

THE FACTOR THAT INFLUENCE TURNOVER INTENTION AMONG AVIATION MAINTENANCE PERSONNEL IN KOTA KINABALU INTERNATIONAL AIRPORT SABAH

Augustus Anak Edwin

Asia Graduate School of Business, UNITAR International University,
Petaling Jaya, Selangor, Malaysia

*Corresponding author's email:
caroline@ums.edu.my

Received: 12 September 2020

Accepted: 28 November 2020

Keywords: turnover intentions,
aviation maintenance personnel

ABSTRACT

This study aims to identify the factor that influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport in Sabah. A total of 160 questionnaires were distributed and only a total of 104 questionnaire were analyzed for this research. Job satisfaction and organizational commitment (independent variable) influence on turnover intention (dependent variable) were tested using multiple regression. The research finding is that there is significant influence of job satisfaction and normative commitment (a component of organizational commitment) on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport. This study recommends increasing the quality of supervision and communication to increase job satisfaction. Also, to improve normative commitment this study suggests maintenance organization to recruit more local Sabahan for training to become licensed aircraft engineer and technician as this will automatically increase their commitment toward the organization as they have no thought of relocation once they start working.

INTRODUCTION

Innovation in transportation since the dawn of human civilization is one of the catalyst that pushed humanity toward modernization. The cost of moving large quantity of material has reduce significantly due shipping vessel

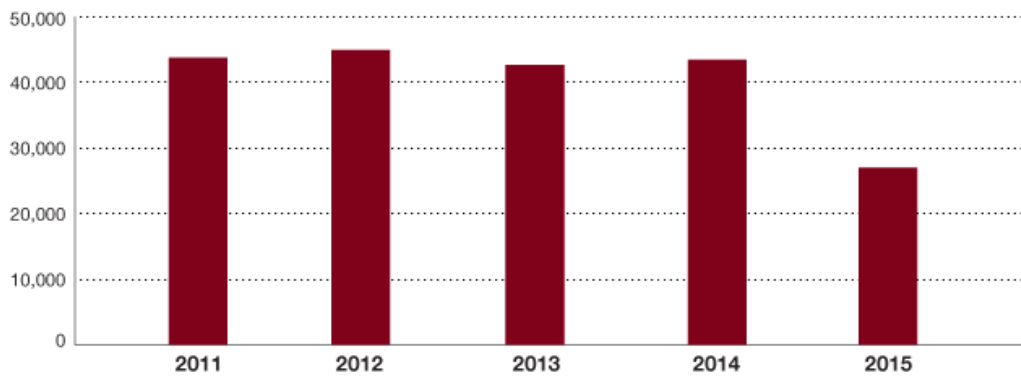
are getting bigger to gain the advantage of economic of scale. Roads and trains network are far reaching now to transport goods and materials that keep this modern world alive.

With the help of different mode of transportation, the movement of goods and people increase trade and encourage economic growth. The economics behind air transportation is the commercial aviation industry, and not too long ago are hit with slowdown because of high fuel price.

However recently the commercial aviation industry has again pick up pace after the fall of oil prices. In the US, it can be seen in Figure 1.1 and 1.2 that the cost of fuel price and airline profits are inversely proportional where a steady decline of fuel price caused an increase of airline profits. This happened because in most airlines fuel cost is contributing the highest of total operating cost.

As fuel costs have tumbled . . .

Reports from 25 airlines in 2015, in millions of U.S. dollars

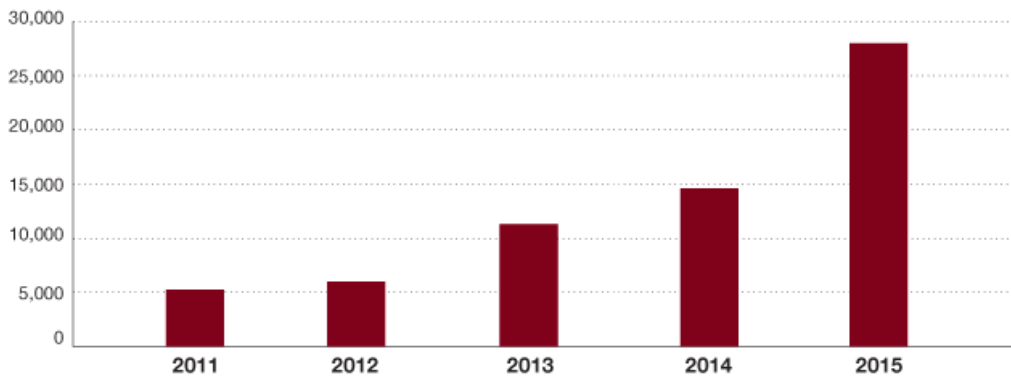


Source: United States Department of Transportation

Figure 1.1: Airline Fuel Costs

Airline profits are skyrocketing . . .

Reports from 25 airlines in 2015, in millions of U.S. dollars



Source: United States Department of Transportation

Figure 1.2: Airlines Profits

In a report by (Stalnaker, Usman, & Taylor, 2016), this phenomenon has caused the biggest cost for US airlines now to be their labor cost. Closer home, our national carrier MAS in 2015 carried out an exercise reducing its work force by axing the service of around 6000 staff to reduce cost. Recently, Cathay Pacific announced in early May 2017 that is also slashing 600 staff. (Cathay Pacific to sack 600 staff in bid to slash costs, 2017)

Sabah, Kota Kinabalu as being the subject of interest of this study has seen an increase of domestic and international tourist arrival. Sabah Tourism, Culture and Environment Minister Datuk Seri Masidi Manjun was quoted saying that in 2016, Sabah has recorded the biggest number arrival of tourist to date totaling a number of 3.43 million tourist arrival which contributed RM 7.25 billion tourism receipt (Chan, 2017). Thanks to the liberation of the commercial aviation industry which Malaysia is committed of, this figure is boosted by the increase of airlines mounting direct flight to Kota Kinabalu. In 2016, four airlines commenced new direct flights into Kota Kinabalu International Airport (KKIA) namely from Wuhan (AirAsia), Shenzhen and Shanghai (Spring Airlines), Busan (Eastar Jet) and Guangzhou (China Southern Airlines). During the date of writing the report (ttrweekly, 2017), there are 16 international direct flights into KKIA by 13 foreign airlines.

Background of Study

The increasing entry of airlines coming into Kota Kinabalu International Airport will increase support activities in the airport e.g. passenger, baggage, aircraft handling and etc. This is beneficial as it creates more job opportunity for the local. This added demand brings in business opportunity in Kota Kinabalu International Airport. Existing and new organization who planned to capitalize on this need a workforce who are capable to deliver what customer demand.

Malaysia, is a member of international civil aviation organization (ICAO). The rules and regulation in force by the Civil Aviation Act Malaysia Act 1969 and Malaysia Civil Aviation Regulations are under the enforcement of the Department of Civil Aviation Malaysia (DCAM) which is under the purview of The Transport Ministry of Malaysia. Anyone who has the intention to operate an aircraft for the purpose of transporting passenger for hire within the country is subjected to this law. Commercial aviation falls under this category and safety of aircraft and passengers is paramount, Department of Civil Aviation Malaysia set a stringent guidelines and procedure for people involved with such activities.

