

# TURNOVER INTENTION IN MANUFACTURING INDUSTRY: SEM-PLS ANALYSIS

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**Abstract:** *This study intends to examine the influence of hygiene factors and motivation factors of Herzberg's Two Factors Theory on turnover intention among the shop floor employees in manufacturing organizations. Quantitative research design has deployed with survey questionnaires in this study and the respondents' data were analyzed with Statistical Package for Social Sciences version 21 (SPSS) and Smart PLS software. The results of the study found that motivational factors are critical in between the hypothesized relationships to shop floor employees' turnover intention. From the hypothesis modelling, the research concluded that the shop floor employees' turnover intention was influenced by salary, co-worker, advancement and work itself. This study opts to give insight information to the management in manufacturing organizations. Further, this study provided discussion and implication from the findings and suggestions for future research.*

**Keywords:** *Herzberg's Two Factors Theory, Salary, Co-worker, Advancement, Work-itself, Structural Equation Modelling*

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## Introduction

Manufacturing Industry is an important sector in Malaysia economy. Employees are one of the greatest assets in any company in this globalized economic world, and this is because they are entrusted with the task of taking the company to greater heights. In this diverse and globalized integrated economic world, the world has become closer, nearer in terms of business, communication, and technology, as well as the movement of peoples either around the globe or locally. Every company strives to make more profits and want to do their best to capture larger market share, also entering the international market, exporting

their products oversea and also building plants in other countries. With such, employees are the “fundamental resources” that lead and drive the company to achieve such vision and goal in the competitive markets. To all business, company, and organization in the world, employees are an important asset to all of them. In fact, the effectiveness of its workforce is the key success for every business and organization (Samuel and Chipunza, 2009). A business could invest to its core operations, machinery and activities, however the business will not success without a highly effective workforce (Ton and Huckman, 2008).

Shop floor employees play an integral part in the manufacturing line especially the operator level. Manufacturing shop floor employees are the workhorse of a manufacturing company and without the operators and shop floor employees, the company, the manufacturing machinery, the inspection process, the assembly is not able to produce the parts and products which the company wants to sell and market to the international world. It's meaningless to have machines and assembly lines without manpower or employees to operate it and produce output. Today, employee turnover has turn out to be a major managerial apprehension concern of modern business organizations in whole world (Pfeffer and Sutton 2006). However, the turnover issue has been constantly haunted the manufacturing company and manufacturing industry in Malaysia. It has become a serious matter for almost all the Human Resource Department in Malaysia's manufacturing company. It is a big challenge to tackle the shop floor employees' turnover issues especially manufacturing operators' turnover issues for manufacturing companies. In order for the manufacturing company to stay competitive and productive, the foremost strategies is to reduce shop floor employees' turnover problem and retain talented employees.

In regard to turnover problem, to identify what motivates the employees, to identify the factors that will cause employee turnover intention and find out how to motivate the employees and retain them within the manufacturing organization is important for manufacturing organization to be successful in the competitive markets.

## **Literature Review**

### **Turnover Intention**

Novliadi (2007) defined Turnover as the end of an employee from work by self-voluntarily. However, on the other hand, turnover intentions was interpreted as an individual's desire to leave the organization and look for other alternatives employment by Abelson (1987). Turnover intention is a measurement of employees of a business or organization who plan to leave their positions. Turnover intention or refer as the intention to leave is conceptually defined as a conscious willingness to leave the organization, which includes a thought of leaving, also includes the behavior of searching for a new job, and the behavior deciding to leave current job (Tett & Meyer, 1993). Turnover intention is the thought or feeling of leaving the organization but not the act of leaving the organization (Chen et al., 2011).

Employees' turnover cost can be a huge cost where the cost of losing a good performer or key members in an organizations is difficult to estimate, where the contributions that he or she made, and cost that have been invested to train and gain knowledge prior to his or her success career. Furthermore the replacement of that particular key members will come with another huge cost and time to fill in the predecessor gap in knowledge and experience.

