



Faculty of Cognitive Science and Human Development

**EXPLORING THE RELATIONSHIP BETWEEN JOB SATISFACTION
AND TURNOVER INTENTION OF WOMEN TEACHER IN
SECONDARY SCHOOL OF SIBU, SARAWAK**

Law Pin Siew

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TURNOVER INTENTION OF WOMEN TEACHER IN SECONDARY SCHOOL OF
SIBU, SARAWAK**

LAW PIN SIEW

**This project is submitted in partial fulfilment of the requirements for a
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**Faculty of Cognitive Sciences and Human Development
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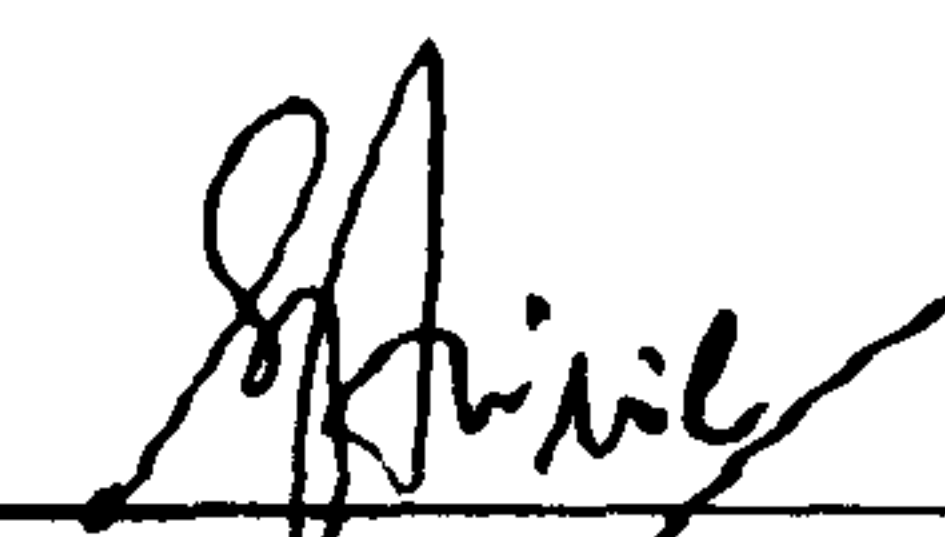
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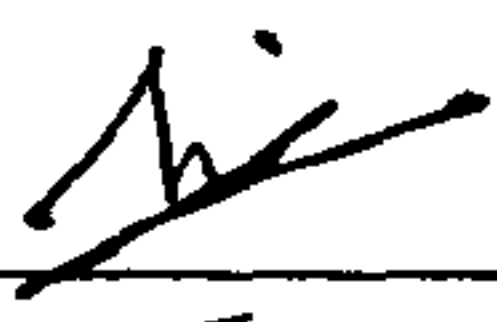
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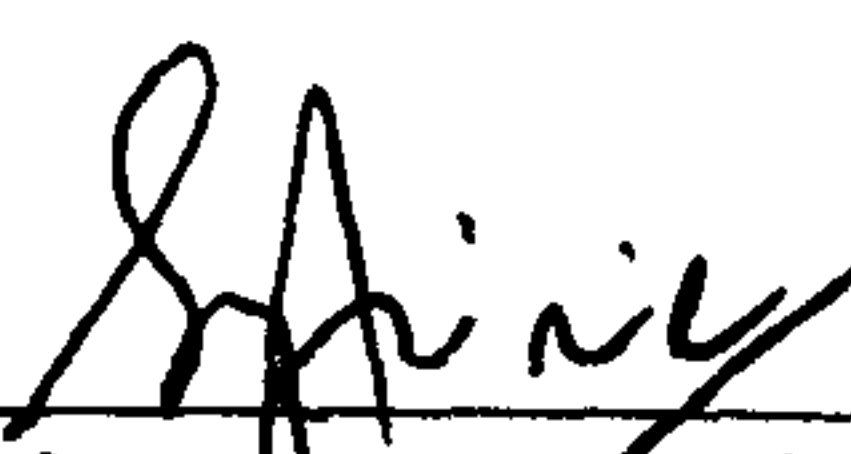
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ABSTRACT

