Malaysia's trend of employment turnover: Study on Generation Y

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Article Info

ABSTRACT

Corruption, best defined in relation to official government employees is the dishonesty or fraudulent conduct by those official civil servants empowered, typically involving bribery and non-legalized commission, the action of making citizens, morally depraved or the country of being so accrual of corrupt, acting to create environment or culture of corruption. Government policies can revert to be cruel on people than to be working on initiatives to eradicate poverty. The abuse of authority by violation of legally established barriers instead of override limitations to sustain development is the trend of corruption. Iraq, one of the most influential and important Arab state before the illegal invasion and occupation by the American and allied troops in 2003, was the first Arab country succeeded to eradicate poverty and in the Arab world in the eighties of the previous century. The practices and planning of all successive governments alleged by the occupier was to promote for reemerging of poverty on all levels. The paper discusses the ways and means for reducing poverty and stand against the insults, violation of law and constitutional contexts to overwhelm poverty in the society with attempt to find solutions to fight these violations and reduce poverty and corruption.

Keywords: Malaysia, Generation Y, Employment Turnover.

1. Introduction

Turnover has become the most common issues in the workplace nowadays. It has increased greatly from time to time. This does not exclude Malaysia. Malaysia also face this kind of problem. Due to the turnover, it gave impact toward the organization, which involve monetary. From Webster New World Student's Dictionary which was written by Goldman and Sparks, (1996), the meaning of turnover are to handover or give, to think about or ponder, and to start running or operating. By the said, employment turnover can be defined as employee's runaway from one job to another from one place to another. In this era, it is likely only Generation X and Y are the two generations that work in an organization and most of the turnover is from employees of Generation Y. This statement has been made by the human resources practitioner and manager since there is still lack of precise statistical report on the employment turnover in Malaysia (Wan Yusoff, et al., 2013).

Due to the turnover, an organization lose a talent of knowledge and technical skills who left for other organization and impacted the organization's productivity, quality and profitability. This also will impact the organization's operation cost in investing trainings for the new employee since the new employee need to have a better understanding on how the organization's work. An organization need to meet the employee's need. Therefore, they need to understand Generation Y perception more because Generation Y is the generation that will prolong the organization's later. To do so, the organization's policy system must involve career advancement opportunity and balance work-life. The organization has to make sure that the employees are well treated constantly and fair in effective manner. The objective for this studies are to explore the reasons behind the turnover of Generation Y and to understand the Generation Y employee's perception on the turnover intention. The research questions in here tend to test the relationship between the independent variable and the dependent variable. For this research the research questions are

● What are the reasons that lead to the turnover among the Generation Y's employee?

● What is the perception of Generation Y on the turnover intention?

This studies focus on the employment turnover of Generation Y. Since Generation Y will become the main generation in the future, this issue need to overlook and find the solution that can overcome this situation so the organization able to reduce their lost cost due to the turnover. The respondent for this studies are from Tenaga Nasional Berhad, Bangsar's employee and mainly from Generation Y. The study is significant in term of finding the main factor that lead to turnover intention among Generation Y's employee. Through the finding, it will help the organization to restore their current retention program and to save their operational cost. Employee turnover is a common problem face by the organization and it involves all level of employees from lower level to the top management employees. This is due to the encouragement by the job availability in many organizations and the organizations are willing to offer great package to the employees. However, this turnover will impact certain cost to the organization in term of employee recruitment costs, new employee selection costs, cost of recovering during the period in which there is a vacancy, administration of the recruitment and selection process and induction training for the employee. Although the organization always increasing their salary package and other benefits, the turnover among Generation Y is still increasing from time to time. The employee from Generation Y always looking for a better offer and great opportunity in their career. Therefore, it is difficult to reduce the turnover rate among the employees.

2.0 Literature Review

2.1 Employment Turnover
Nowadays, turnover has become a trend in working environment where it has increasing rapidly from year to year. These have made many researchers to do variety of finding about turnover more than 5 decades (Holtom, et al., 2008).