It is common knowledge that to drive a car on the road, one need to have a valid driving license and this rule applies to pilots as well. Pilots need to be trained and they need to go through examinations and flight endorsement test to earn their pilot license to enable them to fly an aircraft. In aviation, to further increase the level of safety, any work, repair and overhaul performed on the aircraft must be carried out by approved personnel. These approved personnel must hold a licensed also by the Department of Civil Aviation Malaysia. Those personnel are often referred to as either licensed aircraft maintenance engineer or licensed aircraft maintenance technician.

PROBLEM STATEMENT

Kota Kinabalu is experiencing increase entry of tourist via Kota Kinabalu International Airport. This growth creates new business opportunity for new and existing organization thus increasing demands for experienced aviation maintenance personnel to handle more aircraft. With limited pool of locally available qualified and experienced personnel, existing organization might lose those employee to competitors. Knowing the factors that influence turnover intention is essential to address this issue.

Organization who invested on the training of their personnel are at the losing end as local and International civil aviation authorities, and airlines require only trained and qualified personnel to handle aircraft when it is on the ground i.e. in the airport. This is to ensure that aircraft are inspected and prepared accordingly for the next flight in accordance to aircraft maintenance requirement.

To train replacement not only involves money, time is needed as well because to

produce one fully qualified personnel such as licensed aircraft engineer needs at least 4 years. APR-Aviation Training Center, an approved training school in Malaysia quoted RM 138,600 (Table 1.1) course fee and 4 years course duration to train a licensed aircraft maintenance engineer. There is no other alternative to shortened this course requirement set by Department of Civil Aviation Malaysia. As airlines these day are very conscious of costs, losing specialized personnel is not the best thing to happen.

Table 1.1: Course Fee to Train Licensed Aircraft Engineer

| FULL-TIME PROGRAMS | | | | | | | | | | | | | | |
|--|----------------------|---------------|------------------------|-----|------|-----|-----|-----|-----|-----|-----|-----|------|-----|
| 4-YEAR TRAINEE AIRCRAFT MAINTENANCE ENGINEERS (TAME) PROGRAM | | | | | | | | | | | | | | |
| COURSE | TRAINING LOCATION | COURSE FEE | INTAKE ASSESSMENT DATE | | | | | | | | | | | |
| | | | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
| January intake : Category B1.1 & B1.3 | APR-ATC, Subang | RM 138,600.00 | [6 Dec] | | | | | | | | | | | |
| April intake : Category B1.1, B1.3 & B2 | APR-ATC, Subang | RM 138,600.00 | | | [28] | | | | | | | | | |
| April intake : Category B1.1 & B1.3 | APR-ATC, K. Kinabalu | RM 138,600.00 | | | | [1] | | | | | | | | |
| July intake : Category B1.1, B1.3 & B2 | APR-ATC, Subang | RM 138,600.00 | | | | | | | | | | [4] | | |
| July intake : Category B1.1 & B1.3 | APR-ATC, K. Kinabalu | RM 138,600.00 | | | | | | | | | | | [10] | |

Source APR-Aviation Training Center

With the increase of demand of this profession in Kota Kinabalu, personnel might be tempted to turnover as other organization might offer a better deal. There are many literature on factors that influenced turnover intention (Kuo, Lin, & Li, 2014) (Masdia, 2009) (Bajwa, Yousaf, & Rizwan, 2014) (Koh & Goh, 1995) (Olusegun, 2013) (Balogun & Olowodunoye, 2012) (Hwang & Kang, 2014). However, there is no specific research identify factors that influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport. Organization or management relying on other experience in other location might not yield the desired employee turnover rate in Kota Kinabalu International Airport.

The purpose of this research is to identify the factors that influence the turnover intention of aviation maintenance personnel in Kota Kinabalu.

RESEARCH QUESTIONS

To be able to meet the primary objective of this research, the main research question and specific research question is set.

The main research question is as follow:

What are the factors that influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport?

The specific research questions are as follow:

- a) Does job satisfaction influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah?
- b) Does organizational commitment influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah?

RESEARCH OBJECTIVES

The primary objective of this research is to identify the factors that influence the turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah. The specific objectives of this study are as follows: -

- a) To identify whether turnover intention is influenced by organizational commitment among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.
- b) To identify whether turnover intention is influenced by job satisfaction among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

LITERATURE REVIEW

Theoretical underpinning

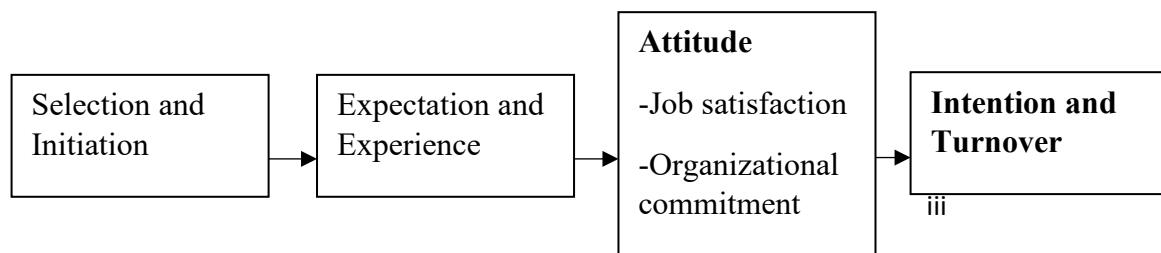


Figure 2.1: Traditional Voluntary Employee Turnover Process

(Tiamiyu, 2009), explained four steps involved in the employee turnover process a model of Traditional Voluntary Employee Turnover Process. In figure 2.1, the first step is called 'selection and initiation' involves the search and select of the right individual, employment, provide induction and orientation of suitable employees by an organization. The second step, 'expectation and experience' refers to the worker's expectations, perceptions, attributions or cognitive structure after the employee spend a considered amount of time with the organization. The 'attitude' in step 3 defined as the level of job satisfaction and organizational commitment experienced by employee while being employed in the organization, which ultimately influence the employee's turnover intention decision as explained using the traditional voluntary employee turnover model.

Theory of Turnover Intention

"Turnover" is a ratio between the sum of employee who left the organization and the average number of people who are with

the organization during the period of time by dividing the former with the later (Price, 1977). (Abassi SM, 2000), defined employee turnover as rotation of employee around the labor market. This "rotation" happened when employee move from one firms, jobs or occupations to another. Abassi SM also include people who are rotating between being employed and not when accounting employee turnover.

Measurement of employee still working with the company who plan to leave their positions or when the organization itself is planning to dismiss the employee both is considered as turnover intention. (Vandenberg & Huberman, 1999) has a different view on turnover intention, they define turnover intention as the measure of estimated probability of an employee quitting the organization at somewhere in the future. Turnover intention can be classified in two forms, one is voluntary turnover intention and the other one is involuntary turnover intention.

Voluntary turnover intention happened when employee who decide to leave on his/her own willingness. The decision to leave usually taken when employee receive another opportunity which is an improvement of the existing job in term of more pay, higher position, or a desirable location. Early retirement request is also considered voluntary turnover intention.

