

**UNIVERSITI TEKNOLOGI MARA**

**EVALUATING THE FACTORS ON  
EMPLOYEE TURNOVER  
INTENTION AT SINGAPORE  
TELECOMMUNICATION (SINGTEL),  
MELAKA**

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Dissertation submitted in partial fulfillment  
of the requirements for the degree of  
**Executive Master of Administrative Science**

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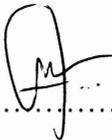
**December 2019**

## AUTHOR'S DECLARATION

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

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Postgraduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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## **ABSTRACT**

The purpose of this study was to evaluate the factors on employee turnover intention at SingTel, Melaka. Job satisfaction can be influenced by a person's ability to complete the required tasks, the level of communication in an organization, and the way the management treats employees. Measuring human resource practice can be challenging, as the definition of satisfaction can be different for different people. This dissertation evaluated factors on employee intention with job satisfaction. The research design was a cross-sectional study, where a survey was conducted at Singapore Telecommunication (SingTel) Melaka Branch. Hence, this study is an institutional case study. The statements in the questionnaire measured four independent variables, which are Performance Appraisal, Training and Development, Compensation and Benefits, and Career Development. The population sample size was 140 (n=140), with a 100% response rate. The data collected were analyzed using the software, Statistical Package for the Social Sciences (SPSS) version 22. The questionnaire was distributed through the social media platform, WhatsApp, as well as through personal delivery. Therefore, based on the correlation analysis, there is a significant relationship between Employee Turnover Intention with Performance Appraisal, Training and Development, Compensation and Benefits, and Career Development. The implications of the study would enable SingTel managers to improve job satisfaction through aligned human resource practices.

**Keywords:** human resource development, employee turnover, job satisfaction, organizational management

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Preamble

In the current competitive business and information technology environments, human resource has become more invaluable to organizations. Skilled, knowledge workers have more worth than fresh graduates. Organizations compete with one another for skilled workers. Therefore, to retain their best employees, talent management and maintaining quality employees has become the organization's main agenda. Employees with weak performance will receive poor appraisals. Consequently, employees will realize that they have not performed and will either resign or be asked to quit their job. Hence, employee turnover intention has become the most crucial issue for organizations (Chang & William, 2013). Having poor quality employees can affect the workplace environment and lead to decreasing performance. (Chang, Black & Wiliam, 2013). According to (Rajan, 2013) as globalization keeps revising at the rapid speed, the phenomena of employee turnover forces companies to compete with other organizations in order to keep their best talents. Based on (Tan & Nasurdin, 2008) how an organization manages its human resources (as reflected by its HRM practices) establishes the tone and conditions of the employee-employer relationship. When such a relationship is seen as that of social exchange, where the norm of reciprocity is central, employees would be more inclined to engage in positive work attitudes and behaviors. Thus, Human Resources practices can influence organizational performance through its effect on individual employee performance.

### 1.2 Research Background

HRM practices help employees and managers to improve the effectiveness of the organization. Several human resource practices help managers attract and retain employees, operate within the boundaries of state and federal legislation, and plan for future organizational needs. Practices for HRM have been defined in several respects. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops,