

# **Relationship between Hygiene Factor Dimensions and Intention to Leave among Prison Personnel: A Study in Northern Region of Malaysia**

Fais Bin Ahmad

Amer Darus

Shazwani Binti Mohd Saleh

*College of Business, Universiti Utara Malaysia*

## **Abstract**

The purpose of this paper is to examine the relationship between dimensions of hygiene factors and intention to leave among prison personnel, as well as to identify any dominant dimension of hygiene factor that has higher effect than other dimensions related to intention to leave. This is done by means of survey, where questionnaires were distributed to 310 randomly selected respondents. The statistical method involved reliability test, Pearson correlations and multiple regression. The data was analyzed by using SPSS version 16.0. The findings indicate that there is significant negative relationship between three dimensions of hygiene factor and intention to leave, however only one dimension was found to be not significant. Coworker is the dominant dimension that has the highest influence on intention to leave. These findings show that the related factors should be given attention to retain employees in the organization. Some suggestions have been made to the organization concerned and for the new direction of future research.

**Keywords:** Hygiene Factors, Intention to Leave, Job Satisfaction

## **1.1 Introduction**

This paper is about a study which was conducted among prison personnel who work with the prison departments in Northern Region of Malaysia. Through the study, four dimensions of hygiene factors that affect the intention to leave of the prison personnel were examined, namely, pay, working condition, supervision, and coworkers. The paper starts by presenting a brief review of the literature that focuses on hygiene factors, underpinning theory to the highlighted issue and the intention to leave. Subsequently, the paper describes the research method and followed by the conclusion with the discussion of the findings and their managerial and research implications.

## **2.1 Literature Review**

### 2.1.1 Concept and Model Intention to Leave

Intention to leave is one of the psychological phenomena of an individual who has an intention or plan to quit his or her job. According to Bigliardi, Petroni and Ivo Dormio (2005), intention to leave refers to individuals' apparent probability that they will be staying or leaving the employer organization. Employees with high extraction intentions from organization personally assess that they will be leaving the organizations in the future (Mowday, 1982). Tett and Mayer (1993), had initiated the definition for employees' intention to leave as a mindful and deliberate willfulness of the employees to leave the present organization. Blau (2000), simply defines intention to leave occupation as the degree of employees' requirements or intention to depart the organization. Nevertheless, according to Mobley (1878), the real turnover is predictable to amplify as the intention increases.

Muchinsky (1993), has suggested a representation of employee turnover based on some hypothesized links between satisfactions and quitting. These include thinking out quitting, looking for a different job, intending to relinquish or continue and in fact to quit or stay. Mobley (1997), find that dissatisfaction would guide people judgment of quitting. Mobley's model as depicted in Figure 1 below shows a key step of thinking job satisfaction to turnover (Muchinsky, 1993).

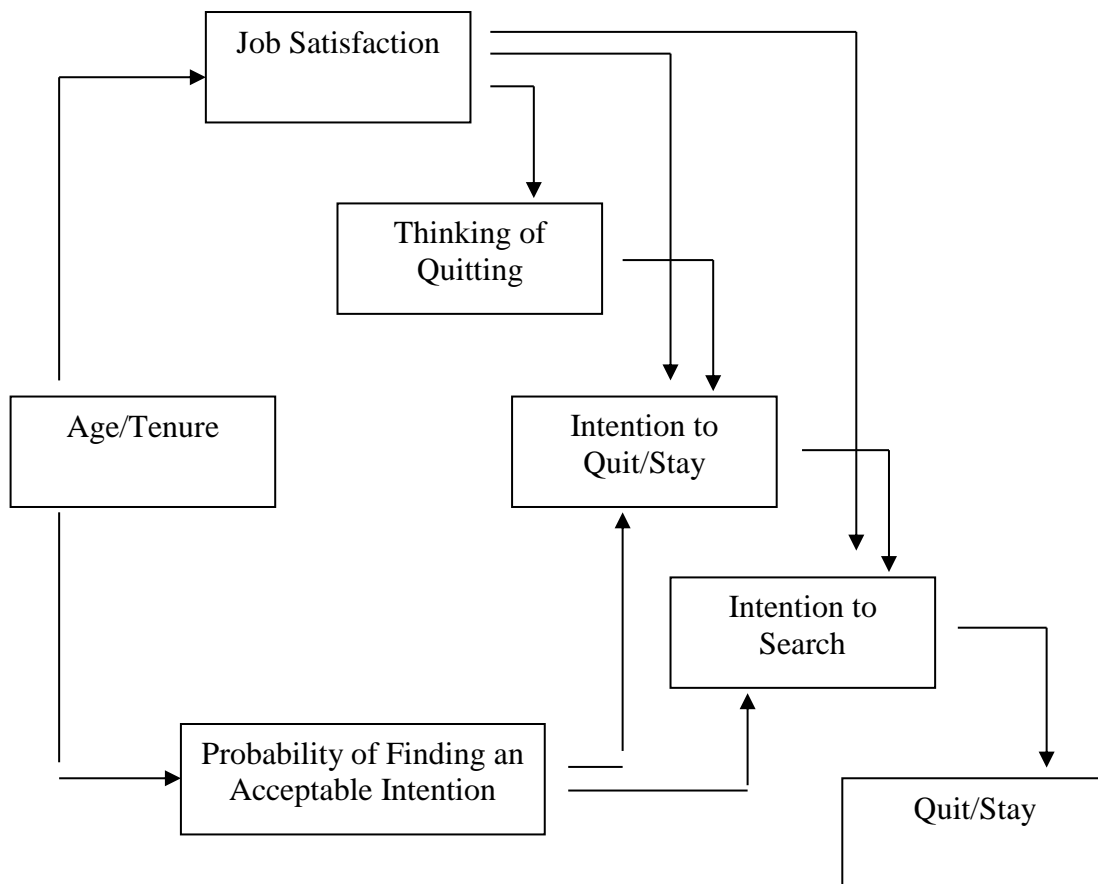


Figure 1: Representation of the Intermediate Linkage in the Employee Turnover Process

*Source: Adapted from Muchinsky, P.M (1993). Psychology Applied to Work (4<sup>th</sup> ed)California: Brooks/Cole Publishing Company (p.310).*

In general, turnover creates monetary and structural stress on the organization especially voluntary turnover. At least with spontaneous turnover, the organization can make arrangements to reduce losses. There are many ways in which the organization can consider in an effort to reduce turnover intention. Apart from offering attractive remuneration packages, the organization could also create the environment of the workplace which is free from stress or boredom. On top of that, a leadership style which focuses on the relationship approach (employee-centric) could somewhat reduce the rate of turnovers as the employees feel their leader (by showing special regard to their subordinates), is considerate and attentive. The employees also know that they have voice and the leader values and recognizes their contributions.

## **2.1.2 Factor Affecting Intention to Leave**

According to Arnold & Feldman (1996), there are varieties of factors that cause people to have a feeling of disappointment about their job. Furthermore, several employees might satisfy with only some aspects of their work but dissatisfied with additional or other aspects (Mullins, 2002).

### **2.1.2.1 Pay**

Research appears to be confusing regarding the implementation of pay on the intention to leave. According to Berry (1997), lack of observed substantiation exists to point that pay alone improves worker fulfillment or reduces dissatisfaction. Berry, (1997), adds that extremely paid employees may still be dissatisfied if they do not like the environment of their job and believe they cannot enter a more satisfying job.

Apart from that pay is viewed as part of the approval system used in the organization to motivate implementation with its rules and regulations (Mueller & Price, 1990). While Lum, Kervin, Clarck, Ried and Sirola (1998) explain that for the individual employee, pay is regarded as a significant reward and result. According to Moore (2002), unfairness in terms of lack of acknowledgment and poor pay frequently may cause employees to have an intention to leave the organization.

### **2.1.2.2 Working Condition**

As we know that workers moderately desire working condition that which could bring better physical comfort and expediency. Working condition also refers to the working environment and aspects of an employee's conditions and circumstances of employment. This covers matters such as: the association of work and work activities; training, skills and employability; health, protection and well-being; and working time and work-life balance. The non-attendance of such working conditions, surrounded by other things, can crash poorly on the worker's mental and physical well-being (Baron & Greenberg, 2003). While Robbins (2001), advocates that working condition will manipulate job satisfaction, as well as causing employee to have the tendency of leaving the organizations.

Moreover, according to Arnold and Feldman (1996), factors such as temperature, lighting, aeration, hygiene, noise, working hours and resources are all part of working conditions. Employees may sense that poor working condition will only aggravate negative presentation and thus start to have an intention to quit. This intention might occur as job is related with emotionally and physically demanding.

### **2.1.2.3 Supervision**

The theoretical definition of the supervision is ‘planning, controlling and organizing the work of others through face contact with subordinates’ (Fisher, Schoenfeldt & Shaw, 1993). The supervision in this study means that the suggestion and surveillance that the supervisor give to his or her assistants to help them to execute their jobs better. The supervision also includes the manner shown by the supervisor to the workers when he or she oversees them. A study by Moore (2002) found that social support from supervisors condensed the level of employee intention to leave, in some way through reduced levels of burnout. A parallel study by Kalliath and Beck (2001), reported that supervisory support concentrated not only on those symptoms of burnout but also in a straight line and not directly on employees’ intention to quit.

