). Jacobs, Hellman, Markowitz and Wuest (2013) described workload as the seen relationship between the sum of mental preparing capability or assets and the sum required by the task. According to Jacobs, Hellman, Markowitz and Wuest (2013), it signifies the connection among a group and individual human operator and task demands. It means, it is the volume of work predictable of a person. The main objective of assessing and predicting workload is to realize equally disseminated, reasonable workload and to avoid over-burden or under load."

Workload is the escalated of job assignments. It is one of the sources of mental stress for employees. Stress is a could be a working viewpoint in which individual faces both an opportunity and imperative. (Syed et al., 2011). There are diverse ways that pressure signs or outcomes are reflected within the work environment. The result that is need from employees is for the most part seen to be both uncertain and essential.

Syed et al. (2011) further stated that workload numerous different factors have their effect on the feeling of stress of people. Based on previous studies, the stress causes at work might be arranged into four groups that are the work spaces (counting shift issues, on the end of the week obligation, insufficient pay, long working period, judgment, and security issues), connections at work (counting poor connections at even and vertical levels), equivocalness in tasks (counting badly characterized part, parts, standpoints, and obligations), and hierarchical structure and atmosphere (counting correspondence approach and practice, significant changes in the work environment, culture of the association, and absence of commitment in basic leadership). In organizations, reaction of individuals toward workload is unique. Some handle much better while others endure in negative outcomes.

2.3 Career Development

Career development is the lifetime strategy of administering development in learning and career. The estimation of this method fundamentally characterizes the nature and nature of people's lives: the sort of individuals they turn into, the feeling of reason they have, the income available to them (Watts, 2017). It is moreover choosing the social and financial commitment they make to the systems and social orders of which they are part. Career development is basic to the accomplishment of lifetime learning methodologies. Managements frequently express that such courses of action ought to be truly decided by people. The reason is simple which is training can be composed as a system, however lifetime learning could not be that way. It should get a handle on various methods for learning, in various one of kind settings. The person must allow the feeling of motivation, coherence, and progression (Watts, 2017).

2.4 Relationship between Job Dissatisfaction and Staff's Turnover Intention

There are some factors with the relationship between satisfaction and turnover. These are commitment and general economy. A research conducted by (Evelyn et al 2013) found that the majority of the employees chose career opportunities, learning and development as the foremost reason to stay in an organization, to which, lead towards job satisfaction. Problems might arise if the employee's dissatisfaction are not taken into consideration. Employees who are dissatisfied would eventually leave the organization, and at the same time, the organization loss the knowledge that the employees had brought in. If the organization decides to recruit new employees to replace those who leave, and their feelings of dissatisfaction are not met too, this could affect the daily operation of the organization, and the vicious cycle of turnover rate will happen again.

2.5 Conceptual Framework

There are various models and approaches that have been used in order to explore on the factors and effects of staff's turnover. The figure below shows the conceptual framework used in this study.

The staff's job dissatisfaction will determine the staff tendency towards turnover. However, in order to identify the job dissatisfaction among the staff, four determinants are being used as measurements. The determinants used are including Leadership (L), Employee Commitment and Workload (ECW) and Career Development (CD).