EXPLORING THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER INTENTION OF WOMEN TEACHER IN SECONDARY SCHOOL OF SIBU, SARAWAK

Law Pin Siew

The main purpose of this study is to examine the relationship between job satisfaction and turnover intention among women teachers who work in secondary school in Sarawak, Malaysia. This study will be measured by quantitative methods and the questionnaires were constructed according to the past researcher. The sampling method used in this study is simple random sampling, where informants were randomly chosen from secondary school. There were 295 questionnaires were distributed to women teachers from selected secondary schools in Sibu. In addition, the findings from Pearson Correlation indicated that there was significant and negative relationship between job satisfactions and turnover intention among women teacher. Moreover, the result from Multiple Regression showed that, the dominant factor of job satisfaction which influences the most on turnover intention of women is nature of job.

ABSTRAK

EXPLORING THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER INTENTION OF WOMEN TEACHER IN SECONDARY SCHOOL OF SIBU, SARAWAK

Law Pin Siew

Tujuan utama kajian ini adalah untuk mengkaji hubungan antara kepuasan kerja dan niat pusing ganti dalam kalangan guru-guru wanita yang bekerja di sekolah menengah di Sarawak, Malaysia. Kajian ini akan diukur dengan kaedah kuantitatif dan soal selidik yang telah dibina mengikut penyelidik yang lalu.. Kaedah persampelan yang digunakan dalam kajian ini adalah persampelan rawak mudah, di mana pemberi maklumat telah dipilih secara rawak daripada sekolah menengah. Terdapat 295 soal selidik telah diedarkan kepada guru-guru wanita dari sekolah menengah terpilih di Sibu. Di samping itu, hasil daripada Ujian Pearson Correlation menunjukkan terdapat hubungan yang signifikan dan negatif antara kepuasan kerja dan niat pusing ganti dalam kalangan guru wanita. Selain itu, hasil daripada Multiple Regression menunjukkan bahawa, faktor dominan kepuasan kerja yang mempengaruhi perolehan pusing ganti wanita adalah sifat pekerjaan.

CHAPTER 1

INTRODUCTION

1.0 Introduction

In this chapter, the research includes background of study, statement of problem, objective of study, research questions, research hypothesis, conceptual framework, significance of study, definition of terms, limitation of study, and finally summary of this chapter.

1.1 Background of study

Today, women involvement in workplace has increases due to family's needs and job demand. Women share the responsibilities of earning to have a better family life and show contributions to organization (Lakshmi & Gopinath, 2013). According to Ilmia (2014), Labour Force Participation Rate (LFPR) of female increased from 45.9% to 52.4% from year 2005 to 2013. Besides, Economic Planning Unit and Prime Minister Department (2013), also indicated the labour force participation rate from 2008 to 2013. Table 1.1 showed that women involvement in labour force increased from 45.7% to 51.1% from year 2008 to 2013. However, women involvement in labour force of Malaysia still low when compared to

ASEAN countries, for instance Thailand (64.3%); Singapore (57.7%); and Brunei (56.0%) (Ilmia, 2014).

Table 1.1: Labour force in The Malaysian Economy in Figures 2013

	Unit	2008	2009	2010	2011	2012	2013
Labour force							
Labour force	'000	11,968	12,083	12,361	12,646	12,924	13,195
Labour Force Participation Rate:							
Total	%	62.7	63.0	62.8	64.4	65.5	66.2
Male	%	79.0	78.9	79.5	79.7	80.5	80.7
Female	%	45.7	46.4	46.8	47.9	49.5	51.1
Unemployment Rate	% of labour force	3.3	3.7	3.3	3.1	3.0	3.1

Source: Economic Planning Unit & Prime Minister Department, 2013

According to Malaysia Educational Statistic, Quick Facts (2014), there are large number of women work as teacher in secondary school compared to male. The number of women teacher in secondary school of Malaysia is around 1,120,000 to 1,150,000 from 2012 to 2014 (Quick Facts, 2014). On the other hand, the number of male teacher is around 1,110,000 to 1,140,000. From figure 1.2, the number of women teachers is 1,142,313 in 2012. In 2013 and 2014, the number of women teachers is 1,152,386 and 1,120,028 respectively.