Involuntary turnover intention happens when organization plans to terminate the service of an employee which result in turnover. There is a lot of reason this can happen for example poor employee's job performance and the organization sack him. Economic uncertainty and pressure may also force organization eliminate the service of their employee this normally happen during restructuring exercise.

(Fishbein M. & Ajzen I., 1975) p. 369) stated that the measure of intention a person to conduct a behavior can predict one's behavior. Several researchers have suggested that the most important determinant of actual turnover is the concept of intention ((Tett & Meyer, 1993); (Igbaria & Greenhaus, 1992)). Study by ((Dalessio A. Silverman W. H. & Schuck, 1986); (Mathieu & Zajac, 1990)) show a strong and consistent relationship between voluntary turnover and intention of employees to leave or remain with the organization.

On the opposite end of the spectrum, intention to stay has a linear relationship with an employees' commitment level towards the organization and to remain loyal with the organization (Hewitt, 2004). On the same note, (Mowday, Porter, & Steers, 1982) also acknowledge that employee intention to stay and contribute towards achieving organizational goals are from those employees who are committed to the organization. The reverse of this is expected to happen i.e. when employee commitment is low towards the company, intention to leave is high (Mowday, Porter, & Steers, 1982).

A proposal by (Dalessio A. Silverman W. H. & Schuck, 1986)) is for organization to focus on the things that improve employees' intention to stay rather than reacting to the reasons employees' intention to leave as it is a costly affair to replace an employee i.e. recruitment, training and retention.

Theory of Job Satisfaction

There is no commonly agreed definition of job satisfaction. Researchers on this subject has different definition of their own. Hoppock definition of job satisfaction is the person acknowledgement that they are honestly satisfied with their job by any combination of emotional, emotional and environmental situation they are experiencing.

(Maslow, 1954) comes with the notion that individual will feel satisfied when their current or immediate needs is fulfilled or met. In the needs hierarchy he created, Maslow arranged and classify these needs in tiers. Once the needs of the lower level have been satisfied, the next higher-level needs will become the new priority. There are five level in his hierarchy, level one or the lowest level is physiological needs, then safety needs, followed by belongingness and love, the forth safety needs and the highest is self-actualization. The drive to fulfill those needs is factor that motivate people to do and continue what they are doing.

(Blackburn and Herzberg, Mausner, & Snyderman, 1959) grouped and categorized items affecting worker's motivation, job satisfaction and dissatisfaction into two group called motivators and hygiene. This theory is called two-factor theory and it is sometime referred to as Herzberg's motivation-hygiene theory. The motivator factor comprises of item that is intrinsic e.g. recognition, responsibility, achievement and growth. Increment in any of items in motivator factor would increase motivation and job satisfaction. While the hygiene comprises of items which are extrinsic

e.g. wage, job security, working conditions and quality of supervision. The absence of any of these items would increase job dissatisfaction.

Vroom defines job satisfaction as the emotional alignment of an individual with their current role at work (Vroom, 1964). In (Vroom, 1964) expectancy theory, he works out the processes ones make to determine the motivation level to carry out a task. The level of three items namely effort, valance and reward is the determinant for the level of motivation. Upon completion of task and receiving the rewards promised the feeling of job satisfaction then arises. This is especially true when the reward satisfies the person current needs which varies from one person to another.

Collectively job satisfaction can be defined as the ability of the person to carry out the task which is based on their capability and to what extend their needs is being satisfied from the reward for accomplishing the task. (Weiss, Dawis, Lofquist, & England, 1966). Edwin A. Locke definition of job satisfaction is as an enjoyable and enriching emotional condition arises from their assessment of their own job and job experiences (Locke, 1976). In the work place, individual behavior closely linked with job satisfaction. (Davis & Nestrom, 1985).

Job satisfaction can be defined also as the level the workers are satisfied with the rewards they get for doing the job especially in regard with intrinsic motivator factor (Statt, 2004). (Mullins, 2005) define job satisfaction as to be associated with feeling of achievement quantitatively or qualitatively. (Armstrong, 2006) meanwhile said that a person attitude corresponds with their satisfaction or dissatisfaction i.e. if they have positive and favorable attitude it indicated that they are satisfied and vice versa. (Kaliski, 2007) highlighted the importance of job satisfaction in the effort of getting recognition, pay, achievements and promotion. Numerous features of peoples' work such as the nature of work they do, their colleagues, managers or

subordinates and their wage can affect their attitudes. (George & Jones, 2008).

Theory of Organizational Commitment

Similar with job satisfaction, there are several definitions for organizational commitment. (Mowday, Steers, & Porter, 1979) defined organizational commitment as the level a person sense of belonging and involvement with an organization is categorized by three factors: 1) a high level of belief and reception of the organization's principles and goals, 2) a voluntary drive to give a significant effort in the name of the organization, and 3) a great will to be a part of the organization. Looking from a behavioral perspective, (Wiener & Vardi, 1980) identified a person perseverance and sacrifice for the wellbeing of the organization as organizational commitment.

(Fiorito, Bozeman, Young, & Meurs, 2007); (Wright & Kehoe, 2007)) collectively defined organizational commitment as psychological attachment a person has towards an organization. Organizational commitment is the degree an individual hold true to the goals and principles of the organization. (Somunoglu, Erdem, & Erdem, 2012). Organization should put emphasis on organizational commitment as there is a lot of study that relate organizational commitment with the outcomes of an organization. (Gelade, Dobson, & Gilbert, 2006). Organization's human resource department is proposed to measure the level of employee's organizational commitment (Wright & Kehoe, 2007) . Where, (Meyer, Kam,, Goldenberg, & Bremner, 2013); (Van Dick, 2004) said that the degree a person felt the sense of belonging towards the organization define organizational commitment.

The most popular and widely used commitment structure was put forward by (Allen & Meyer, 1990) and postulates affective, normative, and continuance commitment components.

Employee who exhibit affective commitment has an psychological attachment toward the organization as they wanted the organization to be successful and also feels proud of being a member of the organization (Allen & Meyer, 1990); (Cohen A. , 2003); (Mowday, Steers, & Porter, 1979); (Nagar, 2012) (Porter, Crampon, & Smith, 1976); (Meyer, Kam,, Goldenberg, & Bremner, 2013)). Having a higher degree of emotional commitment, an employee will continue to work voluntarily and enthusiastically with the organization as they feel integrated with the organization whilst agreeing with the organization norms and values (Nagar, 2012).

Normative commitment comes from the feeling of moral and ethical responsibility to the organization and it is “the right thing to do” (Meyer J.P. & Allen N.J., 1991); (Nagar, 2012); (Wiener Y. & Gechman A.S., 1977)). (Wiener Y. & Gechman A.S., 1977) proposed that normative commitment comes from the feeling that one’s owes his organization because the organization has invested time and resources on him and felt obliged to compensate it by giving effort on his job and remain with the job (Nagar, 2012), p. 48) this is prevalent among the newcomers of the organization.

On the other hand, employee with continuance commitment feel that they have no other choice where the stand to lose (salary, job security, seniority and ect.) if they leave the organization. On top of that employees felt difficulty if they were to give up and resign as there are uncertainty of employment thereafter resulting from limited choices and alternatives for example if the industry that they are in are highly specialized. (Meyer, Allen, & Smith, 1993).