### **2.1.2.4 Coworkers**

Ducharme and Martin (2000), state that coworkers' relationship is the friendship, reception, and faithfulness built up in between the members of a group, which also refers to the level of the subordinates' self-assurance, trust, and esteem in their leaders and. The word coworker can refer to any individual with whom one works ‘including supervisors and subordinate employees’ (Chen, 1989). Coworker relationships are frequently unspecified to refer particularly to relationships among peer employees. If the managers can triumph support and trust from the subordinates and the coworkers, the managers' capability to influence will be much better than the unsupported managers (Fiedler, 1977).

Graen and Cashman (1975), anticipate that, between the leaders and subordinates, the subordinates play a detrimental part in the relationship. Whilst Tsao’s (1990), research indicates that the excellence of the coworkers' relationship reveals the efficiency of communication between the two parties, as well as a symbol of how well the two parties organize with one another. Coworkers' behaviors also have an effect on the relationship between the coworkers. Coworkers’ relationships were mostly ignored in early formal theories of management. For instance, Bureaucratic theory (Weber, 1946) and Administrative Management theory (Fayol, 1949) focused almost exclusively on hierarchy, authority, and, accordingly, supervisors. Effective communication was prearranged as downward and formal, focusing on supervisors instructing, controlling, and disciplining subordinate employees.

## **3.1 Hypotheses Development**

Based on the above-mentioned arguments the hypotheses of this study are established as follows:

### **3.1.1 Pay and Intention to Leave**

Job dissatisfaction, which ending up with turnover among employees has been commonly researched and modeled (Hom & Griffeth, 1995). Job satisfaction has been repetitively found to show a relationship with organizational commitment (Kinicki, 2002), and correlate negatively with the intention of an individual to leave the organization or profession (Chelladurai & Ogasawara, 2003; Hom and Griffeth, 1995; Meyer and Allen, 1997).

One of the critical aspects of job satisfaction which is normally measured on job satisfaction scales such as the Job Descriptive Index or Job Diagnostic Survey is satisfaction with pay (Chelladurai, 1999). This component is of importance to employees, as pay may be one way a worker measures whether or not the time they spend in training is worth the time and endeavor put into working. Using difference theory (Rice, 1989), argues that workers' satisfaction is a purpose of what they distinguish their donations and job necessities are and what they recognize they should receive (Chelladurai, 1999). One standard that employee may use is what new workers within an organization accept. Employees will feel satisfied with pay if what they are getting equates to the time, energy and effort they are inputting, with relation to what other workers receive.

On the other hand, if they feel that their efforts and assistance exceed the outputs from the organization and job, especially in pay, dissatisfaction may occur. With this greater than before dissatisfaction, many employees may believe exiting the occupation. In testing a model relating job dissatisfaction to employee turnover, Homand and Kinicki (2001), found that role disagreement decreased job satisfaction and increased opinion of abandonment that eventually lead to turnover. The following hypothesis is offered:

**H0: There is no relationship between pay and intention to leave**

**H1: There is relationship between pay and intention to leave**

### **3.1.2 Working Condition and Intention to Leave**

Gregory (2007), found that a lot of previous studies proposed a multidimensional linear process of employees turnover that incorporates determinants (e.g. job related and work environment), behavioral intentions (e.g. intent to stay/leave), and correlates (e.g. individual characteristics). Additionally, determinants are frequently conjectured to apply straight belongings on attitudes and indirect effects on turnover intentions via attitudinal states.

Following these findings, this study hypothesizes that determinant (i.e. working environment) wield undeviating effects on middle outcome (i.e. job satisfaction) and outcome (i.e. turnover intention). Intermediate outcome (i.e. job satisfaction) exerts a direct effect on result (i.e. turnover intention) and mediates the belongings of determinant (i.e. environment). The literature supports that there exists the effects of organizational attributes (e.g. group cohesion, interpersonal relations, role overload, autonomy, leadership style, etc) on employees' turnover intentions throughout job satisfaction (Boyle et al., 1999; Cavanagh and Coffin, 1992; Taunton et al., 1997). As well, job satisfaction has been found to be a serious forecaster of intention to stay (Boyle, 1999; Cavanagh and Coffin, 1992; Sourdif, 2004). The following hypothesis is offered:

**H0: There is no relationship between working condition and intention to leave**

**H1: There is relationship between working condition and intention to leave**

### **3.1.3 Supervision and Intention to Leave**

Supervision has been shown to moderate the relationship between burnout and work outcomes such as intention to depart (Muhammad and Hamdy, 2005). Furthermore, Van Dierendonck (2001), by a quasi-experimental design, reported that social support from work colleagues and predominantly the instantaneous supervisor moderated the relationship between burnout and intention to leave. Particularly, intention to leave decreased with employees who reported higher levels of social support while turnover intention increased with employees who reported lower levels of social support. As a result, be expecting that supervision will moderate the relationship between burnout and intention to

leave such that the crash of burnout on intention to depart will decrease with rising levels of supervision.

