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**THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT ON TURNOVER INTENTION**



MASTER OF SCIENCE MANAGEMENT

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**THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT ON TURNOVER INTENTION**

BY

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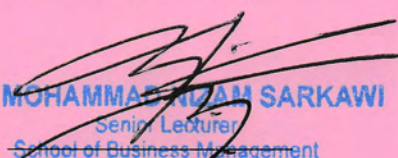
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Abstract

Employees turnover is an endless issue and has been studied many years ago and found that turnover intention is the predictor to actual turnover. There are many factors that could influence employee's intention to leave their organization. Although many researches have been conducted studies on turnover intention, job satisfaction as well as organizational commitment, but there is still insufficient data related to relationship between turnover intention, job satisfaction and organizational commitment particularly in the context of retail industry. Thus, the purpose of this study is to determine the relationship between job satisfaction and turnover intention as well as organizational commitment and turnover intention among retail employees. A convenience sampling technique was used for data collection, questionnaire were conveniently distributed to several retail stores located in Kota Kinabalu, Sabah. The total no of 227 retail employee responded and return their answer. Distributed questionnaire consist of three instruments, turnover intention question which consist of 3 question, Minnesota Satisfaction Questionnaire (MSQ) used to measured job satisfaction the last instrument to measured organizational commitment of the employees. There are several analyses been used in this study include descriptive analysis used for respondent's profile, Pearson Correlation analysis used to determine the relationship between job satisfaction with turnover intention and organization commitment with turnover intention. Whereas Multiple Regression analysis used to examine whether job satisfaction. Organizational commitment influence turnover intention. Wishfully, the present study can provide more understanding on turnover intention, job satisfaction and organizational commitment particularly done in retail industry.

Keywords: Turnover Intention, Job Satisfaction, Organizational Commitment

Abstrak

Lantik henti kerja adalah isu yang tiada penghujung dan telah di kaji bertahun-tahun dahulu dan telah di dapati bahawa niat lantik henti adalah ramalan kepada lantik henti sebenar. Terdapat banyak faktor yang mempengaruhi niat pekerja untuk meninggalkan organisasi. Walau terdapat banyak kajian terhadap niat lantik henti, kepuasan kerja pekerja dan komitmen organisasi tetapi terdapat kekurangan data yang berkaitan dengan hubungan niat lantik henti, kepuasan kerja pekerja dan komitmen organisasi terutamanya di dalam bidang industri peruncitan. Oleh itu, kajian ini bertujuan untuk mengenal pasti hubungan di antara niat lantik henti pekerja, kepuasan kerja dan komitmen organisasi di kalangan pekerja runcit. Teknik persampelan mudah telah digunakan untuk pengumpulan data, boring soal selidik telah di edarkan secara mudah ke beberapa buah kedai runcit di sekita Kota Kinabalu, Sabah. Terdapat sejumlah 227 pekerja runcit yang memberi maklum balas terhadap kajian ini. Borang soal selidik yang telah di edarkan mempunyai tiga set instrument iaitu, soalan yang berkaitan dengan niat lantik henti yang mempunyai tiga soalan, *Minnesota Satisfaction Questionnaire (MSQ)* untuk mengukur kepuasan kerja pekerja dan instrument yang terakhir iaitu soalan yang berkaitan dengan komitmen organisasi. Terdapat beberapa analisis di gunakan di dalam kajian ini, analisis deskriptif digunakan untuk profil responden, Kolerasi Pearson digunakan untuk mengkaji hubung kait di antara kedua pemboleh ubah bebas dan pemboleh ubah sandar manakala regresi pelbagai digunakan untuk menguji sama ada kepuasan kerja dan komitmen organisasi mempengaruhi niat lantik henti. Oleh yang demikian, kajian ini berharap dapat menyumbangkan lagi ilmu pengetahuan tentang niat lantik henti pekerja, kepuasan kerja dan komitmen organisasi.

Keywords: Niat lantik henti, Kepuasan Kerja dan komitmen organisasi

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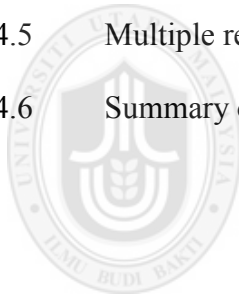
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LIST OF ABBREVIATIONS

JS	Job Satisfaction
MSQ	Minnesota Survey Questionnaire
OC	Organizational Commitment
TI	Turnover Intention



CHAPTER ONE

INTRODUCTION

1.1 Introduction

Employee is a person who give attitude express and consistency in carrying daily activities despite the fact that they are the one who represent the brand of the organization. A lot of the manager believe that their employees is their most valuable asset in competitive capabilities (Fawcett, Rhoads & Burnah, 2004). Employees' play important roles in shaping the solid based for the organization to endure the difficulties in the challenging market. In order for employees to give their most excellent services they first need to feel their workstation in the very best position. A group of employees is a key to optimizing the actions of specific brand that will ultimately speak louder than a word. Focusing only at the strategies on right marketing and advertising will not help much if the group of the employees fall flat the actions. For that reasons, retaining the proficient employees as well as understanding their attitude and behaviour will be the utmost key indicators in achieving the competitive advantage along with enhancing the productivity of the organization.