AlBattat and Mad Som, (2013) has done a research on turnover which has an impact towards the hospitality industry. This research stated that the turnover crisis start when employees become unsatisfied with their current job because of the environment at the workplace. These researchers did their studies using Mobley Model . This model explains the seven stages of job satisfaction and actual turnover (Lee, 1988) that presents with its applications in the Malaysian hospitality industry. This model stated that job dissatisfaction will leads the employee to consider in leaving their current job and thinking of moving into another job. Russo and Buonocore, (2011) did a research on the relationship between work-family enrichment and nurse turnover. They found that the nurses are likely to have less intentions on leaving their position when experiencing high levels of work-family enrichment because of their professional commitment. Their job specification itself has help them to use it towards the family member. According to Agarwal, et al., (2012) and Rai, (2012) , when the employee is engaged with the work, they have the tendency to have positive emotions such as elated, fun and excited towards their work, therefore less intention of quitting. Besides that, they also obtained a correlation between the supervisor and the employee where as the supervisor is one of the important role towards the engagement. The supervisor is likely a place for the employee to refer for support and guidance (Anand, et al., 2010). When the employees receive the support they want from their supervisor, they tend to work dedicatedly and therefore the turnover intention never ever cross in their mind (Harris, Wheeler and Kacmar, 2009; Tse, Huang and Lam, 2013). Slavich, Capetta and Giangreco, (2014) obtained within the multi-unit corporation company, many workers has an intention to stay due the work environment, especially in terms of team spirits. There are also no hierarchy of treatments of the employees. However, among the brand unit the workers start to think of the turnover. One of the training manager said that during the selection process of candidates, the candidates start to make comparisons among the brands and they don't like it when they are put into difference brand unit than their colleagues. There is also turnover among the workers when the workers start to stress out due to the difference perception among the brands and because they did not achieved the target they want. There are variety of models for turnover process has been introduced. Steel and Lounsbury, (2009) did a review on the turnover process models and obtained that consensus analysis has a high level of cross-model agreement on the importance of three standard turnover-theory components such as employee ethics, labor-market mechanisms and intentions to quit or to stay. There also a review of secondary turnover dimensions indicated some degree of consistency in the way particular dimensions have been utilized in the conceptual literature. Zopiatis, Constanti and Theocharous, (2014) stated that in environments challenged with issues such as seasonality, part-time employment, overdependence on migrant labor, job security, lack of career advancement opportunities, and excessive turnover, intrinsic motives are most often enigmatic towards extrinsic job traits which seem to have a determining role influencing both the overall job satisfaction and turnover intention.

2.2 Generation Y
Researchers have classified the society in different categories according to their age (Palese, Pantali and Saiani, 2006). With different range of age, they have the same way of acting,