Employee performance and productivity are found to be strongly influenced by organizational commitment (Bryson A & White, 2008); (Fiorito, Bozeman, Young, & Meurs, 2007); (Wright & Kehoe, 2007)). A committed employee has no problem spending their time and energy working and changing different roles within the organization (Chew & Chan, 2008).

When an employee acquired trust from an organization over a span of time, that employee will pledge himself to the organization (Fiorito, Bozeman, Young, & Meurs, 2007). According to (Sadegina et al., 2011), Employee who exhibit a strong organizational commitment will incline to apply extra determination towards achieving organization goals and is also more acceptable with that goals.

To improve productivity and performance, past study has identified that organizational commitment as its crucial step. (Bryson A & White, 2008); (Chew & Chan, 2008); (Fiorito, Bozeman, Young, & Meurs, 2007); (Wright & Kehoe, 2007)).

Variation in gender, culture, commitment profiles, group diversity and organization information is influencing organizational (Cohen J. , 1992). Organizational commitment is related with any chance for learning, management communication, and work schedule flexibility are also related (Wilson & Laschinger, 1994).

Theory on Relationship Between Job Satisfaction and Turnover Intent

(Pugh, 2016) whom are conducting study on hospital social workers in the United State found that, the work quality of both social workers and the people they served are affected by their feelings of job satisfaction and turnover intentions. (Medina, 2012) in her study, found out that job satisfaction as a negative relationship with turnover intention where organizational culture act as a moderator. In her study also, younger employee turnover intention is much more influenced by job satisfaction in comparison with the older generation.

Theory on Relationship Between Turnover Intention and Organizational Commitment

Numerous number of research on relationship between organizational commitment and

turnover intent were found. A study by (Chew & Chan, 2008) postulate that employees turnover rate and turn over intention as a benchmark of employees’ degree of organizational commitment. Organizational commitment is an important part of employee retention and it also to be found to be highly related with turnover intention and employee turnover. ((Larrabee, Janney, & Ostrow, 2003); (Perrow, 2000); (Porter O’Grady, 2001); (Price S. , 2009); (Price & Mueller, 1981); (Stearns & D’Arcy, 2008); (Wolf & Boland, 1994)).

Both research by ((Carver, 2009); (Lynn & Redman, 2005)) associated nurses’ level of organizational commitment with turnover intention. (Ling, Yusof, & Rahman, 2016) found there is a significant and negative relationship between turnover intention and organizational commitment component i.e. affective commitment, continuance commitment and normative commitment among employees at a manufacturing company in Malaysia.

Theory on Relationship between Organizational Commitment, Job Satisfaction and Turnover Intent

(Pugh, 2016) stressed the contribution of organizational commitment in retaining and attracting highly competent employee because a satisfied employee will remain loyal and is committed with their job at the organization toward reaching the goals of the organization. (Larkin, 2015) in the study on K-12

online teachers found out that teacher having moderate-high job satisfaction correlates with their affective commitment towards their organization and their intention to stay with the organization.

METHODOLOGY

Research Framework

This study is uni-dimensional which examine the influence of independent variables on dependent variable. Based on the literature review carried out, it has been decided that the research framework for this study is shown in figure 3.1. This research framework has been adapted and modified from the research framework used by (Larkin, 2015) . In this research, the variables in this framework are job satisfaction, organizational commitment and turnover intention which was discussed extensively in chapter 2.

The dependent variable is turnover intention and the two independent variables are job satisfaction and organizational commitment. To further justify this framework, the traditional model of employee turnover in section 2.4 by (Tiamiyu, 2009) provide validation on the use of job satisfaction and organization commitment as the factors that influence turnover intention. The structure by (Allen & Meyer, 1990) that identify the component of turnover intention to be affective, continuance and normative commitment is also integrated in this research framework.

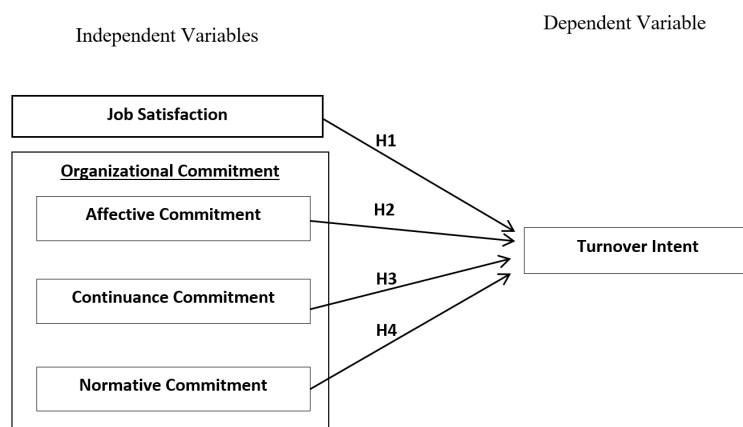


Figure 3.1: Research Framework

Research Hypotheses

Built on the research framework in figure 3.1 and all the variable chosen for this study, four hypotheses were developed for the propose of this research. Review on previous studies provided theoretical foundation for the formulation of hypothesis as follow.

H1: Job satisfaction has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

H2: Affective organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

H3: Continuance organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

H4: Normative organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

Research Design

This research will utilize cross-sectional study instead of longitudinal study design. In cross-sectional study design sample is just collected only on one occasion while in longitudinal study, the sample is collected over a determined period of time. The decision to select cross-sectional study design is due to the limitation of time and resources available at the disposal of the researcher. Quantitative research instead of qualitative research is used where data from the sample is analyzed statistically to assist in answering the research question of this study in the quest of meeting objective of this research. The method employed to collect the sample for this research is using a survey questionnaire and

this will be discussed further in section 3.10 as this method i.e. questionnaire, collect precise and less biased data (Sekaran & Bougie, 2010).

Unit of Analysis

This research objective is to find the factors that influence turnover intention of aviation maintenance personnel in Kota Kinabalu International Airport. Therefore, the unit of analysis of this study was focused on all aviation maintenance personnel who were working in Kota Kinabalu Airport.

Sampling Design

In the following section, discussion on the location, sampling technique, sampling size, instrument design and data collection method of this study is discussed. Sampling is carried out on the overall population of this study which is the aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

Location and Population of the Study

The location of this study is at Kota Kinabalu International Airport Sabah. The population of this research consists of all aviation maintenance personnel in Kota Kinabalu International Airport Sabah only. All organization involved in aircraft maintenance activities is included as the research population. In Kota Kinabalu, it has been identified that five organization involved in aviation maintenance activities. The organization are, Malaysia Airlines Berhad (MAB), Airasia Berhad, Sabah Air Aviation Sdn Bhd, Layang Layang Aerospace Sdn Bhd and Dviation Technics. The total number of personnel involved in aviation maintenance are 210 which is the total population of this study. This study was focused on technical personnel and also back office support personnel (i.e. maintenance planning, aircraft spare supply chain management and engineering management) that is directly involved in maintenance activities. Below are the number of personnel by organizations.