Table 1.2: Enrolment at secondary school level by grade and gender (2012-2014)

Grade	Years					
	2012		2013		2014	
	Male	Female	Male	Female	Male	Female
Lower Secondary (Form 1-3)	700,428	675,318	700,049	675,917	684,159	662,319
Upper Secondary (Form 4)	217,591	212,668	204,212	214,942	202,063	214,004
Upper Secondary (Form 5)	202,751	212,668	204,212	214,942	202,063	214,004
Upper Secondary (Form 6)	18,141	32,784	21,142	40,008	18,473	31,707
Total	1,138,911	1,142,313	1,143,803	1,152,386	1,114,593	1,120,028

Source: Malaysia Educational Statistic, Quick Facts, 2014

Based on Mbah & Ikemefuna(2012), employees' turnover is the replacement of old staff to the new workers in a specific period of time which can be either voluntary or involuntary due to particular reason. Voluntary turnover refers to the decision of employees to end up the relationship with employer based on personal choice (Baiyu, 2010). Mean while, involuntary turnover refers to employer decision to terminate or end up relationship with an employee (Baiyu, 2010). In simpler term, employee turnover is the action of which employee willingness to make choices of leaving a company to transform to a new job or unwillingness to leave, where the employee has no choice due to their termination. Turnover can be influenced by the behavioral intention where the employees have the thought and consideration to leave an organization (Castle, Engberg, Anderson & Aiju, 2007). Besides, their turnover may result from some circumstances, for instance, long term sickness, family's problems, retirement, physical disabilities and so forth (Mbah & Ikemefuna, 2012).

On the other hand, job satisfaction is an individual's common attitude towards his or her job. Robbin and Judge (2012), explained that job satisfaction is the differences between total amounts of rewards that employees receive compared to the amount that they believe they should receive (Robbins & Judge, 2012). He also stated that the higher the job satisfaction levels of employees, the higher the level of positive attitude of employees towards their job. On the other hand, Parmar (2012),defined "job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job" (Parmar, 2012, p. 14).Besides, job satisfaction can be defined as the individual feeling of fulfilment about their expectation on a job (Bushra, 2012). Job satisfaction can be affected by several aspects such as salary payment, working condition, supervisory support or promotions.

Recently, turnover intention of Malaysia's employees has rises to extremely high level. Randstad World of Work Report 2013/2014 had revealed that 70% of employees in Malaysia plan to leave their jobs this year. They have done the survey through online questionnaires and found out that 7 out of 10 employees are searching for a better job in order to change their latest career. Their intention to leave is not due to the factor that they want to boost their career but is due to the factor of job satisfaction in workplace (Randstad, 2014). There are 55% of them intended to leave because of "uncompetitive salary", 35% of them are "lack of recognition" and 21% are "lack of trust by their senior leader". On the other hand, only 30% of the employees are dedicated to achieve organizations' goal and 16% confidence

of being recognized (Randstad, 2014). Thus, it is important to every individual to increase awareness in this issue.

In addition, women employees' turnover intention might be caused by several factors of job satisfaction such as lower payment and gender discrimination (Choong, Keh, Tan, & Tan, 2013). According to Awani (2014) in Malaysia, employee job satisfactions have dropped from 60.04% to 59.05% from year 2012 to 2013. There are about 46.5% of employees are dissatisfied with career promotion and opportunities at work, 52.7% are dissatisfied with salary and 53.0% are dissatisfied with nature of job. The survey showed that male has job satisfaction level at 58.62% whereas female have satisfaction level at 59.28%. Although women job satisfaction level is slightly higher than men, however women turnover intentions are higher than men.

Therefore, it is important for researcher to conduct the research in order to find out more information about job satisfaction and turnover intention of women. It is also vital information to every employer in organization to increase their understanding on the factors that lead to women employee's turnover intention.