thinking and feeling. This similarities can help the researcher to identify how they act, think or feel towards their lives (Smola and Sutton, 2002). They have been classified into Baby boomer generation, Generation X, Generation Y and many more. Baby boomer generation is the range of age between 1946 to 1964 (Chi, Maier, and Gursoy, 2013) . For Generation X, the range of age is between 1965 until 1980 (Chi, Maier and Gursoy, 2013) while for the Generation Y, the range of age is between 1977 until 1994 (Barron, et al., 2007). Generation Y can also be called as Millennials, Netters, and Nexters (Shaw and Fairhurst, 2008). As said before Baby boomers, Generation X and Generation Y have different characteristics either in personality or their attitude in the workplace or others. In the workplace, Baby boomers is the type of generation that are loyal, respect towards the higher up in the hierarchy and patiently wait for their turn in advancement. (Chi, Maier, and Gursoy, 2013). For Generation X in their workplace, they tend to doubt on a new system, work independent, like to follow orders, and looking for opportunity that able to improve their skills. In their own perspective, when a job freedom is given, it is a reward given to them. They does not have any interest in titles and status either. (Park and Gursoy, 2012; Twenge, 2010). Generation Y is the younger generation at the workplace nowadays. However, they are the faster learner in terms of their work. They have behavior where they want a clear descriptions from their manager or their colleague about the task that they needed to complete. Besides that, they are looking for a job that can give them a long-term career and provide job training. Since they look for a collective management style, they like to take the challenging task. They also seek a supportive and positive work environment and tends to be more socialize compared to the Generation X-ers. (Guillot-Soulez and Soulez, 2014; Gursoy, Maier and Chi, 2008). Brough, et al. (2011) studied on cognitive ability and job attitudes of older and younger workers. From this journal, it able to tell the differences of Generation Y and the generation before it. The studies is done by assessed samples of older and younger workers. However in the findings, there are no significants differences in cognitive ability and job attitudes. It is said that the younger worker and the older worker are identified even in the group difference for perception of social support, job commitment, job satisfaction or turnover intentions. Generation Y is raised in an IT inventions era and they won't have any difficulties with the technology such as getting any information from it or having communication through online (Choi, Kwon and Kim, 2011). Guillot-Soulez and Soulez, (2014) mentioned that this generation also been portray as they seek for work-balance and their personal enjoyment. In the terms of salary, the researchers was not able to come out with a conclusion because some of the researchers found that Generation Y consider less salary and take other attributes into account while other researcher found that this generation take extrinsic value as one of the big factor in staying into an organization. (Guillot-Soulez and Soulez 2014; Wan Yusoff, et al., 2013.) This include Lee, Hung and Ling, (2012), where they studied on the work values of Generation Y in Malaysia. They found that preservice teachers chose extrinsic rather than intrinsic work values. Luscombe, Lewis and Biggs (2012) studied more about the recruitment and retention of Generation Y. They divided the method into three categories which are participants, measures and procedures. The participants that involved in the research is either working or a student that was born in the year of 1977 until 1994 which the year of Generation Y. For the measures, they choose to do an online survey because it only required

for the participants in clicking their answer or typing the necessary answer in the provided space. They send an email to the participants about the study and the URL address with 2 weeks given to complete the survey for their procedures. As a result, they obtained that Generation Y are impressed in working at an organization that being fair, equitable and honoring any promises made to the employees. They will be unimpressed with the organization that does not follow through any promises made to them during the recruitment process, even the promise is the rewards for good performance. Choi, Kwon and Kim (2012) studied on effects of attitudes vs experience of workplace fun on employee behaviors with Generation Y into focused. The researchers have done a survey to hospitality students in the USA and able to find that the Generation Y employees' attitude is fun towards the workplace with result a positively fun in terms of their experienced in the workplace. This also will have a positive effects on their job satisfaction, task performance, and OCBI. The studies of Generation Y job preferences is done by Guillot-Soulez and Soulez (2014). They found out that this generation chose two attributes which are the type of contract and environment at the workplace. The highest ranking in the results is the type of contract due to their preferences on permanent position and hence will guide to their job security. The second highest in the result is the environment at the workplace. They are seeking for a job that provides a positive environment.

3.0 Methodology

3.1 Research Design
The research design for this research is cross-sectional design. The reason of choosing cross-sectional design is because lack of time to do a big sample and it is a type of research design that involved the collection of information from any given sample of population. Furthermore, the study will be less costly. The other research method that has been chosen is quantitative research. The reason that quantitative research was chosen is because in quantitative research, the aim is to determine the relationship between independent variable and dependent variable or outcome in a population. Furthermore, the study design is based on the quantitative data. This is because this research seeks to quantify data and applies some form of statistical analysis. Moreover, the type of quantitative data is descriptive. Then, it will base on survey data. Nevertheless, this survey research design is a very valuable tool for assessing opinions and trends. Nonetheless, it is well structures, factual and simple.