Table 3.1: Aviation Maintenance Personnel According to Organization

| No. | Organizations | No of Personnels |
|-------|---------------------------------|------------------|
| 1 | Malaysia Airlines Berhad (MAB) | 114 |
| 2 | Airasia Berhad | 50 |
| 3 | Sabah Air Aviation Sdn Bhd | 25 |
| 4 | Layang Layang Aerospace Sdn Bhd | 16 |
| 5 | Dviation Technics | 5 |
| Total | | 210 |

Sampling Technique

A non-probability sampling method is chosen for the research where all of the aviation maintenance personnel in Kota Kinabalu International Airport had equal chances to be selected and participate to fill up the questionnaire of this study. Out of all the available technique available under non-probability sampling method, convenience sampling technique was chosen for this research. According to (Sekaran & Bougie, 2010), convenience sampling is the most inexpensive and easiest way to collect a random sample and is the reason why it is employed for this research as the researcher has limited time and resources.

Sampling Size

(Sekaran & Bougie, 2010) in their book has come out with a suggestion of sample size from a determined number of population size in a table form to ensure a good decision model. With this research population size of 210 extract of (Sekaran & Bougie, 2010) table shown in table 3.2 below, it is estimated a sample size of 135 is suggested to represent the population optimally. Hence a total of 160 structured questionnaires have been distributed to the population based on convenience sampling technique.

Table 3.2: Population and suggested sample size

| N (Population) | S (Suggested Sample Size) |
|----------------|---------------------------|
| 150 | 108 |
| 220 | 140 |

(Extracted from Sekaran and Bougie, 2010)

Instrument Design

As discussed earlier, three important variables are selected for this study and the level will be measured among aviation maintenance personnel in Kota Kinabalu International Airport Sabah. The two independent variables are job satisfaction and organizational commitment. The measurement of the variable organizational commitment will be separated to its three component i.e. affective commitment, continuance commitment and normative commitment. Finally, the dependent variable for this study is turnover intention.

The instrument used for this study is in form of a questionnaire self-administered type and was conducted one-shot (cross-sectional). (Akbariyeh, 2012) in relation with the subject of questionnaire as a data collection tool, stated that question in the questionnaire is the most common method to determine assessment of respondents. To maintain a reliable set of questions to represent a variable, the question in the questionnaire for this study has been adapted from previous research papers, of which it validity as an instrument has been proven and validated by previous research.

The questions to measure the variable job satisfaction is adapted from (Paul E. Spector., 1994). Meanwhile, the questions to measure the variable organizational commitment is adapted from (Allen N. and Meyer., 1997) questions. In (Allen N. and Meyer., 1997) questionnaire, there are three defined section. Each section is specifically to measure component of organizational commitment separately i.e. affective commitment, continuance commitment and normative commitment is also maintained

for this research. Finally, for the dependent variable i.e. turnover intention, the questions developed by (Roodt, 2004) was adapted. All question which are reversely coded are noted and will be reversed coded when doing the analysis.

There are four sections in the research questionnaire. This includes demographic background as section D and item used to measure variables are in section A, B, and C. Demographic consist of gender, age, marital status, races, education, nationality, position and monthly salary.

Section A, B, and C in the questionnaire contained the questions that will be used to measure the independent variable and dependent variables. Section A are mainly to measure the staff feeling from experience they have on how satisfy there are with their job or to what extent is their agreement towards job satisfaction is. As for section B in the questionnaire, it will measure on the level of organizational commitment and are divided into three, namely affective commitment, continuance commitment and normative. This is based on commitment structure was put forward by (Allen & Meyer, 1990). Lastly in section C the of the questionnaire is to measure turnover intention specifically voluntary turnover. To measure the item, the respondent will evaluate item by using 5-point Likert scale. Please refer to appendix A for the actual questionnaire.

Data Collection Method

With the population of 210 personnel the data collection method was carried out by distributing 160 sets of printed questionnaires among the 5 organization that are operating aviation maintenance activities in Kota Kinabalu International Airport. Researcher distributed the questionnaire by physically visiting the organization and contacted the person in charge to explain the intention of the questionnaire, ask for permission

and assistance to conduct the survey. The questionnaire was left in the organization for a few days to enable access to all personnel as some organization are working in a shift pattern. To encourage participation, a complimentary pen is given out with every questionnaire.

Technique of Data Analysis

Data collected from the questionnaire are entered into Statistical Package for the Social Science (SPSS) program version 21 to perform the following analysis. Any reverse coded question was first transformed before proceeding to below step by step analysis.

1. **Factor Analysis**– (Coakes S.J. Steed, 2009) defined factor analysis as a technique in statistic to reduce many variables into smaller set as to come out with summary of important information within the variables. This analysis is used as the first step of this research data analysis. Item with factor loading of less than 0.4 is excluded from further analysis. Also in the factor analysis, Kaiser-Meyer-Olkin (KMO) Test for Sampling Adequacy to test measure sampling adequacy is acquired. KMO values less than 0.6 indicate the sampling is not adequate and more respondent is needed.

2. **Reliability Analysis** – the most common way to measure the reliability for questionnaires that utilize multiple point Likert scale for internal consistency is the measure of Cronbach's alpha. This method is selected for this research and based on (Nunnally, 1978) recommendation, the questionnaire is reliable i.e. internally consistency when the Cronbach alpha is more than the value of 0.7. Usually, any item that contribute to low Cronbach's alpha of particular variable is identified and excluded from further analysis.

4. **Descriptive Analysis** - Once reliable and consistent set of item is identified, the set of item is then averaged to represent each variables and mean scores of all respondents' are calculated and tabulated.

1. **Correlation Analysis** – Correlation analysis is conducted to determine the magnitude and direction of relationship (either positive or negative) between two variables in a linear fashion. However, it is good to note that correlation analysis will not determine if there is any influence each variable have on each other.

2. **Multiple Regression Analysis** – To test for any relationship between independent variables and dependent variable for the purpose of hypothesis testing, multiple regression analysis is conducted.

RESULTS AND DISCUSSIONS

Profile of Respondents

160 questionnaires were distributed among the organization that conducted aviation maintenance activities Kota Kinabalu International Airport. 110 questionnaires are answered and gathered for analysis. From the 110 sets of questionnaire reviewed, 6 questionnaire are found to be having too many missing information and deemed unfit for further analysis. A total of 104 questionnaire were analyzed for this research. In section D of the questionnaire, key profile of the respondent namely gender, age, marital status, races, education level, nationality, current occupation and monthly salary were asked.

Referring to table 4.1, of gender column it can be observed that this profession is dominated by male with 90 out of 104 respondents are male. This can be explained by the nature of the work itself, for most organization for example Malaysia Airlines and Airasia, ran 24 hours operation with the bulk of aircraft maintenance activities conducted at night after flight operation ceased and aircraft is on ground. This working hours are to be considered for female especially if they plan to get married and having children in future. On top of that most work require physical attributes where male is more suited to.

