

A Review on Job Dissatisfaction and Its Effect On Employee Turnover in a Malaysian Organisation

Wan Normarini Fatini Wan Ismail, Wardatul Hayat Adnan
*Faculty of Mass Communication & Media Studies, Universiti Teknologi MARA (UiTM),
Shah Alam*

Corresponding Author Email: marinifatiniismail19@gmail.com

ABSTRACT

Having a good academic grade still makes a challenge in securing stable job. However, once they secured a job, they always deal with employee job dissatisfaction, lower salaries, work burden which highly leads to employee turnover. The aim of this study is to understand the job dissatisfaction and its effects on employee turnover in Malaysian organisations. This qualitative research is employed by reviewing 15 journals and research that has been done by previous scholars that was found in Google Scholar and UiTM Online Database from 2019 to 2023 that is related to the topic area. The result shows that low salaries and work overload is the main reason to increase job dissatisfaction among the employees. Work demotivation in the organisation can influence them to move to other organisations. The narrative review analysis showing higher job dissatisfaction can increase the employee turnover in a Malaysian organisation. It often leaves a bad impression toward the credibility of the organisation. It will also affect the networking with other stakeholders. As a result, it is proved that employee dissatisfaction is a problem that should be concerned by the organisation to curb the employee turnover in Malaysian organisations as well to improve their work performances.

Keywords: Job Dissatisfaction, Employee Turnover, Motivation, Organisation, Malaysia.

INTRODUCTION

Living in a competitive world today, it seems like job seekers, especially the youth, find it hard to secure a job in Malaysia. Fresh graduate students are found to still be unemployed, as there is an issue in finding jobs that match their qualifications. According to Mohamad (2022), fresh graduate students encounter job mismatches when they are not provided with enough skills, which is highly demanded by most organisations in Malaysia. There is a reason why, though the academic grades are good, they still lack the skills needed by most organisations. As a consequence, they have to compete with the other job seekers who have the skills needed by the employers. This is because everyone is so competitive about grabbing a position in the organisation. Living costs are getting higher; nevertheless, job chances are still lower as most of the companies are cutting employees to save costs, especially in the post-pandemic of COVID-19. Many people remain jobless. Once the employees manage to secure their position in the organisation, there are a few challenges that always lead to turnover.

Employee turnover, according to Shweta & Main (2022); Hosen (2022); and Worrell (2018), is the percentage or amount of employees who leave the organisation in a period of time. Employee turnover is not a good practice in any organisation as it affects high costs in calling the new intake and in deliberating training for the newcomers. It has been a struggle among the human resource practitioners in dealing with turnover, as it is hard for them to keep the employee's satisfaction to stay with the organisation. Organisations today face challenges in ensuring employee retention, especially in securing qualified employees, as they are crucial for organisation operation (Zainal et al., 2022). However, it is believed that employee turnover happens because of job dissatisfaction, which lowers their work motivation and makes them decide to leave the organisation (Kin et al., 2023).

According to Zainal et al. (2022), most of the employees are leaving the country due to frequent work stress, non-clearness of their career path, managerial dissatisfaction, and being overworked but underpaid (Kin et al., 2022; The Malaysian Reserve, 2019; Branham, 2005), which can result in a lack of motivation. Turnover can be grouped into two categories: voluntary turnover and involuntary turnover. Voluntary turnover occurs upon the desire of employees to leave the organisation due to career growth, job dissatisfaction, or personal reason (McInerney, 2023), while involuntary turnover is a leave of employees due to retirement (Shweta & Main, 2022) or employers choose to fire the employees for their weak performance in the organisation (Simhon, 2023). Job dissatisfaction, which mostly affects voluntary turnover, is often related to the theory of Maslow's Hierarchy of Needs (Soravit, 2022; Zhang, 2020).

Figure 1 below explaining the job dissatisfaction and its effect on employee turnover. The objective of the study is to understand how job dissatisfaction has an effect toward the employee turnover in a Malaysian organisation.