3.2 Sample and data collection
A non-probability sampling has been used. A convenience sampling was chosen due to the limitation of time and limited budget. Self-administered questionnaires have been distributed to collect the information regarding the reasons behind Generation Y's employment turnover. Data were collected from the employees of Tenaga Nasional Berhad. There are 100 questionnaire distributed to participants in the age of 20 to 37 years old and were randomly selected. The reason of choosing the participant at these range of age is because of the main focus of the study, which is the perspective of generation Y. The questionnaire will be collected in one week time

3.3 Instrument

The questionnaire is mainly to test the relationship between Generation Y and employment turnover. Moreover, the questionnaire is divided into 4 sections which are section A, B, C and D. There are 22 questions including the respondents' profile. With this question, we can find the reasons behind Generation Y's employment turnover. Section A involved participants' profile. Section B have two questions that can be answered more than 1. Section C is the questions based on their view of the organization and what they are looking for in an organization so that employment turnover won't exist among them. For this section, we used 5-point Likert scales range "1 = Strongly Disagree", "2 = Disagree", "3 = Neutral", "4 = Agree" and "5 = Strongly Agree". The reasons behind using 5-point Likert scale is to ensure that the respondents will be flexible in answering the questionnaire and most importantly to ensure consistency. For Section D, the questions should be answered either yes and no and if yes, what are the reasons.

4.0 Findings

4.1 Descriptive Analysis

In the questionnaire, there are Section A, B, C and D. For Section A, it is the type of question related to demographic section. There are seven questions in total. The first question is the age of the participant. Then, the second question is the gender of the participant followed by the race of the participant. The fourth question is about the marital status of the participant. Furthermore, the fifth question is the department of the participant working with. For the sixth question is the number of years that they have been working for the organization and for the last question, it is about their higher education. Table 1 presents the profiles of participants. There are 72 participants involve in this research and 34 (47.2%) of them are male while 38 (52.8%) are female with the mean age of 28 years old. With the percentage of 95.8%, the participants are mostly Malays and only 3 (4.2%) participants are Indians. There are 37 (51.4%) participants that are single, 33 (45.8%) participants already married while 2 (2.8%) of the participants are divorced. The participants come from 4 different departments. Most of them come from Human Resource Management Department (43.1%). Then, 15 (20.8%) participants come from Financial Department. For Corporate Affairs and Communication Department and Secretary Office Department, they represents by 14 (19.4%) and 12 (16.7%) participants respectively. Many of the participants have work with the organization less than 5 years since most of them are age at where they just graduated from the university with the percentage of 73.6% (53 participants). With 20.8 %, 15 participants work with the organization at the range of 6 to 10 years. The other 4 (5.6%) participants work at the range of 11 to 15 years with the organization. This make the average years that these generation have work for the organization is 3.72 years. The highest percentage for the higher education that they received is Bachelor's Degree with 68.1% and followed by 19.4% of high school graduate. 9 (12.5%) participants have Master Degree.

	Number of participants (N)	Percentage (%)
Age		
20-25 years old	16	22.2
26-30years old	38	52.7
31-35 years old	13	18.1
36 and 37 years old	5	7.0
Gender		
Male	34	47.2
Female	38	52.8
Race		
Malay	69	95.8
Chinese	0	0
Indian	3	4.2
Others	0	0
Marital Status		
Single	37	51.4
Married	33	45.8
Divorced	2	2.8
Others	0	0
Department		
Human Resource Management	31	43.1
Secretary Office	12	16.7
Financial	15	20.8
Corporate Affairs and Communication	14	19.4
Tenure		
0-5 years	53	73.6
6-10 years	15	20.8
11-15 years	4	5.6
Education		
High School	14	19.4
Bachelor's Degree	49	68.1
Master Degree	9	12.5
Others	0	0

Table 1: Demographic profile of participants

For section B, it have two questions that can be answered more than 1. Table 2 and 3 below shows the choices that have been made by the participants from answering the questionnaire. The first questions is the reasons that will cause the participants to leave the organization and the second question is what kinds of the benefits will attract the participants to stay in the current organization.