In term of age demographic, the distribution is quite even up until the retirement age requirement of 60 years old in Malaysia and only one respondent is working over this retirement age bracket. This shows that most organization are having good succession plan and this profession is welcoming and attracting younger generation. It is observed that for races, a comparatively big number of the respondent reported that their race as others this is because in Sabah, indigenous locals are categorized as Bumiputera Sabah which comprises the Kadazan, Dusun, Bajau, Bugis, Rungus and ect.

For education level, a big portion of the respondent reported that they have until the maximum education level of diploma totaling to 53 respondents. Most them are working as aircraft maintenance technician where technical skills are trained post-employment. The second most high number of respondents are having a professional course. They are comprised of licensed aircraft maintenance engineer and licensed aircraft maintenance technician. The professional course (discussed in section 1.2) is a course to attain their license which is issued by the Department of Civil Aviation Malaysia (DCAM). Those having degree and post graduate are mostly working as management. It is observed that all respondents are Malaysian nationality.

The current occupation of the respondent corresponds to the knowledge that the majority representing 60.6% of the respondents are either aircraft maintenance technician or aircraft maintenance engineer. In the monthly salary of licensed aircraft maintenance engineer and licensed aircraft maintenance technician earnings are on the higher scale ranging from RM5000 to more than RM10,000. This is due to their license privilege which entitled them to certify aircraft that is in serviceable and airworthy for flight.

Table 4.1: Demographic Profile of Respondents

| | Frequency | Percent |
|-----------------------------------|------------------|----------------|
| Gender | | |
| Male | 90 | 86.5% |
| Female | 14 | 13.5% |
| Age | | |
| 20-29 | 41 | 39.4% |
| 30-39 | 39 | 37.5% |
| 40-49 | 20 | 19.2% |
| 50-59 | 3 | 0.029% |
| 60 and above | 1 | 0.010% |
| Marital Status | | |
| Single | 36 | 34.6% |
| Married | 68 | 65.4% |
| Races | | |
| Malay | 47 | 45.2% |
| Chinese | 14 | 13.5% |
| Indian | 3 | 2.9% |
| Others | 40 | 38.5% |
| Education Level | | |
| High School | 21 | 20.2% |
| Diploma | 32 | 30.8% |
| Degree | 16 | 15.4% |
| Professional Course | 28 | 26.9% |
| Post Graduate (Masters/Doctorate) | 2 | 1.9% |
| Others | 5 | 4.8% |
| Nationality | | |
| Malaysian | 104 | 100% |
| Others | 0 | 0% |
| Current Occupation | | |
| Student | 4 | 3.8% |
| Self employed | 5 | 4.8% |
| Retired | 0 | 0% |
| Professional | 63 | 60.6% |
| Executive | 9 | 8.7% |
| Managerial position | 4 | 3.8% |
| Others | 19 | 18.3% |
| Monthly Salary | | |
| Below RM3000 | 44 | 42.3% |
| RM3001-RM5000 | 31 | 29.8% |
| RM5001-RM7000 | 15 | 14.4% |
| RM7001-RM10,000 | 7 | 6.7% |
| More than RM10,000 | 7 | 6.7% |

Analysis of Measures

In this section of the study, analysis and examination of results in term of factor analysis, reliability testing, descriptive testing, correlation and hypotheses testing is conducted.

Factor Analysis

Factor analysis is a technique in statistic to reduce many variables into smaller set as to come out with summary of important information within the variables. Rotated factor loading lower than 0.4 is omitted from further analysis and is based on (Stevens, 1992) suggestion that any item having loading factor of less than 0.4 can be excluded from further analysis for interpretative purpose irrespective of the size of the sample. Also in the factor

analysis, (Coakes S.J. Steed, 2009) stated that Kaiser-Meyer-Olkin (KMO) value of more than 0.6 indicate sampling adequacy.

Factor Analysis for Turnover Intention

All six items scale under Turnover Intention variable is entered in SPSS to run factor analysis. Principal axis factoring and varimax rotation factor is selected to display in the output page. Refer to rotated factor matrix Appendix C, three items have to be omitted from further analysis due having factor loading of lower than 0.4.

The KMO measured in SPSS result output with the value of 0.746 indicated sufficient intercorrelation while Bartlett's Test of Sphericity was significant (Table 4.2) hence the set of data is fit for next analysis.

Table 4.2: KMO and Bartlett's Test for Turnover Intent

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .746 |
| | Approx. Chi-Square | 124.199 |
| Bartlett's Test of Sphericity | Df | 15 |
| | Sig. | .000 |

Factor Analysis for Job Satisfaction

All thirty six items scale under Job Satisfaction variable is entered in SPSS to run factor analysis. Principal axis factoring and varimax rotation factor is selected to display in the output page. Refer to rotated factor matrix Appendix D, six items have to be omitted from further analysis due having factor loading of lower than 0.4.

The KMO measured in SPSS result output with the value of 0.710 indicated the sample is sufficient and is accepted with the Bartlett's Test of Sphericity was significant (Table 4.3) hence the set of data is fit for next analysis.

Table 4.3: KMO and Bartlett's Test for Job Satisfaction

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .710 |
| | Approx. Chi-Square | 1575.793 |
| Bartlett's Test of Sphericity | Df | 630 |
| | Sig. | .000 |

Factor Analysis for Affective Commitment

All six items scale under Affective Commitment variable is entered in SPSS to run factor analysis. Principal axis factoring and varimax rotation factor is selected to display in the output page. Refer to rotated factor matrix Appendix E, all six items was found to be having factor loading of more than 0.4 no item need to be omitted.

The KMO measured in SPSS result output with the value of 0.748 indicated the sample is sufficient and is accepted with Bartlett’s Test of Sphericity was significant (Table 4.4) hence the set of data is fit for next analysis.

Table 4.4: KMO and Bartlett’s Test for Affective Commitment

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .748 |
| | Approx. Chi-Square | 149.621 |
| Bartlett's Test of Sphericity | Df | 15 |
| | Sig. | .000 |

Factor Analysis for Continuance Commitment

All six items scale under Continuance Commitment variable is entered in SPSS to run factor analysis. Principal axis factoring and varimax rotation factor is selected to display in the output page. Refer to rotated factor matrix Appendix F, all six items were found to be having factor loading of more than 0.4 no item need to be omitted.

The KMO measured in SPSS result output with the value of 0.721 indicated the sample is sufficient and is accepted with Bartlett’s Test of Sphericity was significant (Table 4.5) hence the set of data is fit for next analysis.

Table 4.5: KMO and Bartlett’s Test for Continuance Commitment

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .721 |
| | Approx. Chi-Square | 156.551 |
| Bartlett's Test of Sphericity | Df | 15 |
| | Sig. | .000 |

Factor Analysis for Normative Commitment

All six items scale under Normative Commitment variable is entered in SPSS to run factor analysis. Principal axis factoring and varimax rotation factor is selected to display in the output page. Refer to rotated factor matrix Appendix G, one items have to be omitted from further analysis due having factor loading of lower than 0.4.

The KMO measured in SPSS result output with the value of 0.748 indicated the sample is sufficient and is accepted with Bartlett’s Test of Sphericity was significant (Table 4.6) hence the set of data is fit for next analysis.