The term “intention” describes an employee’s desire or deliberateness to do something, and in the term of turnover intention, it is telling that the particular employees have the desire to leave the organization (Martin Jr. 1979, Tett & Meyer, 1993). When an employee is seriously considering to quit their jobs, then in the mid, they are having the turnover intention or intention to quit the organization (Omar, Anuar, Majid & Johari 2012). The turnover intention also refers to one step before leaving the organization, which is have the thought to leave and plan to leave. According to Fang, Tonly & Verma (2002), turnover intention also known as turnover awareness where offers the organization an opening to recoup the management-employee association and cease the loss of the employee.

### **Herzberg’s Two Factor Theory**

Herzberg’s Two Factor Theory was brought out in the year 1959 by Herzberg where he come out an idea of a two-dimensional paradigm of factors which influencing people’s mind and behavior towards work. The theory explained that there are some factors that cause job satisfaction and motivation which are the motivating factors, and on the other hand, there are some other separated factors which are called the hygiene factors which will cause dissatisfaction among employees. According to Herzberg’s research, in order to truly encourage employees to try and work harder, the motivating factors are the conditions and key items. Motivating factors are essential to warrant employee satisfaction and to motivate an employee to higher performance. In contrast, Hygiene factors are needed to make sure an employee are not reach to a dissatisfied region.

### **Salary**

For employees, salary is an obvious importance items that satisfying employees’ economic needs (Hassan, 2014). One of the hygiene factors from Herzberg’s Two Factor Theory is Salary. It is important that the employees are happy and satisfied with their pay and salary as this may impact their working perspectives and practices. Researchers acknowledged that one of the most significant deciding point on employees retention is monetary remuneration (Motshegwa, 2010). Money do keep a lot of people motivated and even with a salary rise will create a short-term motivation effect, however feeling of being underpaid is even demotivating (Judge et al., 2010). Guzzo, Jette, and Katzell (1985), that conducted a meta-analysis of monetary reward incentives and other motivational programs on productivity or physical output, did concluded that financial incentives were have the largest effect on the productivity of all involvements.

### **Co-worker**

Co-worker relationship is defined as one of the important needs in Abraham Maslow’s pyramid (Maslow, 1954). Co-worker is one of the hygiene factors from Herzberg’s Two Factor Theory. The workplace friendship, social support from colleagues, teamwork among workgroup and meaningful group relationships will be the important motivation factor in this contact with people determinant. As for Co-worker factors, the organizational elements to achieve co-worker as hygiene factors are include the ability to interact with others at work, the opportunity to work in teams, aptitude to develop new friendships.

### **Advancement**

Herzberg did shared that motivating factors are which lead to employee satisfaction included job responsibility, moral values, recognition, a sense of achievement, opportunities to advancement (Herzberg et al., 1959). Self-esteem was boosted whenever there is an opportunity for career advancement and growth and creates appreciated and recognized feeling on the employees. This carries a stronger sense of value in employees on their contribution and efforts at the company. In return, employees would feel have more comfortable engagement to make a long-term professional commitments to the business and company (ProOpinion, 2015).

### **Work itself**

Work itself is categorized as motivation factors in Herzberg Two Factor Theory. The work situation and job nature itself do important to job satisfaction and organization commitment. The nature of work is defined as the type of task or job where employees are presently carry out (Spector, 1997). According to Spector (1997), employees' work satisfaction is depending on the work nature and related to the type of work done. Job or work which is challenging, interesting, creates self-actualization and recognition are prefer by employees (Nel, Van Dyk, Haasbroek, Schultz, Sono, & Werner, 2004). Employees are utmost gratified when they have exciting job. By retain a certain amount of autonomy do permits employees to progress their tasks with challenges, allow employees seek to overcome hurdles, lead the employees to more satisfying work experience. Challenges and multiplicity in the daily job also keep work interesting.

### **Methodology**

#### **Hypothesis Development**

Employees' organizational commitment are significantly affects by the salary level and also will lead to sizeable influence on employees turnover intention, this is pointed out by Folger and Konovsky (1989). Levine (1993) mentioned that the employees turnover intention will be comparatively low if employees with comparatively higher salaries and they are less likely to resign or quit. More recent researches concerning turnover intention have shown that financial gain and salary satisfaction is one amongst the necessary predictors of turnover intention among staffs (Hester, 2002). Besides, Curral (2005) believe that salary and financial income dissatisfaction will decrease job satisfaction and motivation will increases absenteeism and resignation. Therefore, this study will makes an attempt to check the subsequent hypothesis..