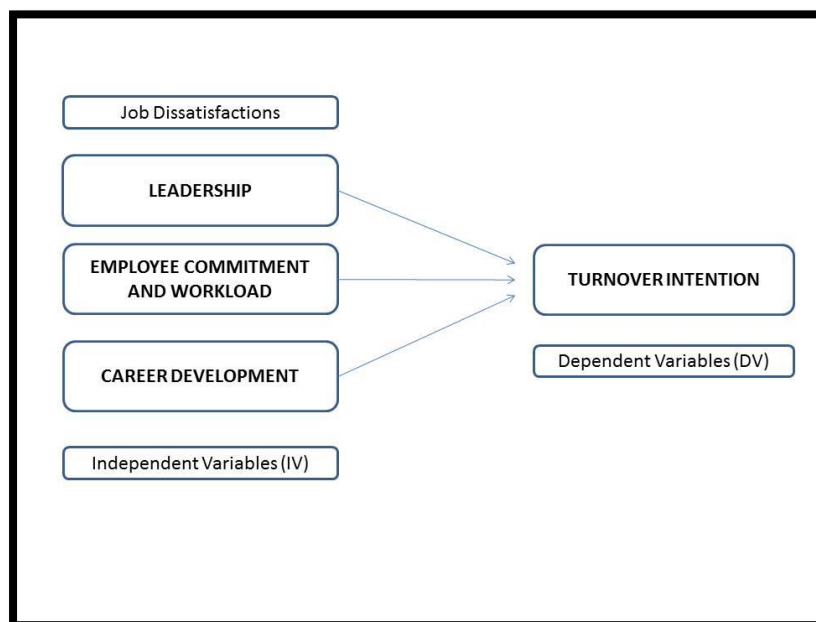


Figure 1: Conceptual Framework

3.0 METHODOLOGY

3.1 Research Design

This study can be non-experimental research. Salkind (2006) expressed that the correlational studies will answer questions in respects to the affiliation or relationship among variables. The researcher is looking for the the relationship among the employees' job dissatisfaction towards staff turnover. Salkind (2006) additionally expressed that the correlational study vide a few thoughts to illustrate how two things are associated among other.

3.2 Sampling Frame and Population

The sampling for this study was obtained by the staff in Malaysian Private Institution. As indicated by Salkind (2006), sampling frame is vital in light of the fact that it encourages the researcher to decide the list of respondents engaged with the research.

Sekaran (2003) stated that the population is using to the complete gather of individuals, events, or things of interest that the researcher needs to explore. The assessed population of the Malaysian Private Institution staff is 200.

3.3 Sample Size

The sample should be selected from the populations. This helps the researcher to maximize the likelihood of the sample used by representing the populations accordingly. Salkind (2006) expressed that a larger sample usually gives more illustrative yet in any case, it likewise may become costly and less proficient.

Utilizing the above techniques as a rule, the following section intends to think about two methods in determining the sample size of a population of 500 people using (a) Krejcie and Morgan (1970) and (b)

Cohen Statistical Power Analysis. Total population of employees in Malaysian Private Institution is being examined first for the purpose of this research before it was decided to select about 113 staff of Malaysian Private Institution as the sample to answer the given questionnaires.

3.4 Survey Instrument

This research instruments engaged the researchers to show the data in a number which at that point can be changed after the analysis part was done. This is the best instrument as it could fit the research design developed before. Likewise, the questionnaire will deliver a single language and act as an indicator for the respondents to select concurring scale. On top of that, this instrument will encourage a stronger analysis of data and offer assistance to form understanding on the research findings as they are exhibited in numbers and figures (Sekaran, 2003).

A total of 150 questionnaires written in dual languages which are Bahasa Melayu and English, were distributed to a few departments in the organization. The departments involved are marketing, administration, finance, training support service, student affairs, industrial exchange, human resource, academic and non-academic, and all levels of management.

4.0 RESULT AND DISCUSSION

4.1 Reliability Analysis

Reliability is the degree to which scores are free from measurements errors. For this research, the reliability analysis had been conducted for 113 respondents which come from the staff of Malaysian Private Institute in order to confirm the consistency of the feedback and respond among the respondents. According to the table below, it shows that the Leadership is the highest number of alpha value which is 0.932. The second one is 0.765 which is Staff Satisfaction, followed by Career Development which is 0.754 and the last one is Employee Commitment and Workload which the number of alpha value is 0.544. As indicated by Field (2009), the values between 0.5 and 0.6 are fair, for 0.7 and 0.8 are great and the values for 0.8 and 0.9 are incredible and the value which 0.9 and above are brilliant.