**H0: There is no relationship between supervision and intention to leave**

**H1: There is relationship between supervision and intention to leave**

### **3.1.4 Coworkers and Intention to Leave**

On the other hand, coworkers are proximal to their colleagues, in immediate contact with them, and of equal status. Their influence on peers' work outcomes is sizeable, even when controlling for leader influences (Chiaburu and Harrison, 2008). As a result, the influence of one's coworkers training transfer may be stronger than the one coming from the organization and the supervisor, precisely because of the continuous instability of information and other critical resources originating imaginatively (from colleagues). So, if the coworkers not satisfied with their job they will leave the organization and find another job.

**H0: There is no relationship between coworkers and intention to leave**

**H1: There is relationship between coworkers and intention to leave**

## **4.1 The research methodology**

### **4.1.1 Population and sample**

Population refers to the entire group of people, events or things of interest that the investigator wishes to investigate, and the population may be meticulous type or a more limited part of that group or all the individuals of that group (Sekaran, 1992). Sampling design and sampling size are crucial, when using an appropriate sampling design and size it can help to produce appropriate results to the research population (Sekaran, 2003). In this study, the population that is the prison personnel is 1600. According Krejcie and Morgan (1970), for population around 1600 the sample size should be 310.

### **4.1.2 Measurement**

This study used the questionnaire in the determining the relationship of the independent variables (i.e. pay, working condition, supervision, coworkers, job security and dependent variable (intention to leave). A survey instrument in the form of close – ended questionnaire was developed. The questionnaire was adopted from the original sources and some of them were modified to suite the context of the study. It is a seven-page questionnaire which is separated into three sections respectively, that is section A, section B, and section C. All sections in the questionnaires are conducted in two languages namely English and Bahasa Malaysia, for the purpose of comprehension enhancement.

Section A is about the background of the respondent. The first section of the questionnaire requires information pertaining to the personal and demographic data of respondents. It covers the information such as age, gender, rank, year of service, marital status, total of dependency and highest level of education.

While Section B is related to hygiene factors in which the items was adapted from Job Descriptive Index or JDI (Smith, Kendall & Hulin, 1969), and the Minnesto Satisfaction Questionnaire or MSQ (Weiss, Darwis, England & Lofquist, 1967). This section assesses satisfaction or dissatisfaction with three different job dimensions: pay, supervision and coworkers. It consists of 26 items which are

distributed across four dimensions of hygiene factors: Pay (8 items), Working condition (5 items), Supervision (8 items), and Coworkers (5 items)

Finally Section C focuses on intention to leave. This last section consists of questions that measure the intention of respondents to leave the organization. It consists of four items which was developed by MACRO organization in measuring intention to quit (Staw, 1980).

Respondents were asked to answer or respond to all items in the questionnaire, to show their degree of agreement or disagreement. In order to make it easier for the respondents to comprehend the format and produce more precise answers, Five – Point Likert – type scale was used. The scales are given as follows:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

The respondents were requested to point toward their level of agreement by choosing a scale that corresponds to what they think or feel. Then they were asked to tick the answer that most accurately characterizes how they agree or disagree about the announcement. The reply option range from “strongly disagree” to “strongly agree”. A numerical code was used to transform the responses to data values that can be subjected to statistical analyses.

## **5.1 Result**

### **5.1.1 Demographic**

Based on the information on the employee service years, it shows that a total of 108 or 34.8% respondents are working between 5 – 6 years, 77 or 24.8% of the respondents have been working for nine years and more, 68 or 21.9% of the respondents have been working between 7 – 8 years. 41 or 13.2% of the respondents have been working for 3 – 4 years and about 16 or 5.2% of the respondents are new employees who have been working for 1 – 2 years. The result of age distributions suggests that the greatest numbers of the respondents are in their 31 – 35 (33.2%) age group, followed by respondents aged 46 years and above (22.6%), then followed by respondents 26 – 30 (13.9%), 41 – 45 (12.9%), 36 – 40 (11.6%), and the lowest 5.8% of them aged 20 – 25 years.