*Hypothesis 1: Salary have negative influence on turnover intention*

Ellickson and Logsdon (2001) found that a positive relationship with co-workers is a vital influence to employee job satisfaction. In step with Remsberg, Armacost, and Bennett (1999), turnover intention could reduce with coworker relationships and social support. On the other hand, presence of resistance and frictional relationships among employees could end in employees with bigger discontent and thence exaggerated tendency of wanting of looking elsewhere for employment and increase the turnover intentions. in an exceedingly study by Morrison (2005) on 124 employees of a large hospital in Auckland, found that cohesiveness and opportunities for friendly relationship were vital. As such, below hypothesis is table out for this study

*Hypothesis 2: Co-worker have negative influence on turnover intention*

According to Lee and Mitchell (2006), if employees work diligently and however they do not achieve and gain what they expected to, thus end up they will usually think to go away from the company. We are able to say if accomplishment, achievement and job performance is high, with rewards for employees, hence it will end up in a rise in job satisfaction conjointly, thus, employees will think to remain in the organization for a longer time. Herzberg (Herzberg et al., 1959) found that this factor also relates to an employee's behavior when associate to a change in position or status of the employees. The positive relationship between organizational support for this factor and improved job satisfaction along with a lower degree of intent to quit was found in a study by Jawahar and Hemmasi (2006). Thus, this study will test the below hypothesis.

*Hypothesis 3: Advancement have negative influence on turnover intention*

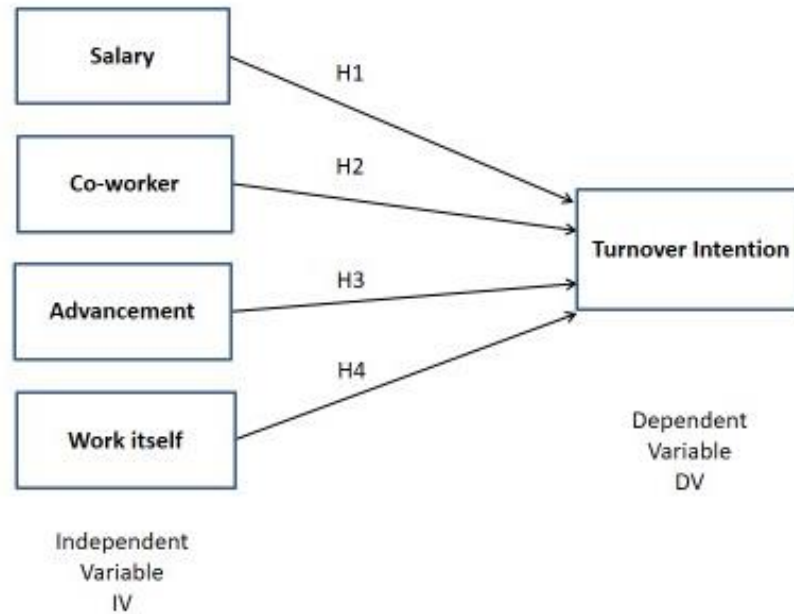
Research studies across a few years, across difference organizations, and across types of jobs show that when employees are asked to judge different sides of their job such as supervising, salary, promotion opportunities, coworkers, and then forth, the nature of the work itself usually emerges as the most important job aspect (Judge & Church, 2000; Jurgensen, 1978). Mobley (1982) has suggested that evaluation of job content and employee perceptions are among the most consistent correlation to resignation or turnover. It is troublesome for employees to stay satisfied, happy, engaged and motivated with their jobs if their work isn't fascinating and stimulating. People can be motivated by the job intrinsic nature; when work is enjoyable and fascinating, interesting, people will love their works, and highly motivated, and perform well. Conversely, a monotonous job might cause withdrawal intention. Therefore, the below hypothesis will test in this study.