1.2 Problem Statement

According to Gregory (2011), job satisfaction of employee is the key factor that leads to an organization's successes. He stated that high satisfaction of employee is directly related to low turnover intention. This indicates that, the higher the job satisfaction, the lower the turnover intention of employees. Therefore, every employer must pay more attention to keep the employee's satisfaction at work. However, even though the issue seems like well known by most of the employer in organization, they have always neglected or put less concern on it. It shows the gap that employer unconcern on job satisfaction may lead to the raise of employees' turnover rate (Gregory, 2011).

Tnay, Othman, Heng, and Lim (2013), mentioned that turnover have a great impact on organization's recruitment and selection, and training development. High turnover of employees also affected the organization operation negatively which includes low productivity and performance as well as increasing workload of other employees. Choi, Perumal, and Ajagbe (2012), also stated that high turnover rate of employee may affect the

organization direct and indirect cost negatively. Direct cost is the costs that apply in recruitment and selection as well as training development whereas indirect cost is the cost for learning, forces and requirements exerted on employees and the loss of social resources (Chong, Khor, Lee, Ooi& Tan, 2013).

There are many research about job satisfaction and **women's** turnover intention have been done in Western country such as Pakistan, United State and Japan, however not much of this research have been conducted in Malaysia. The respondent of those research include women teachers in university, women engineering and also career women in Japan. Based on the research findings on different independent variables of job satisfaction, it can be concluded that job satisfaction have a significance relationship on women's turnover intention (Bushra, 2012; Singh, Fouad, Fitzpatrick, Liu, Cappaert, &Figueredo, 2013; Howard & Homma, 2001)

Malaysia mainly focuses on job satisfaction and employees' turnover intention. Thus, there are less studies has been conducted on job satisfaction and **women's** turnover intention. The research done in Malaysia includes the influences of job satisfaction and organizational commitment on turnover intention. Based on the results obtained from past studies in Malaysia, there are significant and negative relationship between satisfaction of pay salary, supervisory support, organization commitment, promotion, and work itself on turnover intention (Tnay, Othman, Heng, & Lim, 2013; Salleh, Nair, & Harun, 2012).

In addition, according to Miller and Wheeler (1992), turnover intentions of women are actually higher than men due to the job satisfaction factors. Hoonakker, Carayon, and Schoepke (2006), also stated that women turnover rate is 2.5 times more than men. Another researcher pointed out that "there is still need for further research because no significance theory has yet clearly identified the job satisfaction that lead to voluntary turnover among women" (Bushra, 2012, p.62). On the other hand, Ali (2005), observed that employee's satisfaction issue will cause turnover intention increase continuously which eventually leads to actual turnover of employee if the issue is not taking into consideration.

Therefore, there is a need for researcher to conduct the research to understand further about job satisfaction and turnover intention of women. In this research, the researcher will focus on women in secondary education sector in Sarawak, Malaysia. A researcher pointed out that there are large number of women in Malaysia is working as teachers in both primary

and secondary education sectors which needed to be studied deeply (Sultana, Norhirdawati & Norzalan, 2014).

1.3 Objectives

In this study, there are main objective and specific objectives used as a guideline for the researcher to work on:

Main objective:

- To identify the relationship between job satisfaction and women's turnover intentions in Sarawak.

Specific objectives:

- To determine the relationship between nature of work and women's turnover intentions.
- To determine the relationship between promotion opportunities and women's turnover intentions.
- To determine the relationship between supervisory support and women's turnover intention.
- To determine the relationship between social relationship at workplace and women's turnover intentions.