	Reasons that will cause you to consider to leave the organization	Number of participants
A	Lack of Career Advancement	32
B	Work Load	20
C	Relationship with Other Colleagues	16
D	Working Conditions	9
E	Benefits	2
F	Overtime	16
G	Location	10
H	Alternative Job Opportunities	28
I	Others	10

Table 2 : Reasons that will cause you to consider to leave the organization

For the first questions, most of the participants choose lack of career advancement as the reasons that will cause the participants to leave the organization. Besides that, they tend to choose the alternative job opportunities as another reasons that cause them to leave the

organization. Work load also has a high number of participant that choose it as the reasons. However, benefits is not likely the reason why they want to leave the organization because of the number of participants answer is quite low.

	What kinds of the following benefits will attract you to stay in the current organization?	Number of participants
A	Medical Insurance	29
B	Incentive Bonus	45
C	Family Benefits	16
D	Housing Allowance for the Married Workers	14
E	Meals Provide	2
F	Transportation, Subsidiary	16
G	Other	10

Table 3 : What kinds of the following benefits will attract you to stay in the current organization?

From Table 3, incentive bonus have high number of participants choice of benefits that will attract the participants to stay at the current organization. Medical insurance is the second benefits for the participants choice, which attract them to stay in the current organization. Meals provide have the least number of choice compare to the others. For section C, the questions are based on their view of the organizations and what they are looking for in an organizations so that employment turnover won't exist among them. There are 10 questions for this section and Table 4 shows the number of participant's choice for the Likert scales questions. Table 5 shows the percentage of participant's answers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My expectations were met after i joined the organization.	5	7	26	32	2
The training programmes offered by my organisation are a key reason why people join the organization.	11	24	24	13	0
External pressures caused me to/ may cause me to leave my job.	5	11	25	25	6
The work environment is satisfactory for the employees.	3	8	24	32	5
The working hours are satisfactory in the organization.	2	9	12	37	12
I am stressed at work.	3	8	25	32	4
I am happy with my salary.	4	10	30	20	8
I am happy with the nature of my work.	3	11	19	35	4
My job is insecure.	5	29	20	10	8
The organization empowers its employees.	3	11	37	13	8

Table 4 : Number of participant's answer for the Likert scales questions.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My expectations were met after i joined the organization.	6.9	9.8	36.1	44.4	2.8
The training programmes offered by my organisation are a key reason why people join the organization.	15.3	33.3	33.3	18.1	0
External pressures caused me to/ may cause me to leave my job.	6.9	15.3	34.7	34.7	8.4
The work environment is satisfactory for the employees.	4.2	11.1	33.3	44.5	6.9
The working hours are satisfactory in the organization.	2.8	12.5	16.7	51.3	16.7
I am stressed at work.	4.2	11.1	34.7	44.4	5.6
I am happy with my salary.	5.6	13.8	41.7	27.8	11.1
I am happy with the nature of my work.	4.2	15.3	26.4	48.5	5.6
My job is insecure.	6.9	40.3	27.8	13.9	11.1
The organization empowers its employees.	4.2	15.3	51.4	18.1	11.0

Table 5 : The percentage of the participant's answer

One of the question in Section C is about their expectations were met after they joined the organization or not. Table above show the frequency and the percentage of the participants' answers. Most of the participants agree that their expectations were met with 47.2%. Only few of them disagree (16.7%) while the other answered neutral (36.1%). The participants that disagree have the percentage of 48.6% and neutral have the percentage of 33.3% towards the questions on the training programme offered by organizations as the key reason why people join the organization. From this percentages, we can tell that the participants did not look for training programme when they want to join any organization and it does not attract them. For external pressures may cause them to quit their job, agree have the highest percentage compare to neutral by adding together agree and strongly agree (43.1%). To conclude from this table is that most of the Generation Y's participants are agreeing that they will leave their job when they tend to get pressures. Eventhough most of them agree but still there are few of the participants disagree that external pressures may cause them to quit their job. The participants of 37 (57.1%) agree that the work environment is satisfactory for the employees. 24 (33.3%) of the participants are neutral towards the work environment as the factor for them to be satisfy with their job while the rest of the participants are disagree. The working hours in the organization are satisfied among the Generation Y participants. Only small numbers of them are not satisfy (15.3%) and neutral (16.7%) with the working hours. For stressed at work, 50.0% agree and another 50.0% are neutral and disagree. When asking them whether they are happy with the salary, most of them replied neutral followed by agree and only few of them disagree. For the few participants, they think that their salary are not enough for their daily usage. The salary also was not as much as they want.