RO1: To understand how job dissatisfaction has an effect toward the employee turnover in Malaysian organisation.



Figure 1: Conceptual Framework

LITERATURE REVIEW

There is a lot of journals and reading have been gathered from past researchers in order to relates with the research area. Based on the journal readings and literature review, most researchers and scholars have related employee turnover with job dissatisfaction. In fact, job dissatisfaction also has its effect on employee turnover intention and affected by motivation factors as the theories developed by the scholars. Based on the past studies, the sub topic to be discussed is on regard of job dissatisfaction, turnover and the intention of turnover, and the theory used to relate with employee turnover. The details of employee turnover are as discussed area below:

Job Dissatisfaction Among the Employees

Job dissatisfaction is the main reason that leads to voluntary employee turnover in Malaysian organisations. Most researchers and scholars keep relating job dissatisfaction as a cause of employee turnover, as stated by Jahan et al. (2023), which is one of the important causes faced by employees in their companies. Kadir, Abdullah, and Aziz (2022) suggest that job dissatisfaction among the employees makes them develop turnover intentions and move to companies that pay better offers. Hee & Rhung (2019) also support the idea that salary is crucial to ensuring the employee's motivation to stay in the organisation, especially among Generation Y. They added that Generation Y now values the extrinsic reward of living in a country with high costs. In multinational companies according to Hosen (2022), young employees perceived to be offered a flexible work as well as career growth to increase job satisfaction. While Chiat & Panatik (2019) suggest that motivation among employees can be a tool to measure job dissatisfaction because it has a direct effect on an employee's intention to leave the organisation, It is also supported by a study by Rifin and Danaee (2022), as it was found that there are relations between job dissatisfaction and motivation among employees. As job dissatisfaction arises, it tends to develop turnover intentions. It can be supported by Hosen (2022) that in multinational companies, employees tend to develop turnover intentions as their needs and expectations are not meet, such as the flexibility in work, and the salaries itself.

Job dissatisfaction is driven by many factors. It can be internal and external factors that lead to dissatisfaction among the employees. Al Suraihi et.al (2021) explained on the internal factors such as salaries, work support and interest in work to relate with job satisfaction, while external factors such as work life balance and the labour market. A study by Kee & Chung (2021) focusing on organisational injustice explained that injustice or unfairness makes employees feel unappreciated, lowering their motivation and influencing job dissatisfaction. Another reason for job dissatisfaction, as mentioned by Munir and Tobi (2020), is the working environment and workload that burden the employees. Meanwhile, Tan (2019) found work-life balance to influence job dissatisfaction and employee turnover in the organisation. It is also supported by Tan& Omar (2022) that many organisations are facing work-life balance issues. Heavy workloads, long working hours, and low salaries promote low motivation among the

employees, which influences job dissatisfaction and employee turnover (Tan & Omar, 2022; Kasmuri et al., 2020; Tan, 2019). However, Foo & Adam (2021) argued that work-life balance cannot entirely affect job dissatisfaction and employee turnover, as some employees just look at salaries, while others, referring to Hobbs, Klachky & Cooper (2020), value family matters more than work.

Turnover and Turnover Intention Among the Employees

Over the last decade, employee turnover has been a serious issue faced by many organisations. As stated by Zainal et al. (2022); Al-Suraihi & Yusuf (2020); and Sanjeev (2017), the most common challenge faced by organisations is the issue of employee turnover, and it is hard to increase employee retention among skilled employees as demanded by the company in all sectors. Many organisations in Malaysia are suffering from large amounts of employee turnover over the years. The statement is also supported by Al-Suraihi and Yusuf (2022) on how Malaysia is suffering with employee turnover, though unemployment is still a concern in the country. Al-Suraihi & Yusuf (2022) found in their study that employee turnover in Malaysia was recorded at the highest rate in Asia in 2012, with a rate of 16.4%. Additionally, Ilmi et al. (2019) stated that Malaysia recorded the second highest employee turnover in Southeast Asia in 2019. Salleh et al. (2021), citing the Department of Statistics (2020), recorded that employee turnover in Malaysia reached 27.9%, which should concern the organisation. Added by Hosen (2022), many organisations failed to give attention to employee turnover, which makes it one of the issues that will affect the organisation's performance.