Table 4.6: KMO and Bartlett's Test for Normative Commitment

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .793 |
| | Approx. Chi-Square | 231.365 |
| Bartlett's Test of Sphericity | Df | 15 |
| | Sig. | .000 |

Summary of Factor Analysis

Factor analysis has been run on all five variables and it is found that all are having a KMO score of more than 0.7. This result indicates the sampling size of this study is adequate despite of only having 104 respondents which is less than a recommendation of 135 respondent discussed in section 3.9. Table 4.7 list down the item that was omitted from further analysis due to having a low loading .

Reliability Analysis

(Sekaran & Bougie, 2010) outlined that when Cronbach's Alpha is measuring more than 0.60 the data are considered as reliable with those in the range of 0.70 to 0.79 are acceptable and any more than 0.80 were considered having a good reliability data. Table 4.8 are the result of the reliability test for the items segregated to each variable in the questionnaire. It is found that all variables are acceptable due having good reliability ranging from 0.730 to 0.866.

Table 4.8: Summary of reliability Test of the variables

| Variable | Item |
|----------------------|--|
| Job Satisfaction | There is really too little chance for promotion on my job. |
| | I am not satisfied with the benefits I receive. |
| | I sometimes feel my job is meaningless. |
| | My efforts to do a good job are seldom blocked by red tape. |
| | The benefit package we have is equitable(fair). |
| | Work assignments are not fully explained. |
| Turnover Intention | How likely you are to accept another job at the same compensation level should it be offered to you? |
| | To what extent your current job satisfying your personal needs? |
| | How often do you look forward to another day at work? |
| Normative Commitment | I do not feel any obligation to remain with my current employer. |

Descriptive Statistics

With the exclusion of several items identified during factor analysis, descriptive statistics analysis is carried out an all 5 variables and table 4.9 summarized the descriptive analysis for all five variables of this study.

Table 4.9: Descriptive Statistic

| | Mean | Std. Deviation |
|------------------------|--------|----------------|
| Turnover Intent | 2.9455 | 1.01670 |
| Job Satisfaction | 3.1497 | .42069 |
| Affective Commitment | 3.1955 | .60671 |
| Continuance Commitment | 3.3429 | .62224 |
| Normative Commitment | 3.3058 | .69838 |

All the variables were measured using a five-point Likert scale. Out of the three type of commitment variables under organizational commitment, continuance commitment is having the highest mean score of 3.3429 this may indicate that most of the respondent find it difficult to resign due to the uncertainty of employment thereafter and they must stay with the organization due to the lack of attractive alternatives professionally (Meyer, Allen, & Smith, 1993). This can be justified by the specialized nature of this profession i.e. the license that aircraft maintenance engineer and technician holding are only recognized in aviation maintenance organization. This cause option on where to jump over to are limited because the small number of player (aviation maintenance organization) in this industry in Malaysia. On top of that without any paper qualification such as diploma or degree makes it more difficult to jump over to a new industry.

It come to no surprise that the variable turnover intention is scoring the lowest of just 2.9455 because most have no intention to leave the organization at the moment due to reason discussed in the previous paragraph.

Correlation Analysis

Correlation analysis is utilized to determine the magnitude and polarity of the linear relationship between only two variables. The value of correlation between two variables is ranging from positive one to negative one. A correlation value of zero indicate that the two variables have no correlation while

a correlation value of either positive one or negative one indicates the variables have the strongest linear correlation with the negative denotation show the variables is inversely correlated while a positive value show the variables have a direct linear correlation. (Tabachnick, 2007). (Cohen, 1998) in the study of behavioral science interprets and classify the correlation values into weak, medium and strong. A weak correlation value is ranging from either positive or negative 0.10 to 0.29. While a medium correlation value is ranging from either positive or negative 0.30 to 0.49. Any correlation value ranging from positive or negative 0.5 to 1 is classify as having a strong correlation.

Referring to Table 4.10, turnover intention has a moderate and negative correlation with job satisfaction (0.360) and normative commitment (0.308) and are significant at 1 percent significance level. Turnover intention has a weak and negative correlation with affective commitment and are significant at 5 percent significant. Turnover intention however has no significant correlation with continuance commitment. Job Satisfaction has a strong and positive correlation with affective commitment (0.703) and normative commitment (0.504) and are significant at 1 percent significance. While Job satisfaction has no significant correlation with continuance commitment as well. All three variables of organizational commitment have moderate correlation with each other and are significant at 1 percent significant.

Table 4.10: Correlations among the variables

| Variables | Number of Items | Cronbach's Alpha |
|------------------------|-----------------|------------------|
| Turnover Intention | 3 | 0.791 |
| Job Satisfaction | 30 | 0.866 |
| Affective Commitment | 6 | 0.751 |
| Continuance Commitment | 6 | 0.730 |
| Normative Commitment | 5 | 0.850 |

Multiple Regression Analysis and Hypotheses Testing

Multiple regression is the final analysis for this research. It is used to test the hypothesis by testing the relationship of the independent variables with the dependent variable.

Table 4.11: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .436 ^a | .190 | .158 | .93311 |

a. Predictors: (Constant), Normative commitment, Continuance commitment, Job Satisfaction, Affective commitment

In Table 4.11, the R² shows that 19.0 percent changes in turnover intention are influenced by job satisfaction, affective commitment, continuance commitment and normative commitment meanwhile 81 percent is influenced by other factors.

Table 4.12: ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 20.270 | 4 | 5.067 | 5.820 | .000 ^b |
| | Residual | 86.199 | 99 | .871 | | |
| | Total | 106.469 | 103 | | | |

a. Predictors: (Constant), Normative_commitment, Continuance_commitment, Job_Satisfaction, Affective_commitment. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Normative_commitment, Continuance_commitment, Job_Satisfaction, Affective_commitment

Table 4.12 shows the result of the F statistics. The estimated F value of 5.820 shows that the data used fits the model. The value was found to be significant at 5 percent significance level (p=0.000).

Table 4.13: Coefficient

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.155 | .799 | | 6.456 | .000 |
| | Job_Satisfaction | -.794 | .320 | -.329 | -2.484 | .015 |
| | Affective_commitment | .151 | .224 | .090 | .673 | .502 |
| | Continuance_commitment | .306 | .161 | .187 | 1.906 | .060 |
| | Normative_commitment | -.367 | .162 | -.252 | -2.258 | .026 |

a. Dependent Variable: Turnover Intention

Table 4.13 shows that one unit increase in the job satisfaction will decrease turnover intention among aviation maintenance personnel as much as 0.794 unit. Job satisfaction show a negative relationship with turnover intention among aviation maintenance personnel in Kota Kinabalu International. The variable is found to be significant at 5 percent significance level in explaining the changes in turnover intention of aviation maintenance personnel in Kota Kinabalu International Airport. (T = -2.484, p = 0.015). Hence, Null Hypothesis is rejected and Hypothesis 1 is supported and accepted.

Hypothesis 1: Job satisfaction has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

One unit increase in affective commitment will increase turnover intention among aviation maintenance personnel as much as 0.151 unit. Affective commitment shows a positive relationship with turnover intention among aviation maintenance personnel in Kota Kinabalu International. However, the variable is found to be insignificant at 5 percent significance level in explaining the changes in turnover intention (T=0.673, p=0.502). Hence, Null Hypothesis is accepted and Hypothesis 2 rejected.