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On the question of I am happy with the nature of work, 53.2% agree that they are happy. 19.5% are unhappy with the nature of work and 26.4% are neutral. For job insecure, 47.2% said that they disagree on the matter but 25% agree that their job is insecure while 27.8% are neutral. For organization empowers its employees, 51.4% said neutral while 29.2% agree and 19.5% disagree. In section D, there are 2 questions that involve answer of yes and no. If the participants choose yes, they need to list down the reason why they choose yes. For the first question, there are 46 participants said no while the others said yes. The first question asked whether the participants expectations changed over time and for the second question, it asked whether the participant is intending to leave their current job. 57 participants choose no and 15 said yes for the second question.

5.0 Discussion

The objective of this study is to find the reasons behind the turnover among Generation Y. From the literature reviews and previous research informations, we were able to do the questionnaires about the employment turnover and its relationship with Generation Y. Since nowadays most of the employee is from Generation Y, it is wise to do some research on the employment turnover of Generation Y. This is because Generation Y will lead the future. With all the data and percentage that we obtained, the result for this study does not give a good percentage on Likert scales questions. Only half of the participants answered towards all the variable that may cause the reasons for the participants to leave the organization. Like in the first question, where their expectations were met after they joined the organization or not, half of them agree. Unfortunately not more than half of the participants that agree. This proved that their perspective are different among each other. Many participants disagree that training programme offered by the organization are the key reason for people to join the organization. This is opposite from the research that have been done by Guillot-Soulez and Soulez (2014), where they said that Generation Y are looking for a job that can provide job training. From the questionnaire, most of the participants agree that external pressures caused them or may caused them to quit their current job. They also said that they have the intention to leave because of the workload that they gain. From one of the question, there is also about the participants stressed at work. The high percentage shown that most of the participants agreeing with the matter. Another reasons that can affect them to think about the turnover is their preference on permanent position. They want a job that is secure for them. In Tenaga Nasional Berhad, there is a possible where employee and the participants do not want to quit their job because of the job security. This is because, from the questionnaire, 47.2% disagree that their job is insecure.

There are high percentage on agreeing that the work environment is satisfactory and they are happy with the nature of their work. For this factor, they are unlikely to quit from Tenaga Nasional Berhad since the environment and their nature of work are good. This proved that environment at the workplace is also one of the reason for Generation Y to turnover their job that had been study by Guillot-Soulez and Soulez (2014). There is a question asking on their point of view about their intention on quitting the job in Tenaga Nasional Berhad. Most of the participants said that they have no intentions on leaving the organization. However, some of

them say yes. Some of them said they are pressure and have heavy work load, some of them want to advance their career path, some of them said their salary are not enough and many more. From their perspective, we can tell what Generation Y wants and looking for on their job.

6.0 Limitations

Firstly, the sampling used, convenience sampling, also presented few limitations. As stated by Malhotra, (2007) in his Marketing Research book, convenience sampling has two common serious limitations such as bias and not representative of any definable population. The second limitation is that it only focus on one organisation which is Tenaga Nasional Berhad (TNB) and only a few departments were selected. If more departments and more organisations were chosen, we can study more about the employment turnover of Generation Y. Furthermore, the third limitation is that some of the respondents did not answer the questionnaire properly. Moreover, some of the respondents did not give full cooperation where they did not answer the questionnaire at all. This causes the collection of questionnaire will received back not hundred percent. The study was supposed to collect of 100 questionnaires but manage to get back only 72 set of questionnaire.

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