According to Dwesini (2019), involuntary turnover happens without the willingness of employees to leave the organisation, mostly because the employer desires to replace the existing employees with newcomers, in other words, when the employer needs to fire them (Jamaludin et al., 2019). Involuntary may happen when the employee has the least contributions compared to others to makes the organisation decided to withdraw them to subs with other skilled employees. Meanwhile, voluntary turnover, according to Safian et al. (2021), occurs when employees willingly leave the organisation due to personal matters, which was supported by Hosen (2022) that they were pressured by the job dissatisfaction and led them to turnover intention. Voluntary turnover is normally happening when the employee itself has their expectation in working with another organisation that can guarantee their benefit. Voluntary turnover seems to be the crucial problem in employee turnover because, according to Al-Suraihi and Yusuf (2022), the voluntary turnover rate in Malaysian organisations shows high rates in Asian countries. In fact, Jannat, Omar, and Nazri (2020) also stated that human resource departments are struggling to curb voluntary turnover among employees by ensuring job satisfaction through monetary rewards.

Employee turnover intention is regularly mentioned by scholars, as turnover is usually started with the desire or intention of the employees. In fact, Jamaludin et al. (2019) stressed the turnover intention that arises as a big problem in the nursing industry. Hosen (2022) has mentioned that work-life balance is one of the reasons for employee turnover in organisations. It supports the intention raised by Jamaluddin et al. (2019), where in nursing institutions, nurses feel burdened with the overload of tasks given and have been struggling with the time pressure. Based on the study on Generation Y employees in construction industries by Safian et al. (2021), it was found that young employees develop turnover intentions, in which they plan to leave the organisation after a few years of employment to seek better salaries and career growth

in other organisations. It is also supported by a study by Kee & Chung (2021) where employees in multinational companies in Malaysia also develop the intention to leave the organisation due to a lack of motivation, such as being untreated fairly and receiving better offers in other organisations. However, Ingsih, Kadarningsih, and Rijati (2021) also pointed out that stress at work is not necessarily a main contributor to turnover intention in Indonesia.

Maslow's Hierarchy of Needs and Herzberg Two-Factor Theory

Samengon et al. (2020) raised concern by mentioning how employee turnover is close to the trends among employees who lack motivation in their work due to job dissatisfaction. Many scholars relate job dissatisfaction among employees to theories. Maslow's Hierarchy of Needs, proposed by Abraham Maslow in 1943 (Tan & Omar, 2022; Karndee, 2022). Jahan et al. (2023) mentioned the theory that relates to an employee's motivation and is based on the five explicit needs. It is also explained by Foo & Adam (2022) that the needs are physiological needs, safety and security, love and belonging, esteem needs, and self-actualisation. Ihensekien & Joel (2023); Tan & Omar (2022); Foo & Adam (2021) suggested that basic needs, which are at the lower level of the pyramid, should be fulfilled before moving on to the higher level, self-actualization. This is because, according to Karndee (2022), the theory is able to ensure what employees need and what they should do to fulfil their needs. This can be supported by Idrus et al. (2022) finding that the theory is effective in figuring out the employee's motivation factor to curb job dissatisfaction. They added that, based on their research, most employees suggest gaining all motivational factors to increase job satisfaction in their organisation. This is rationale to suggest that though the organisation offer huge salary for the employees, but there is other needs that satisfy the employees. This can be supported by Hee & Rhung (2019) in their studies that most employees are looking for work life balance and the interest in their work. This factors can be related to the theory which those need should be fulfilled by the organisation itself.