*Hypothesis 4: Work itself have negative influence on turnover intention*

**Conceptual framework**

From the literature review, the conceptual framework has formulated and with turnover intention as the dependent variable, where salary, coworker, advancement, and work itself are the independent variables.

**Figure 1: Conceptual Framework**



### Research Design

The research analysis approach followed during this study is quantitative and empirical with the primary research data from a cross-sectional field survey with examining motivational factors to turnover intention. Quantitative research is a structured approach and used to generate numerical data or transform data into usable statistics to quantify and resolve a problem (Kothari, 2004). The population of this research was the shop floor employees who are male and female operators, technician, supervisors, and engineers in a manufacturing company at Ipoh Industrial Area. A five-point Likert scale is used in this study where the scale starting from strongly disagree (1) to strongly agree (5) is introduced within the survey questionnaire. In this questionnaire form, the questionnaire comprised of three sections, and these three sections are Section A: Demographic, Section B: Motivational Factors regarding Salary, Co-worker, Advancement, Work itself, and Section C: Turnover Intention. Before start conducting the questionnaire surveys, factory visits and interviews with the shop floor department managers regarding the general scenario of the company and therefore talking about the characteristic of research to be carry out by the researcher. During the interview and briefing, the objectives of the study were clearly introduced to the managers in order to gain and increase their cooperation and support.. In this study, the survey participants were introduced to the survey by an information sheet, explaining the reason of the study and the way to fill up questionnaire. Once collect back all the survey forms, the data will be review for missing data survey form, then data input and analyzed with SPSS Version 21.0 and SmartPLS. Mahalanobis distance method is used to identify the outliers from the data pool.

## Result

### Respondents Demographic

The sample constitutes 41.8% male and 58.2% female participants, showcasing a high number of women employees in this manufacturing factory. Regarding the age group of the respondents, 25.3% were below 20, 33.5% were between 20-29 years, 18.7% were 30-39 years, 5.7% were 40-49 years and 16.8% were 50 & above years. Thus, majority of the respondents from manufacturing shop floor workforce is young and below 40 years (77.5%). The majority of respondents have Secondary School educational qualifications which is 83.2%. And the majority of respondents (62.7%) have 1-9 years of service.

Figure 2: Demographic Characteristic of the Respondents

<i>Demographic</i>	<i>Components</i>	<i>Number Respondents</i>	<i>Percentage</i>
Gender	Male	132	41.8%
	Female	184	58.2%
Age	Below 20	80	25.3%
	20 - 29	106	33.5%
	30 - 39	59	18.7%
	40 - 49	18	5.7%
	50 & above	53	16.8%
Education	Primary School	0	0.0%
	Secondary School	263	83.2%
	Certificate	19	6.0%
	Diploma	27	8.5%
	Degree & above	7	2.2%
Year of Service	Less than a year	14	4.4%
	1 - 9 years	198	62.7%
	10 - 19 years	78	24.7%
	20 - 29 years	22	7.0%
	30 years & above	4	1.3%

### Measurement Model

SmartPLS was deployed to analyze the data set (Figure 3), and all the measurement items are reliable, valid and have high internal consistency as illustrated in Table 1. This because all the measurement items are above the acceptance value suggested whereby the composite reliability (CR) were all above 0.5, Cronbach's Alpha were all above 0.7 and the average variance extracted (AVE) were above 0.5. To evaluate the convergent validity, the outer loadings need to be 0.5 or higher, and the AVE value have to be 0.50 or higher, so it will consider as a good convergent validity of the research data (Hair Jr et al.,2017). From table 1, all the outer loadings and AVE are above 0.5, thus the convergent validity of this research is acceptable.