While, 45.2% of the respondent have total dependency less than 3, 33.5% of the respondents have total dependency between 4 – 7 persons, about 12.9 % of the respondents have total dependency more than 8 persons and 8.4% or 26 workers none of the total dependency. Out of 310 respondents, about 278 or 89.7% of the prison personnel who are working in prison personnel in Northern Region of Malaysia are male, the rest are female which represent 32 or 10.3%. Majority of the respondents are married which represent 91% that is about 282 people out of 310 respondents. Meanwhile, 28 or 9 % respondents are still single. Furthermore, the highest level of education of respondents shows that 212 or 68.4% the respondents have received their SPM (Sijil Pelajaran Malaysia), meanwhile 93 or 30% of the respondents have received their PMR (Penilaian Menengah Rendah). Only 5 or 1.6% have completed their diploma respectively.

### **5.1.2 Hypotheses Testing**

The result of the correlation analysis was used in testing the four hypotheses as discussed in the following sections. The relationship between various variables was tested using a pearson product – moment correlation coefficient. It is being supported as an appropriate way in explaining relationship

between two continuous variables (Sekaran, 2000; John, 2008). The coefficient of the correlation is ranged between -1 and +1 and such value shows the strength of relationship which has been categorized into high, low or moderate depending on the value of correlation coefficient. The level of significance can be either 0.05 or 0.10 for lower and higher coefficient respectively.

The result in table 1 below shows the correlation analysis for pay ( $r = -0.142, p=0.012$ ), is significant. This indicates that there is low negative relationship between pay and intention to leave. Therefore, the null hypothesis which states that there is no relationship between pay and intention to leave is rejected.

The result of correlation analysis ( $r = -0.169, p = 0.003$ ) for working condition is significant, which indicates that there is low negative relationship between working condition and intention to leave. Thus, null hypothesis which states that there is no relationship between working condition and intention to leave is rejected.

The result of correlation analysis ( $r = 0.290, p = 0.612$ ) for supervision is not significant. This result indicates that the supervision somewhat does not relate to intention to leave. Thus, the null hypothesis states that there is no relationship between supervision and intention to leave is accepted.

The result of correlation ( $r = -0.215, p = 0.000$ ) for coworkers is significant, which shows that coworkers has very low negative relationship with intention to leave. Thus, the null hypothesis: there is no relationship between coworkers and intention to leave is rejected.

<b>Independent Variables</b>	<b>Pearson (<i>r</i>)</b>	<b>Level of significance (<i>p</i>)</b>
Pay	-0.142	0.012
Working Condition	-0.169	0.003
Supervision	0.290	0.612
Coworkers	-0.215	0.000

\*\* correlation is significance at the 0.05 level (2-tailed)

**Table 1: Relationship between Pay, Working Condition, Supervision, Coworkers and Intention to leave**

### 5.1.3 Regression analysis

The model summary of the multiple regression as shown in Table 2 below explains the value of R which represents 0.253 or 25.3% of four variance for hygiene factors dimensions; namely pay, working condition, supervision and coworkers. The result shows 6% of the variance (R square) in dependent variable has been significantly explained by dimensions of independent variable.

The results in Table 3 indicate that the predictors (pay, working condition, supervision, coworkers) are significantly related to intention to leave. The model in this study reaches statistical significance of 0.000 ( $p < 0.01$ ).

Table 4 summarizes the overall Beta value each variable in the hygiene factors dimensions. The Beta value for pay is (Beta= -0.039,  $p > 0.05$ ), working condition (Beta= -0.114,  $p > 0.05$ ), supervision (Beta= 0.057,  $p > 0.05$ ) and coworkers (Beta= -0.173,  $p < 0.01$ ). However, coworkers shows the highest Beta values and the most significant compared to other hygiene factors dimensions (Beta= -0.173,  $p < 0.01$ ). Thus coworkers have the highest effect on intention to leave. This means that



coworkers are the dominant factor influencing the intention to leave of the prison personnel. Hence, based on finding the multiple regression equation can be stated as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = -0.039p - 0.114wc + 0.057s - 0.173c + e$$

