



**A STUDY OF RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT, PAY  
SATISFACTION AND TURNOVER INTENTION AMONG EMPLOYEES OF UEM SUNRISE  
BERHAD**

**ISKANDAR ZULKARNAEN BIN MUHAMAD AMIN      2013900185**

**NORFIZA EMILYA BINTI MOHAMED FEISAL      2013396803**

**BACHELOR OF BUSINESS ADMINISTRATION WITH HONOURS (HUMAN RESOURCE  
MANAGEMENT)**

**FACULTY OF BUSINESS MANAGEMENT**

**UNIVERSITI TEKNOLOGI MARA (MELAKA)**

**KAMPUS BANDARAYA**

**JUNE 2016**

**DECLARATION OF ORIGINAL WORK**



**BACHELOR OF BUSINESS ADMINISTRATION WITH HONOURS  
(HUMAN RESOURCE MANAGEMENT)  
FACULTY OF BUSINESS MANAGEMENT  
UNIVERSITI TEKNOLOGI MARA  
“DECLARATION OF ORIGINAL WORK”**

I, ISKANDAR ZULKARNAEN BIN MUHAMAD AMIN, (I/C Number : 930911-10-6545)  
I, NORFIZA EMILYA BINTI MOHAMED FEISAL, (I/C Number : 930102-08-6388)

Hereby, declare that:

- This work has not previously been accepted in substance for any degree, locally or overseas, and is not being concurrently submitted for this degree or any other degrees.
- This project-paper is the result of my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_

(Norfiza Emilya Binti Mohamed Feisal)

Signature: \_\_\_\_\_

(Iskandar Zulkarnaen B. Muhamad Amin)

Date: \_\_\_\_\_

## LETTER OF TRANSMITTAL

24<sup>th</sup> June 2016

Program Coordinator  
Human Resource Management  
Faculty of Business Management  
Universiti Teknologi MARA (Melaka) City Campus,  
75300, Melaka

Dear Madam,

### **SUBMISSION OF PROJECT PAPER**

Attached is the project paper titled "**A STUDY OF RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT, PAY SATISFACTION AND TURNOVER INTENTION AMONG EMPLOYEES OF UEM SUNRISE BERHAD**" to fulfil the requirement as needed by the Faculty of Business Management, Universiti Teknologi MARA.

Thank You.

Yours Sincerely,

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**(ISKANDAR ZULKARNAEN BIN MUHAMAD AMIN)**

**2013900185**

BBA (Hons.) Human Resource Management

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**(NORFIZA EMILYA BINTI MOHAMED FEISAL)**

**2013396803**

BBA (Hons.) Human Resource Management

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## **ABSTRACT**

This study intends to investigate the roles of organizational commitment and pay satisfaction towards turnover intention. Four objectives have been determined in order to achieve the purpose of this study. First, to identify the levels of organizational commitment, pay satisfaction, and turnover intention among employees in UEM Sunrise Berhad. Second, to investigate the relationship between organizational commitment and turnover intention. Third, to investigate the relationship between pay satisfaction and turnover intention. Fourth, to investigate the factor that gives most influence on turnover intention in UEM Sunrise Berhad. The population of the study consists of 360 employees, whilst the sample consists of 196 respondents from five departments, namely; Human Resource and Operations, Finance, ICT, Procurement and Contracts, and Development. The data were collected by distributing 270 questionnaires, and 260 returned questionnaires were used in the study. To analyse the data, descriptive, correlation, and regression analyses were used. The results of the study showed that there were moderate levels of organizational commitment, and pay satisfaction; and a high level of turnover intention in the organization. From the correlation analysis conducted, the results revealed that there are significant but inverse relationships between organizational commitment and turnover intention; and pay satisfaction and turnover intention. Additionally, the result of analysis also showed that there were weak but definite relationships between organizational commitment and turnover intention; and pay satisfaction and turnover intention. Meanwhile, from regression analysis conducted, it was found that pay satisfaction gave more influence to turnover intention, than organizational commitment. Last but not least, from the Model Summary derived from the analysis, it showed that organizational commitment and turnover intention only influenced turnover intention by 11.8%, and another 88.2%