Figure 3: SEM PLS model

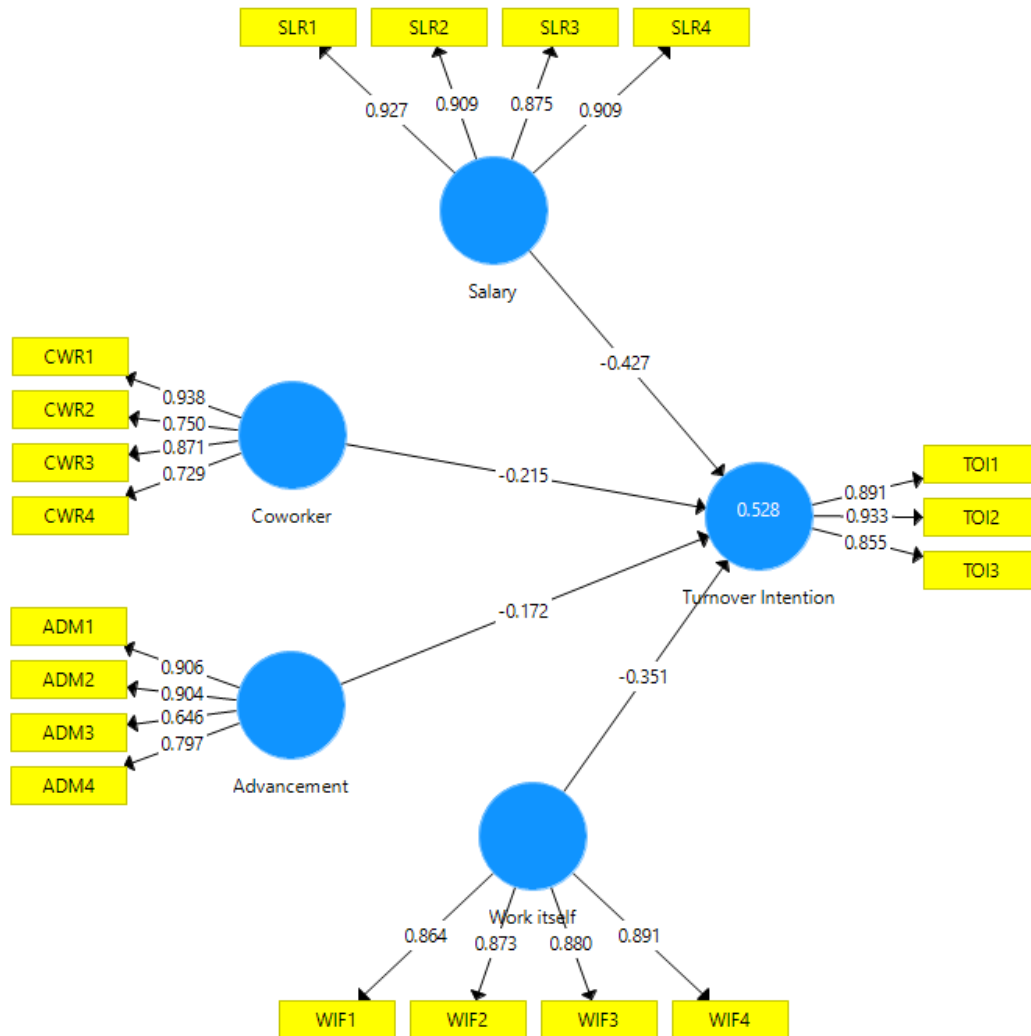




Table 1: Measurement Model Result

Construct	Items	Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Advancement	ADM1	0.906	0.855	0.89	0.673
	ADM2	0.904			
	ADM3	0.646			
	ADM4	0.797			
Coworker	CWR1	0.938	0.849	0.895	0.683
	CWR2	0.75			
	CWR3	0.871			
	CWR4	0.729			
Salary	SLR1	0.927	0.926	0.948	0.819
	SLR2	0.909			
	SLR3	0.875			
	SLR4	0.909			
Turnover Intention	TOI1	0.891	0.874	0.922	0.799
	TOI2	0.933			
	TOI3	0.855			
Work itself	WIF1	0.864	0.9	0.93	0.769
	WIF2	0.873			
	WIF3	0.88			
	WIF4	0.891			

Discriminant validity refers to “the degree to which items differentiate between variables” (Thong, 2001). It can be examined by the “square root of the AVEs which is greater than the correlations among all constructs” (Lallmahomed, Ab Rahim, Ibrahim, & Rahman, 2013). As shown in Table 2, the square root of AVEs for each individual variable is greater than all the correlation values (Fornell & Larcker, 1981). Thus we can conclude that the research data met the discriminant validity requirement.