1.4 Research questions

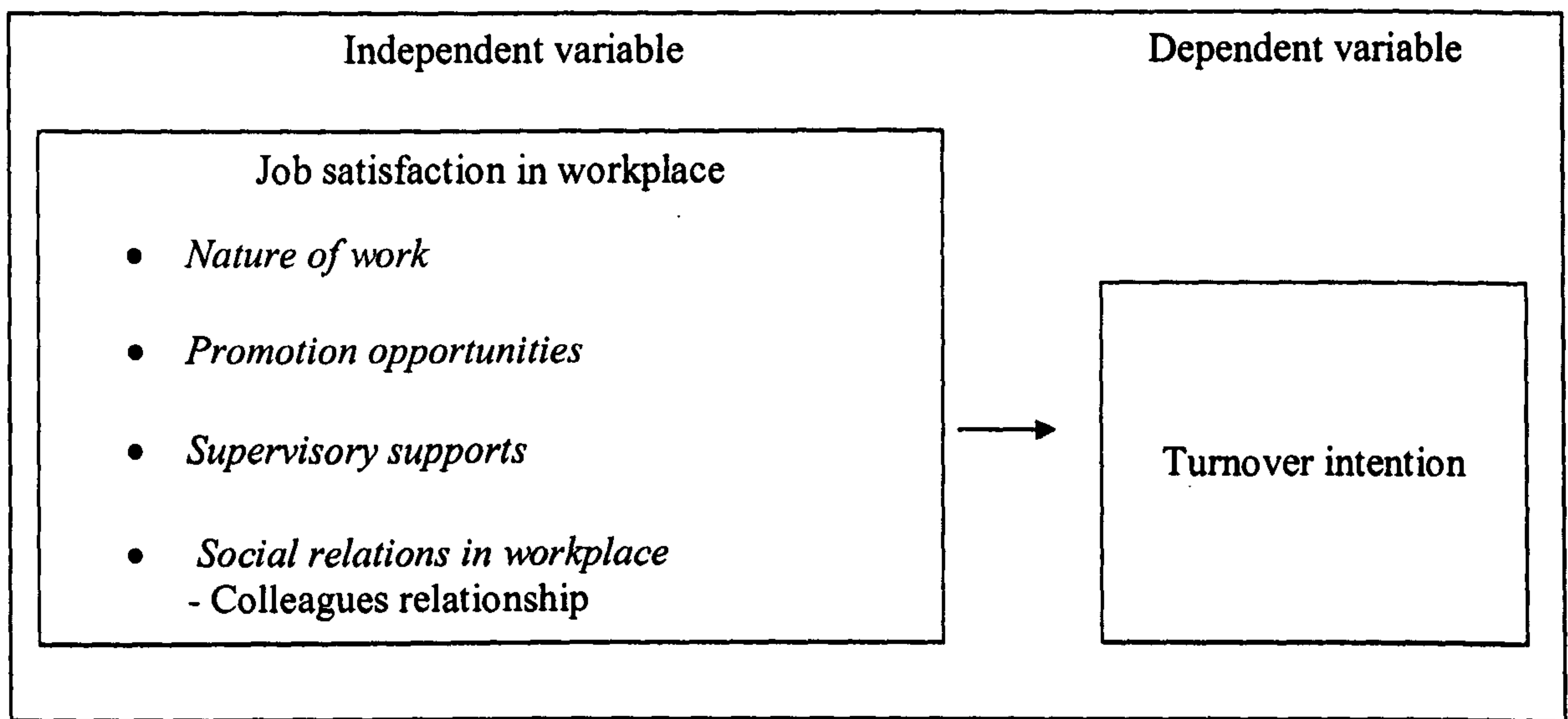
1. Is there any significance relationship between nature of work and women turnover intentions?
2. Is there any significance relationship between promotion opportunities and women turnover intentions?
3. Is there any significance relationship between supervisory support and women's turnover intention?
4. Is there any significance relationship between social relations at workplace (i.e. colleague's relationship) and women's turnover intentions?

1.5 Research hypothesis

- H1:** There is a significance relationship between nature of work and women turnover intentions.
- H2:** There is a significance relationship between promotion opportunities and women turnover intentions.
- H3:** There is a significance relationship between supervisory supports and women turnover intention.
- H4:** There is a significance relationship between social relations at workplace and women turnover intentions.

1.6 Conceptual framework

Figure 1.1: The conceptual framework of job satisfaction and turnover intention



1.7 Significance of study

This study is vital to find out the factors that contribute to job satisfaction in workplace that affects women’s turnover intentions. In addition, this study provides specific advantage to the selected organization in Sibu, Sarawak. It provides constructive information for the selected organization to improve employee’s job satisfaction in workplace. On the other hand, this study will also help more employers in other organization to understand the

factor of job satisfaction in workplace which affect women's turnover intentions and thus encourage them to find out a solution in order to decrease women turnover intention and increase the job productivity of organization.