Based on the findings of each variable within the questionnaires, it can be considered as reliable. The result of the reliability test for all sections within the questionnaire is displayed in the table 1 below.

| No | Variables | Alpha Value |
|----|----------------------------------|-------------|
| 1 | Leadership | 0.932 |
| 2 | Employee Commitment and Workload | 0.544 |
| 3 | Career Development | 0.754 |
| 4 | Staff Job Satisfaction | 0.765 |

Table 1: Reliability of the questionnaires

4.2 Relationship Analysis (Correlation Analysis)

In this section, to discover the degree of the relationship between the dependent and independent variables which are staff dissatisfaction (leadership, employee commitment and workload & career development) and staff turnover, the researcher utilized the Pearson Correlation Coefficient. The Pearson Correlation

Coefficient is an index of the strength of a relationship between two interval variables (Shortell, 2001). Shortell (2001) additionally clarify that the extent of the correlation coefficient reveals to us how close the relationship is to the perfect cases; no relationship, or impeccable relationship. On the off chance that the coefficient is close to zero, the relationship is weak. Actually, we would state that there is no connection between the factors. If the coefficient is close to 1.0, then there is a strong relationship between the variables. As for this study, the strengths of relationship suggested by Salkind (2014) are utilized.

| No | Variables | Mean | Standard Deviation | IV 1 | IV 2 | IV 3 |
|----|----------------------------------|------|--------------------|---------|--------|---------|
| 1) | Leadership | 3.66 | 0.762 | 1 | | |
| 2) | Employee Commitment and Workload | 3.50 | 0.468 | -0.58 | 1 | |
| 3) | Career Development | 3.41 | 0.586 | 0.221* | -0.004 | 1 |
| 4) | Staff Job Satisfaction | 3.13 | 0.597 | 0.391** | 0.26 | 0.699** |

** . Correlation is significant at the 0.05 level (2-tailed)

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

Table 2: Correlation analysis

Table 2 shows the findings on the correlation of staff's job dissatisfactions and staff turnover in Malaysian Private Institution and it is based on the Pearson Correlation Coefficient. The result findings indicate that two of the variables were accepted and one of the variables was rejected. Pearson correlation coefficient was intended to answer the Research Questions 1, 2 and 3.

4.3 Discussion

This study was conducted to discover the relationship between job dissatisfactions towards staff turnover at Malaysian Private Institute which consists of the Leadership, Employee Commitment and Workload and Career Development as independent variables and the dependent variable as Staff Turnover. All the proposed hypothesis of relationship between Leadership, Employee Commitment and Workload and Career Development as independent Variables and the dependent variable as Staff Turnover were tested and answering by Pearson Correlation Coefficient.

5.0 CONCLUSION

Based on the research conducted, the literature review and the findings of this study, the researcher was able to make several suggestions. These suggestions might help Malaysian Private Institute in reducing the quantities of staff's turnover.

The turnover might have happened if the company did not take any actions in order to reduce or avoid from it to happen. As a private company, it is considered as a normal situation for the staff's turnover. Logically, there are many factors which can lead to it. The management of Malaysian Private Institute should think some ways to satisfy their staff especially for their needs. Even though it is not easy or it is impossible to fulfill all the employee's needs but the management could use other ways like communicate with them privately about the promotions, salary, department transfer, and so on. The management just need to ensure that the employees are not bored doing the same tasks and also think of the employees' job enrichment.

Besides, the management should give an opportunity to the employees to share their insights at work by organizing instructional courses, coaching other groups, and doing presentations and team assignments. As employees, they likely to share what they know and because of that, training can be one of the best mediums for them to learn. This can be conducted because the Malaysian Private Institute has many experienced lecturers who come from various backgrounds and sectors.

Next, the management can give openings inside the organization to broadly educate and provide career progression. A worker or employee gets a kick out of the chance to realize that they have a space for career development. Generally, when the organization or administration accommodates vocation and self-awareness through preparing and training, testing assignments, and greater obligation, these may assist the organization to reduce the quantity of staff's turnover.

Last but not least, the management should provide individualized support and encouragement to each of the staff so that they know or be informed that they are valued by the company or organization. This is the most important thing in reducing the number of staff's turnover which also help the management to appreciate their staff.

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