Meanwhile, few scholars relate the factor to Herzberg two-factor theory. Ihensekien & Joel (2023); Gawel (2019); Chiat & Panatik (2019) define the two-dimensional factors (motivational and hygiene factors) that motivate and demotivate the employees in an organisation. According to Ihensekien & Joel (2023), the theory was developed to investigate what employees actually want from their jobs. Karndee (2022) explains that hygiene factors, known as extrinsic motivation, such as good salaries, tend to decrease job dissatisfaction among employees. While Jannat, Omar, and Nazri (2020) mention that intrinsic factors such as achievement, work recognition, and responsibility of work have influenced the satisfaction of employees, Thus, Hee & Rhung (2019) explain in their study that extrinsic and intrinsic motivation determine job satisfaction among employees. It explains that extrinsic motivation, such as salaries, career growth, and the work environment, and intrinsic motivation, such as the challenge of work and freedom in the workplace, have an influence on motivation and job dissatisfaction. In fact as mentioned before that Hee & Rhung suggested the need for organisation to balance those satisfaction (money, work life balance) to increase employee's motivation in work. As stated by Hosen (2022) that motivation and hygiene has their influence toward increasing employee's job satisfaction. Many researchers mention that the theory is frequently used in their studies that it mostly stated. Nevertheless, Chiat & Panatik (2019) argued that the theory is not consistent in every organisation. In fact, they added that in

Malaysia, the theory is not relevant with the limited number of studies that have been conducted there.

METHODOLOGY

This literature review paper involves reviewing past studies that have been implemented by a few scholars from 2019 to 2023. Literature review involves searching, reading, analysing, evaluating, and summarising papers that have been implemented by past researchers (Snyder, 2019). In this literature review, 30 journals were reviewed, but only 15 journals were selected to be discussed in the finding section, as these are the most related to the study area. The journals were obtained through search engines in the UiTM database, Google Scholar, and www.sites.com. Below are the criteria for selecting the related journals:

- Journals from 2019 to 2023.
- Journals related to job dissatisfaction and employee turnover in Organisations.
- Journals written in English and Malay.
- Journals that cover the Malaysian context.

The main intention of this paper is to understand how job dissatisfaction has an effect on employee turnover in a Malaysian organisation. The process started with searching the journals according to five keywords (job dissatisfaction, employee turnover, motivation, organisation, and Malaysia). The next process is reading the journals, analysing and evaluating all journals, and the final process is summarising journals that are related to the study and in the Malaysian context. The flow chart of the method is as shown in the Figure 2 below:

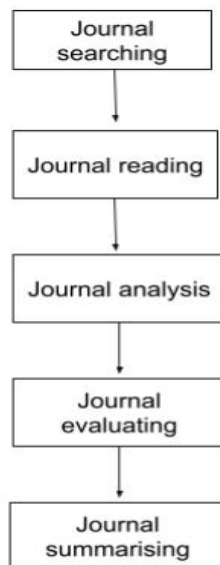


Figure 2: Flow chart of the method

FINDINGS AND DISCUSSIONS

Out of the 30 journals that have been analysed, only 15 journals from past researchers are the most relevant to the study area. The selected journals are all reliable to relate to the job dissatisfaction that has an effect on employee turnover in Malaysian organisations. The findings are shown in the table below:

Table 1: Findings based on 15 journals from past year studies

Authors	Journal	Method	Causes	Findings
Kee & Chung (2021)	Perceived Organizational Injustice, Job Satisfaction, Organizational Commitment, and Turnover Intention: A Study of MNCs IN Malaysia	Qualitative Method	Job Satisfaction Turnover Intention	The result indicates that employees tend to seek out other opportunities when they feel injustice and unappreciation in their organisation. Job satisfaction is found to have a negative effect on turnover intentions among employees.
Foo & Adam (2021)	A Review on the Impact of Work-Life Balance in Reducing Turnover Intention through Work from Home Intervention in Malaysia Real Estate Market	Mixed Method	Work-Life Balance Job Satisfaction	Though work from home started to be implemented, the result indicates that it still cannot guarantee their work-life balance. There is no relevant factor, as most of the respondents feel that private life at home will be mixed with work