Table 2: Discriminant Validity Test Results (Fornell & Larcker Criterion)

Variable	Advancement	Coworker	Salary	Turnover Intention	Work itself
Advancement	<b>0.82</b>				
Coworker	0.086	<b>0.827</b>			
Salary	-0.021	0.325	<b>0.905</b>		
Turnover Intention	-0.196	-0.385	-0.578	<b>0.894</b>	
Work itself	0.039	0.045	0.24	-0.47	<b>0.877</b>

Note: Diagonal are the square root of AVE of the latest variable

### Structural Model

The hypothesis model is tested by SmartPLS software with bootstrapping function which runs with 5000 subsamples, see Figure 4. The R-square was assessed and the independent variables of this study were able to explain 0.528 of turnover intention. This is indicating that 52.8% of the variation in turnover intention can be explained by motivational factors.

Figure 4: SEM-PLS Bootstrapping

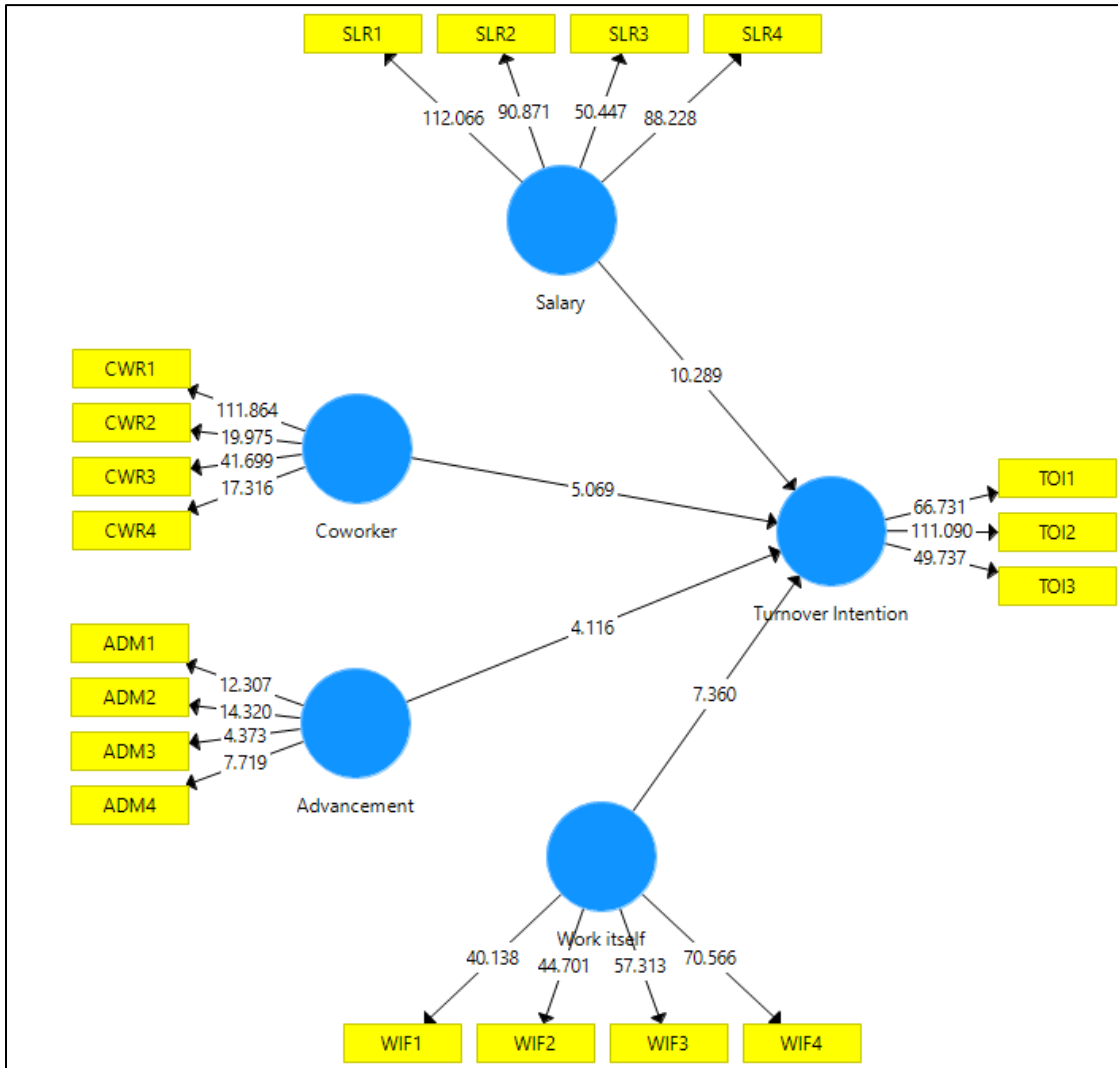


Table 3 presents the results of hypothesis testing, with Hypothesis' number (H), path relationship, path coefficient ( $\beta$ ), T-values (T), P-values (P), and decisions are illustrate in the table. The analysis result showed that all four hypothesis (H1, H2, H3, and H4) were supported in the research model. All these four hypothesis showed significant results where all the t-value are  $> 1.96$  and p-value  $< 0.05$ .

Table 3: Hypothesis Result (H1 – H4)

Hypothesis	Relationship	path coefficients ( $\beta$ )	T Values	P Values	Decision
H1	Salary -> Turnover Intention	-0.427	10.392	0.000*	Supported
H2	Coworker -> Turnover Intention	-0.215	5.135	0.000*	Supported
H3	Advancement -> Turnover Intention	-0.172	3.932	0.000*	Supported
H4	Work itself -> Turnover Intention	-0.351	7.439	0.000*	Supported

Note: \*Significant at 0.05 level

### Discussion

The objective of this research is to examine the motivational factors which impacting shop floor employees' turnover intention in a manufacturing company in Ipoh, Perak, Malaysia. The results from this research provide a reference to the human resource department in manufacturing companies on those relevant factors to reduce shop floor employee's turnover rate and set up a new approach for retention programs. From Table 3, all motivational factors do negatively influence employees' turnover intention. The research result on salary (H1) is consistent with Greenberg (1990), Ghiselli, La Lopa and Bai (2001) suggestion that majority employees will decide to part away with the company when the provide provides lesser salary. H2 result on co-worker is consistent with Remsberg, Armacost, and Bennett (1999) were suggested that only coworker relationships and social support could reduce