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.253 <sup>a</sup>	.064	.052	1.07284

a. Predictors: (Constant), Coworkers, Supervision, Pay, Working

**Table 2: Model Summary**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.938	4	5.985	5.199	.000 <sup>a</sup>
Residual	351.049	305	1.151		
Total	374.987	309			

a. Predictors: (Constant), Coworkers, Supervision, Pay, Working

b. Dependent Variable: Intention to Leave

**Table 3: ANOVA<sup>b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.615	.389		9.283	.000
Pay	-.065	.112	-.039	-.580	.563
Working	-.159	.095	-.114	-1.666	.097
Supervision	.114	.114	.057	1.002	.317
Coworkers	-.187	.063	-.173	-2.961	.003

a. Dependent Variable: Intention To Leave

**Table 4: Coefficient**

## 6.1 Discussion and Implications

### 6.1.1 Discussion

The underpinning theory in this study is Motivation Hygiene Theory also known as Two Factor Theory. The primarily goals of this study is to determine relationship between hygiene factor with intention to leave job. Based on the analyses above, out of four dimensions of hygiene factor, three of them support the hypotheses testing, thus this study shows that there is a negative relationship between hygiene factors with intention to leave. The discussion in the following paragraph relates the research findings the objectives and the hypotheses of the study.

#### **6.1.1.1 Objective one: To determine the relationship between pay and intention to leave among prison personnel.**

The result of the study shows that there is negative relationship between pay and intention to leave. It is consistent with the alternative hypothesis (H1) of this study there is relationship between pay and intention to leave. This is supported by Schermerhon (2000) saying that dissatisfaction with the salary and pay can lead to turnover intention. The study that done by Weiner (as cited in Muchinsky, 1993) with the public service worker shows that the more dissatisfied the employee with pay, the more likely for them to quit. Cotton et al., (as cited in Fisher, 1993), indicates that the employees who are more satisfied with their job as a whole (i.e. pay, the nature of the work, supervision and coworkers) are less likely to leave the organization. The similar finding was also reported by Salmon, Crews, Scanlon, Jang, Weber and Oakley (1999), whereby they identified that there is a correlation between pay and intention to leave of employees.

According to Valias and Young (2000), a research conducted by the Alberta Association of Rehabilitation Centers in 1998, found that possible reason for turnover intention include low wages which 27% of total reasons for turnover. In addition, Valias and Young also highlighted a recent study reported by Larson and Larkin (1999) who found that the 48% turnover in private facilities and 13% in public operated group home has consistent and significant factor related to starting salaries.

#### **6.1.1.2 Objective two: To determine the relationship between working condition and intention to leave among prison personnel.**

In the case of working condition, study shows that, it (working condition) has a significant relationship with intention to leave. Thus, it is consistent with the alternative hypothesis (H1) of this study there is relationship between working condition and intention to leave. The factor of working condition is also proven to have significant influence over the prison internal environment. The physical design of the place (due to its nature and purpose), does have certain impact on the job satisfaction. As such, to the prison personnel, since their jobs are mentally and physically demanding, the physical condition of their workplace could somehow affect their momentum. Arnold and Feldman (1996), argue factors such as temperature, lighting, ventilation, hygiene, noise, working hours and resources from all types of working conditions.

According to Locke's Value theory (Baron and Greenberg 2003), ~~it advocates that~~ if too much value is placed on a particular factor; stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. According to these discussions and my findings we can see that work conditions have a significant relationship with job satisfaction. The prison management will depend on improved work conditions to increase employee job satisfaction and loyalty, and the satisfied employees can help increase organizational performance or avoid employee turnover.

#### **6.1.1.3 Objective three: To determine the relationship between supervision and intention to leave among prison personnel**

While pay and working condition have been proven to be negatively related to intention to leave, but this is not as in the case of supervision. It is consistent with the alternative hypothesis (H1) of this study there is relationship between supervision and intention to leave. This is contradict with previous research, for instance Cotton and Tuttle (1986), who indicate that supervision is negatively related with intention to leave. Besides that, a research on the CPA's (accounting firm) also found a negative relationship between supervision and intention to leave (Yamamura and Stedham, 1998).

In the context of the prison organization, since it is one of the critical organizations, the prison personnel is working under a very tight rules and procedures. This means that there is no compromise or flexibility in supervising the prison personnel (by the superiors) when they perform respective jobs. However, albeit the supervision is done in rigorousness manner, based on the finding of this study, what we can see is that there is no problem between the prison personnel and superior/supervisor in terms of the relationship in a form of supervision. Perhaps this could be due to the successfulness of the leaders of the prison department in creating and fostering among their subordinates the spirit of togetherness and the thinking of being in one family. This situation could somehow cause the prison personnel to have positive attitude towards their leaders even though they are being strictly supervised at the workplace.

#### **6.1.1.4 Objective four: To determine the relationship between coworkers and intention to leave among prison personnel.**

Finally in terms of the relationship between coworkers and intention to leave, both variables are found to be negatively related. Thus, it is consistent with the alternative hypothesis (H1) of this study there is relationship between coworkers and intention to leave This is consistent with the previous studies such as Cotton and Tuttle (1986) and Masdia (2009). Furthermore, this finding also supported with previous research done by Malkovich and Boudreau (1997), in which they found that employee intention to leave or stay is influenced by human resource activity.