				overload. Thus, there is an urge for the organisation to fix the work arrangement, as working from home still has an effect on their job dissatisfaction.
Kadir, Abdullah & Aziz (2022)	Decisive Factors Influencing Employee Turnover among Staff in Financial Institutions in Klang Valley Malaysia	Quantitative Method	Job Dissatisfaction Employee Turnover	Bad working environments, salaries, and job stress can lead to job dissatisfaction among finance employees. Thus, it can increase the possibility of employee turnover as these factors are related and have an impact on employees' motivation.
Tan & Omar (2022)	Factors Influencing Employee Retention Among Production Operators in Manufacturing Companies In Malaysia	Quantitative Method	Work Life Balance Employee Retention	Job satisfaction is determined by four factors: compensation, work-life balance, career growth, and work environment. It is proven that these factors have an impact on building employees'

				motivation to work and increasing employee retention in the organisation.
Safian, Hassan, Kasa, Bandar & Nor (2021)	Exploring Antecedents of Turnover Intention Among Generation Y Employees in Construction Industry	Qualitative Method	Turnover Intention Generation Y	Generation Y tends to withdraw from the organisation after 5 years of service. The reason for their turnover is to seek better salaries and to ensure their career growth. The study also found that Generation Y tended to develop job dissatisfaction in the organisation due to low salaries that did not match the work overload and work-life balance.
Hosen (2022)	Factors Affecting Employee Turnover in Multinational Companies in Malaysia	Quantitative Method	Job Dissatisfaction Employee Turnover	Job dissatisfaction is proven to have an impact toward the employee turnover in the organisation. The factors (job dissatisfaction, reward, work life

				balance and training) should be fulfilled to decrease employee turnover and increase work motivation among them.
Rifin & Danaee (2023)	Association between Burnout, Job Dissatisfaction and Intention to Leave among Medical Researchers in a Research Organisation in Malaysia during the COVID-19 Pandemic	Quantitative Method	Work Burnout Job Dissatisfaction	Based on the study, it was found that most of the researchers experienced moderate to high burnout in their organisation during the COVID-19 pandemic, which led to an intention to leave the organisation. However, there is no relevant factor of disengagement among the researchers to promote job dissatisfaction. The results were mostly related to work burnout, which increased their job dissatisfaction.
Faeq & Ismael (2022)	Organizational Culture as a mediator between	Quantitative Method	Job Dissatisfaction	The study indicates that the leadership style,

	Employee Dissatisfaction and Turnover Intention		Employee Turnover	which is also categorised as an intrinsic factor, can affect job dissatisfaction and employee turnover. It shows that the more toxic the leader, the higher the chances are of developing dissatisfaction, and employees tend to withdraw from better offers.
Tan (2019)	Relation of Work-life Balance to Counterproductive Work Behaviour and Turnover Intention among Malaysian Employees	Quantitative Method	Work Life Balance Turnover Intention	The study indicates that work-life balance is a relevant factor in turnover intention among employees. It explained that a low work-life balance will develop an intention to withdraw from the organisation. Researchers also found that employers are lacking in initiating communication with employees, which also has an

				effect on dissatisfaction.
Sija (2021)	The Influence of Job Satisfaction and Its Effect on Employee Turnover Intention in Financial Service Industry of Malaysia	Quantitative Method	Job Satisfaction Turnover Intention	The four factors (compensation, benefit, support, and promotional growth) have been studied, resulting in all of these factors being significant to employee turnover intention. Promotion, growth, and compensation were identified as the main reasons for intention among the financial staff in Malaysia.
Balwa, Chukwu, Asheq & Alao (2021)	Effect of Job Benefits, Employee Turnover, Working Environment on Employee Satisfaction: Evidence From Hospitality Industry of Malaysia	Quantitative Method	Employee Satisfaction Employee Turnover	Job benefits and the workplace environment are found to have effects on employee satisfaction. The neglect in the working environment among the employees makes their motivation drop and increases job dissatisfaction.