turnover intention. Thus, the support and social relation with co-worker in the factory are important, and essential to keep the employees engaged, feel belonging and motivated which ultimately reduce turnover intention. On advancement factors (H3), the result indicated that the better opportunity of advancement will lead to a lower percentage of turnover intention, and it's in line with Mitchell and Lee (2006), whose finding is if employees work diligently but they do not achieve and get what they expect then they will usually think to leave the organization. Weiner (2000) suggested that of all the major job satisfaction aspects, the satisfaction with the nature of the work itself which includes job challenge, job scope, job variety and job autonomy is best predicts to overall job satisfaction, and also best predicts to other important outcomes which are turnover intention and employee retention which is consistent with H4 result.

### Conclusion

Managers can apply the hygiene factor and motivation factor of Herzberg Two Factor Theory as motivation drivers to the shop floor employees, learned from this study to reduce turnover intention and improve employee retention in their organization. Managers understanding of what motivates employees or fails to motivate employees can provide a good insight and approach to an effective retention employee strategy. With a planned employee retention strategy in place, the management could mitigates the risk of employees' turnover intention and as well as the costs associated with that turnover or resignation. The researcher shows that there is a relationship of motivation between turnover intentions which led to job satisfaction, and made further analyses to understand and conclude. In organizational behavior studies, job satisfaction influences other

organizational variables such as productivity, turnover, and absenteeism. Various studies indicate that employee motivation is vital to an organization's success. Therefore, it is critical for managers to keep employees satisfied at work as this has proven to lead to higher levels of productivity, higher levels of commitment, high job satisfaction, less absenteeism, and low turnover. If the employees are satisfied at work will potentially create a good working environment, increase productivity and reduce the levels of turnover in the organization. Satisfied, happy and well-trained shop floor employees are a real competitive advantage as they contribute and strive towards achieving the goals for the manufacturing organization.

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