Moreover, feeling appreciated and properly guided as well as being supported for their effort could lead to greatest performance. The intensifying in the competition and financial performance in business environment nowadays forces the organization to strive in order to stay longer in the market as well as to retain the best talent in their organization. Organization also play important role to ensure the future of the business as well as to ensure the employees satisfaction. According to Hashim, Ali and Fawzi (2005), to produced higher level of productivity and enhance innovative

they have lower tendency to leave the organization. Nevertheless, the human resource practitioner also encourage to develop more effective planning to retain employee, since the cost of turnover is high and the proper planning to retain is crucial.



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APPENDIX



Dear Respected Respondents,

I am a Master of Science (management) candidate at Universiti Utara Malaysia, Kedah. I am currently working on my project paper a title of “ The influence of Job Satisfaction and Organizational Commitment on Turnover Intention among employees in retail sector in Sabah. For that purpose, I would appreciate it for your kind cooperation to fill in this questionnaire.

The question will take about 10-15 minute of your valuable time and I would be grateful if you could kindly assist me in completing the questionnaire. All information provided will be used for academic purpose only and your identity will never be known throughout any part of the research process.

Your willingness to participate is much appreciated. Thank you in advance for your kind co-operation.

Yours sincerely,

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Section A: Demographic Profile

INSTRUCTION: Please provide the following information about yourself by **putting a tick (√)** on your answer for each of question below.

1. Gender:

- Male Female

2. Marital Status:

- Single Married

3. Age:

- Below 25 30 – 34 years
 25 – 29 years 35 years and above

4. Ethnic group:

- Malay Indian
 Chinese Others (Please specify): _____

5. Educational Level:

- SPM Master
 STPM/ Diploma PHD
 Bachelor's degree Others (Please specify): _____

6. Monthly income:

- Below RM 1000 RM 3000- 4999
 RM 1000 – 2999 RM 5000 and above

7. Length of service in current company:

- Less than 1 year 5- 10 years
 1- 5 years 10 years and above

8. Job categories

- Non-Executive Supervisor Others (Please specify)
 Executive Manager _____

This section consists of 3 section and intended to find out your satisfaction of each of the items. Based on your experience, please indicate your answer by circling the number that represents your opinion the most.

Strongly Disagree (SD)	Disagree (D)	Agree (A)	Strongly Agree (SA)
1	2	3	4

Section B: Job satisfaction

Please tick (/) for the most appropriate responses / answer in respect of the following items.

No.	Question	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	Being able to keep busy all the time	1	2	3	4
2.	The chance to work alone on the job	1	2	3	4
3.	The chance to do different things from time to time.	1	2	3	4
4.	The chance to be somebody in the community.	1	2	3	4
5.	The way my boss handles his/her workers	1	2	3	4
6.	The competence of my supervisor in making decision.	1	2	3	4
7.	Being able to do things that don't go against my conscience	1	2	3	4
8.	The way my job provides for steady employment.	1	2	3	4
9.	The chance to do things for other people.	1	2	3	4
10.	The chance to tell people what to do.	1	2	3	4
11.	The chance to do something that makes use of my abilities.	1	2	3	4
12.	The way company policies are put into practice.	1	2	3	4
13.	My pay and the amount of work I do.	1	2	3	4
14.	The chances for advancement on this job.	1	2	3	4
15.	The freedom to use my own judgment.	1	2	3	4
16.	The chance to try my own methods of doing the job.	1	2	3	4
17.	The working conditions.	1	2	3	4
18.	The way my co-workers get along with each other.	1	2	3	4
19.	The praise I get for doing a good job.	1	2	3	4
20.	The feeling of accomplishment I	1	2	3	4

	get from the job.				
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Section C : Organizational Commitment

Please tick (/) for the most appropriate responses / answer in respect of the following items.

No.	Question	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	I would be happy to spend the rest of my career with this organization.	1	2	3	4
2.	I enjoy discussing my organization with people outside it.	1	2	3	4
3.	I really feel as if this organization's problem are my own.	1	2	3	4
4.	I do feel like 'part of family' of this organization.	1	2	3	4
5.	I do feel 'emotionally attached' to this organization	1	2	3	4
6.	This organization has a "sentimental value' to me	1	2	3	4
7.	I do feel a strong sense of belonging to this organization.	1	2	3	4
8.	I am afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4
9.	It would be very hard for me to leave this organization right now, even if I wanted to	1	2	3	4
10.	My life would be disrupted if I decided I want to leave this organization	1	2	3	4
11.	Right now, staying with this organization is a matter of necessity as much as I desire	1	2	3	4
12.	I feel that I have a few options to consider leaving this organization.	1	2	3	4
13.	One of the few serious consequences of leaving this organization would be scarcity of available alternative	1	2	3	4
14.	One of the major reasons I continue to work for this organization is leaving would require considerable personal sacrifice (another organization may not match the overall benefit I have here)	1	2	3	4
15.	I think people these days move from	1	2	3	4

	company to company too often.				
16.	I do believe that a person must always be loyal to his/her organization.	1	2	3	4
17.	The main reason I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain.	1	2	3	4
18.	If I got another offer for a better job elsewhere, I would not feel it was right to leave the organization.	1	2	3	4
19.	I was taught to believe in the value of remaining loyal to one organization	1	2	3	4
20.	Things were better in the days when people stayed with one organization for most of their career life.	1	2	3	4

Section D: Turnover intention

Please tick (/) for the most appropriate responses / answer in respect of the following items.

No.	Question	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	I often think of leaving my organization	1	2	3	4
2.	It is very possible that I will look for a new job next year.	1	2	3	4
3.	If I may choose, I will choose to work for the current organization	1	2	3	4

“THANK YOU FOR YOUR COOPERATION”