<p>Idrus, Hashim, Rahman & Pital (2022)</p>	<p>The Impact of Employees' Motivation Factors toward Job Satisfaction</p>	<p>Quantitative Method</p>	<p>Motivation Job Satisfaction</p>	<p>The study found that there is a strong relationship between an employee's motivation and job satisfaction. It indicates that the lower level of their needs (basic needs) should be fulfilled to reach the highest level of need (self-actualization).</p>
<p>Ng, Woo, Lim & Wong (2019)</p>	<p>Factors affecting the Staff Turnover Intention: A Case study of a Malaysian Steel Manufacturing Company</p>	<p>Quantitative Method</p>	<p>Job Dissatisfaction Employee Turnover</p>	<p>The study indicates four factors that contribute to employee turnover: the working environment, employee benefits, training, and development opportunities. Employees tend to lack satisfaction when their needs are not met, resulting in turnover intentions for a better offer.</p>
<p>Janat, Omar &</p>	<p>Analysing the Mediating Effects of Job Satisfaction and Dissatisfaction on</p>	<p>Quantitative Method</p>	<p>Job Dissatisfaction</p>	<p>The study found that the effects of reward, job</p>

<p>Nazri (2020)</p>	<p>Employee Voluntary Turnover Intention</p>		<p>Turnover Intention</p>	<p>satisfaction, and career development are significant factors in turnover intention. There is less intention if an employee receives a reward based on their contribution, and it increases their motivation. It shows the same effect with development and job satisfaction that need to be fulfilled.</p>
<p>Samengon, Hashim, Nawi, Ahmad, Othman, Ridzuan, Simpong, Awang, Yusoff, Aziz & Fahmie (2020)</p>	<p>Factors Affecting Turnover Intention of Three-Star Hotel Industry in Malaysia</p>	<p>Quantitative Method</p>	<p>Job Stress Turnover Intention</p>	<p>Three factors have been studied (organisation commitment, job stress, and job satisfaction) to relate to turnover intention. Organisation commitment was found to contribute to turnover intention. Surprisingly, there is no high significance between job stress and job satisfaction that</p>

				leads to turnover intention.
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CONCLUSION

In conclusion, it is found that job dissatisfaction positively affects turnover among employees in Malaysian organisations. It is found that turnover may happen in any sector of organisation, may it be the financial industries or health institutions. Before turnover happens, employees develop turnover intentions that stem from their job dissatisfaction in their organisation. A study found four main factors that affect dissatisfaction among employees: compensation or salaries, work-life balance, promotional growth, and job satisfaction. These four factors are related to the motivation theories of Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory. It shows that if these needs are not fulfilled, employees tend to feel dissatisfied and have low motivation towards their work. It is resulting in turnover intentions and the decision to withdraw from the organisation.

When turnover happens in an organisation, it leaves a bad impression on the organisation. People tend to assume the organisation has a bad working environment that also affects their business operations, such as stakeholder withdrawals from the business and a lack of manpower. Most of the past researchers suggested that this act should be taken by employers, especially in the human resources department, to curb employee turnover in their organisation. Kadir, Abdullah & Aziz (2022); Kin et.al (2022); Jamaludin et.al (2019) mentioned the need for human resource practitioners and the organisations to identify the factors leading to turnover intention and the way to overcome the dissatisfaction among the employees. There is a suggestion for the low level of employees' basic needs to be fulfilled, such as salaries, safety, self-belonging, and career growth, to increase their motivation and lessen turnover. Hosen (2022) stated that work imbalance makes most employees consider moving for better work-life balance. In fact, extrinsic and intrinsic motivation are also factors that need to be practised by employers. Lastly, the study is least likely to be studied in a Malaysian context, so there is an urge for the researcher to further the studies to increase awareness among employers about the importance of employee retention in organisations.

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