#### **6.1.1.5 Dominant Factors Influencing Intention to Leave**

The findings indicate that coworker is the dominant dimension that has the highest effect on intention to leave. The relationships within coworkers carry out many significant functions such as mentoring, information exchange, social support, control and influence. As a matter of fact, employees are normally spent more time with their coworkers than with anyone else at work (Comer, 1991). In addition, more time are taken by employees to interact with their coworkers as compared to time they spend with family and friend outside office hour. So when someone has problem with coworkers there is a possibility that it might affect his or her work and consequently he or she has an intention to leave the organization. In this regard, top management of the prison must take precautionary measures to forestall any future trouble due to the occurrence of hostility among prison personnel. By doing this, it could enable the management of the prison department to retain its employees, as the issue of employees turnover may bring some problems especially in terms of cost to recruit new workers and the smoothness of department's operation.

### **6.1.2 Managerial Implications**

Hygiene factor dimensions of the Two-factor theory of motivation may be useful as it may forecast the turnover intention of the prison personnel. Accordingly, the results of this study show that three factors of hygiene factor are significantly and negatively related to the turnover intention of the prison personnel. The management ought to have closer look at these three factors and should give a priority in terms of its action to reduce the phenomenon of leaving the department among the prison personnel.

The indication of coworkers as the dominant factor to the occurrence of intention to leave could provide certain guidelines to the management in establishing the climate of working environment which is free from dysfunctional or harmful conflict which could eventually adverse effects to the prison department. On top of that, in the process of recruiting and selecting employees, the

management needs to ensure that only appropriate and qualified candidates who possess the substantial level of emotional intelligent should be offered the job. The department can also conduct further research (in a form of applied research) to specify the components in the coworkers that can contribute to satisfaction of the workers.

As for the supervision factor which was found to has a very low relationship with the intention to leave, the management should not only maintain this favorable indicator, but also to strengthen it so that its beneficial to the prison department could be maximize. This will not only prevent the prison personnel from leaving the organization, in fact it could also enhance their level of motivation. This is consistent with the research findings by Newman and Hodgetts (1998), in which they found that found that good supervision are the top work factors that influence the motivation of the employees in the public organization.

### **6.1.3 Recommendation for Further Research**

Future research might include other variables such as organizational commitment to prediction intention to leave. Hom and Hulin (1981) in Moynihan et al. (1998), who states that organizational commitment should forecast the turnover more accurately rather than job satisfaction alone, supports the above recommendation. In addition, future researches can put emphasis more on human resource procedures such as procedure of recruitment and selection. Study also can be conducted on other correctional center such as rehabilitation center for drug addicts and juvenile delinquency. On top of that, future researchers should also select organizations with high turnover rates especially as more than 40% yearly as a focus of their study, since the outcomes will be more meaningful and useful to that organizati

### **References**

- Arnoald, H.J. & Feldman, D.C. (1996). *Organizational Behaviour*, New York: McGraw-Hill.
- Baron, J. N., Hannan, M.T., & Burton, M.D. (201). Labour pains: Change in organizational models and employee turnover in your high – tech firms. *American Journal of Sociology*, 106(4), 960-1012.
- Berry, L.M. (1997). *Psychology At Work*, San Fransisco: McGraw-Hill companies Inc.
- Bigliardi, B., Petroni, A., and Ivo Dormio, A. (2005). Organizational socialization, career aspirations and turnover intentions among design engineers. *Leadership & Organization Development Journal*, 26(6), 424 - 441.
- Blau, G. (2000). Job organizational, professional context antecednts as predictors of intent for inter-role work transitions. *Journal of Vocational Behavior*, 56(3), 330-445.
- Chen CR (1989). *A Study on Fiedler's Contingency Leadership Theory*, Taipei: Wu Nan Publishing
- Cotton, J. & Tuttle, J. (1986). Employee turnover: a meta-analysis and review with implication for research. *Academy of Management Review*, 11(1), 55-70
- Ducharme, L. J., & Martin, J. K. 2000, 'Unrewarding work, coworker support and job satisfaction', *Work and Occupations*, vol. 27, pp. 223-244.