1.8 Limitation of study

There are some limitations in this research. First, the research conducted is focused only on a few criterion of job satisfaction such as nature of job, promotion opportunities, supervisory support and social relations. Therefore, there might have other useful criterion which includes demographic factor, such as gender or race and organizational commitment are not taken into consideration in this research. Next, the research has a limited area as it only focused on selected organization which located in Sibu, Sarawak. Moreover, the population selected only focused on women in secondary school. Hence, this study may limit the ability to generalize the research to represent the whole population of women in organization of Malaysia. Besides, the researcher applied only quantitative method as a main tool to conduct the research.

1.9 Definition of terms

In the research, there is some significance terms that needs to be defined:

Turnover intention:

Operational definition: Turnover intention is the attitude or behaviour of employee in making decision to leave an organization due to job satisfaction factors or other factors.

Conceptual definition: Turnover intention is defined as an "employee's intention to voluntarily change jobs or companies" (Schyns, Torka, & Gössling, 2007, p. 660).

Job satisfaction:

Operational definition: Job Satisfaction is the feelings of happiness and emotional attitudes of employees about salary payment, nature of job, supervisory support, and social relations in workplace.

Conceptual definition: “Job Satisfaction is defined as an important indicator of how employees feel about their job and predictor of work behaviour such as organizational citizenship absenteeism, and turnover” (Kumari & Pandey, 2011, p. 225).

Nature of work

Operational definition: Nature of work is defined as the feeling of happiness when doing a job, whether you feel interesting or pressure about the job.

Conceptual definition: Nature of work is the interesting level of job whether it makes you enjoying the job or feels dull about the job (Olusegun, 2013).

Promotion opportunities:

Operational definition: Promotion opportunities are the chances of employee to be advanced from lower level position to higher level position as recognition of employees’ contribution to an organization.

Conceptual definition: A Promotion opportunity is defined as” the opportunity of progress in the organizational hierarchy” (Khani, 2011, p. 170).

Supervisory support:

Operational definition: Supervisory support is the encouragement and concern of employer on his employees to increase their confidence in completing specific task and give them recognition as a reward for their contribution in workplace.

Conceptual definition: Supervisory supports are defined as employees’ belief on the extent of their supervisory concern about their well-being and value their contribution towards organization (Arora & Kamalanabhan, 2013)

Social relations in workplace:

Operational definition: A social relation is any relationships that build between one individual with another individual at workplace or other environment for example, the relationship with colleagues, peers, manager or customers.

Conceptual definition: Social relations emphasize on the relationships between people and their social environment which it enhances people's personal relationships, their workplace relations with colleagues, employer or clients, their engagement and sense of belonging within the social environment (Australia institute of social relations, n.d.).

1.10 Summary

In a nut shell, the objective of this study is to identify the relationship between job satisfaction and women's turnover intentions in Malaysia. It focuses on the area of what are the women's job satisfaction in workplace that affect their turnover intentions, how do job characteristics affect women turnover intentions, how does supervisory supports and treatment affect women's turnover intention and how does social relationship at workplace affect women turnover intentions.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher will discuss about the conceptual of job satisfaction and conceptual of turnover intention. The researcher will also explain in detail the theories related to the study which includes theories of job satisfactions, theories of turnover intentions, and the linkage theories between job satisfaction and turnover intention. Finally, researcher will discuss about findings from past studies and summary.

2.1 Conceptual of job satisfaction

Job Satisfaction is the positive attitude of employees towards their recent job (Man, Modrak, Dima, & Pachura, 2011). Scholl (2013), stated that attitude of job satisfaction is summarized into component such as cognitive, evaluative, and behavioural components. Cognitive component is the individual feeling on challenging and interesting of work (Redmond, 2014). Evaluative component is the individual responses after doing overall evaluation on the organization which eventually resulted in satisfaction or dissatisfaction towards their recent job (Scholl, 2013). Behavioural component is the individual feeling of