- Fayol, H. (1949) *General and industrial management*, translated from the French edition (Dunod) by Constance Storrs, Pitman.
- Fiedler FE, Chemers MM, Mahar L (1977). *Improving Leadership Effectiveness: The leader match concept*. New York: John Wiley
- Fisher, C.D., Schoenfeldt, L.F., & Shaw, J.B (1993). *Human Resource Management (2nd ed.)*. Boston: Houghton Mifflin Company
- Graen G, Cashman, JF (1975). A role making model of leadership in formal organizations: A developmental approach. In Hunt JG Larson LL (Eds.), *Leadership frontiers*: 143-165. Kent, OH: Kent State University Press.
- Kalliath, T., & Beck, A. (2001). Is the path to burnout and turnover paved by a lack of supervisory support? A structural equations test. *New Zealand Journal of Psychology*, 30(2), 72-78.
- Krejcie, R.V. & Morgan, D.W. 1970, 'Determining sample size for research activities', *Educational and Psychological Measurement*, vol. 30, pp. 607 – 610.
- Lum. L., Kervin, J., Clark, K., Reid, F. & Sirola, W. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction or organizational commitment?. *Journal of Organizational Behaviour*, 19, 305-320
- Milkovich, G.T. & Boudreau, J.W(1997). *Human resource management (8<sup>th</sup> ed)*. New york: Irwin McGraw-Hill.
- Mobley, W.H, Griffith, R.W, Hand, H.H & Meglino (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86, 493-522
- Mobley, W.H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, 237-40
- Mobley, W.H., Horner, S.O. & Hollingsworth, A.T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 62, 408-14
- Moore, William, Robert Newman, and Geoffrey Turnbull (1998) Do Academic Salaries Decline with Seniority? *Journal of Labor Economics*, 16(2), 352-366
- Moore. K.A. (2002). Hospital restructuring: impact on nurses mediated by social support and a perception of challenge, *Journal of Health and Human Services Administration*
- Mowday RT, Porter LW, Steers RM (1982). *Employee Organization Linkages*. New York: Academic Press.
- Muchinsky, P.M. (1993). *Psychology Applied to Work (4th ed.)*. California: Brooks/Cole Publishing Company
- Mueller, C.W. & Price, J.L. (1990). Economic psychological and sociological determinants of voluntary turnover. *The Journal of Behavioural Economics*, 19(3), 321-335
- Newman, J.E. (1974). Predicting absenteeism and turnover: A field comparison of Fishbein's model and traditional job attitude measures. *Journal of Applied Psychology*, 59(5), 610-5

- Robbins SP (2003). *Organizational Behavior* (10th ed.). NJ: Prentice- Hall Strahan.
- Robbins, S.P. & Judge. T.A. (2007). *Organizational Behaviour (12th ed)*. New Jersey: Pearson Education, Inc.
- Salmon, J.R., Crews, C., Scanlon, S.R, Jang, Y, Weber, S.M & Oakley, M.L. (1999). *Nurse Aid Turnover: Literature Review of Research, Policy and Practice*. Florida: University of South Florida.
- Schermerhorn, J.R. (1993). *Organizational Behavior* (7<sup>th</sup> ed). New York: John Wiley & Sons, Inc.
- Sekaran, U. (2000). *Research Methods for Business: A skill – building approach*. NYC: John Willey and Sons.
- Sekaran, U. (2003). *Research Method for business: a Skill Building Approach* (3<sup>rd</sup> ed) John Wiley & Sons.
- Sekaran, U., Robert, Y. C., & Brain, L. D. (2001). *Applied Business Research*. (1st edition). Australia: John Wiley & Sons Australian Ltd.(chapter 13).
- Spector, S. M. (1997). The measurement of Satisfaction. *The Journal of Job Satisfaction*, Vol. 4, pp. 166-98.
- Staw, B.M. (1980). The consequences of turnover. *Journal of Occupational Psychology*, 1, 253-73
- Tett, R.P. & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention and turnover: path analysis based on analytic findings. *Personnel Psychology*, 46, 259-93.
- Ulrich, C. (1997). Job satisfaction and gender: an expanded specification from the NLSY. *International Journal of Manpower*, 25(2), 211-234.
- Valias, N.S & Young, D. (2000). Turnover: definitions and influences. *Rehabilitation Review*, 11(6)
- Weber, M. (1946), From Max Weber: *Essays in Sociology*, Oxford University Press, New York, NY.
- Wayne, S.J., Shore, L.M & Liden, R.C (1997). Perceived organizational support and leader-member exchange: a social exchange perspective. *Academy of Management Journal*, 40, 82-111
- Weiss, D.J., Darwis, R.V., England, G.W., and Lofquist, L.H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*, Minnesota Studies in Vocational Rehabilitation, Industrial Relation Center, University of Minnesota, Minneapolis.
- Yamamura, J.H. & Stedharm, Y. (1998). *Job satisfaction and turnover intention of CPAs: the role of feedback, information availability and autonomy*. University of Nevada.