Hypothesis 2: Affective organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

Similarly, continuance commitment also creates a positive relationship with one unit increase in continuance commitment

increase turnover intention among aviation maintenance personnel as much as 0.306 unit. The variable is also found to be insignificant at 5 percent significance level in explaining the changes in turnover intention (T=1.906, p=0.060). Hence, Null Hypothesis is accepted and Hypothesis 3 rejected.

Hypothesis 3: Continuance organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

Normative commitment creates a negative relationship with one unit increase in normative commitment will decrease turnover intention among aviation maintenance personnel by as much as 0.367 unit. The variable is also found to be significant at 5 percent significance level with a T value of -2.258 (p=0.026). Hence, Null Hypothesis is rejected and Hypothesis 4 is supported and accepted.

Hypothesis 4: Normative organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah.

Summary of Results

Both job satisfaction and organizational commitment (normative commitment) has significant influence on turnover intention. The research finding is in line with the theory that job satisfaction and organizational commitment experienced by employee while being employed in the organization, which ultimately influence the employee's turnover intention decision (Tiamiyu, 2009).

Table 4.14: Result Table for the tested Hypothesis

| No. | Hypothesis | Findings |
|-----|--|----------|
| H1 | Job satisfaction has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah. | Accepted |
| H2 | Affective organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah. | Rejected |
| H3 | Continuance organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah. | Rejected |
| H4 | Normative organizational commitment has a significant influence on turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport Sabah. | Accepted |

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

Discussion of the Findings

The main objective of this research is to identify the factors that influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport. Base on the Traditional Voluntary Employee Turnover Process model, two variables were identified and selected as factors that influence turnover intention for this research. First is job satisfaction and second organizational commitment. Further study on organizational commitment, this study adapted a commitment structure by (Allen N. and Meyer., 1997) that divide organizational commitment into three components namely affective commitment, continuance commitment and normative commitment.

The results of analysis found out that both job satisfaction and normative commitment which is a component of organizational commitment to be having a significantly negative and moderate influence on turnover intention of aviation maintenance personnel. This imply that an increase in either job satisfaction or organizational commitment lower turnover intention. Hence it can be concluded that job satisfaction and organizational commitment is factors that influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport. This finding conform

with Traditional Voluntary Employee Turnover Process model (Figure 2.1) that job satisfaction and organizational commitment influences turnover intention.

However, the adapted model used for this study which use job satisfaction and organizational commitment as independent variables, to only explain only 19 percent of changes in turnover intention of aviation maintenance personnel in Kota Kinabalu International airport (Table 4.10). This shows that the turnover intention of personnel is influenced by other factors which are not covered by this study.

The influence of Job Satisfaction on Turnover Intention of Aviation Maintenance Personnel in Kota Kinabalu International Airport

This study show that job satisfaction has a negatively significant and moderate influence on turnover intention of aviation maintenance personnel in Kota Kinabalu International Airport. Personnel having a high degree of satisfaction with their job would likely to have lower intention to leave the organization.

Pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication are component in (Paul E. Spector., 1994) measure of job satisfaction used in this study. It is noted that majority of the component are controlled and can be manipulated by management of the organization. This knowledge might be

useful for organization who wanted to reduce voluntary turnover. It is also beneficial to highlight that not all the component involve high cost. Improving supervision and communication for example could be carried out by conducting course and training.

The influence of Organizational Commitment (Normative Commitment) on Turnover Intention of Aviation Maintenance Personnel in Kota Kinabalu International Airport

Similar with job satisfaction, organizational commitment also has a negatively significant and moderate influence on turnover intention of aviation maintenance personnel in Kota Kinabalu International Airport. This is only true for the component of normative commitment as both affective commitment and continuance commitment found to be insignificant in influencing turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport. This means that an increment of normative commitment would lower turnover intention.

Normative commitment comes from the feeling of moral and ethical responsibility to the organization and it is "the right thing to do" (Meyer J.P. & Allen N.J., 1991); (Nagar, 2012); (Wiener Y. & Gechman A.S., 1977)). (Wiener Y. & Gechman A.S., 1977) proposed that normative commitment comes from the feeling that one's owes his organization because the organization has invested time and resources on him and felt obliged to compensate it by giving effort on his job and remain with the job (Nagar, 2012), p. 48) this is prevalent among the newcomers of the organization.

The significance of normative commitment is relevant in aviation maintenance organization in Kota Kinabalu International Airport due to a relatively big number of personnel age ranging 20-29 which represent 39.4% of the sample (Table 4.1) and they can be classified as newcomer in the organization. Plus, most of the licensed

aircraft maintenance engineer and technician especially in Malaysia Airlines and Airasia are internally trained where all costs and expenses for the training are borne by the organization thus creating the thought and feeling of indebted towards the organization and it is their moral and ethical obligation to remain committed with the organization.

REFERENCES

- Abassi SM, H. K. (2000). "Turnover: the real bottom line". *Public Personnel Management*: 333-342.
- Akbariyeh, H. (2012). A survey on affecting factors of students' satisfaction from the electronic services quality of higher education institutions. *International Journal of Natural and Engineering Sciences*: 61 - 66.
- Allen N. and Meyer. (1997). *Commitment in the workplace*. Thousand Oaks, CA: SAGE Publications.
- Allen, N., & Meyer, J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, **63**.
- Armstrong, 2. (2006). *A Handbook of Human Resource Management Practice*. London: Kogan Page.
- Bajwa, E. U., Yousaf, M., & Rizwan, M. (2014). *Employee Turnover Intention in services sector of Pakistan*. Retrieved 9 12, 2017, from <http://macrothink.org/journal/index.php/ijhrs/article/viewfile/5905/4851>
- Balogun, A. G., & Olowodunoye, S. A. (2012). *PSYCHOLOGICAL FACTORS ASPREDICTORS OF TURNOVER INTENTION AMONG EMPLOYEES OF POST-CONSOLIDATION BANKS IN NIGERIA*. Retrieved 9 12, 2017, from <http://eujournal.org/index.php/esj/article/download/323/380>
- Blackburn and Herzberg, Mausner, & Snyderman. (1959). *The motivation to work*. New York: John Wiley & Sons, cop.
- Blackburn, R., & Lawrence, J. (1995). *Faculty at work: Motivation, expectation, satisfaction*. Baltimore, MD: The Johns Hopkins university Press.
- Bryson A, & White, M. (2008). Organizational Commitment: Do Workplace Practices Matter? *CEP Discussion Paper No. 881*.
- Carver, L. L. (2009). Organizational commitment and generational differences in nursing faculty (Dissertation). Available from ProQuest Dissertations and Theses database.

- (2017). *Cathay Pacific to sack 600 staff in bid to slash costs*. Hong Kong: The Straits Times.
- Chan, J. (2017). *Sabah hits record tourist numbers for 2016*. Kota Kinabalu: .themalaymailonline.
- Chew, J., & Chan, C. (2008). Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*, 503-522.
- Coakes S.J. Steed, L. a. (2009). *SPSS: Analysis without anguish : Version 16.0 for Windows*. John Wiley & Sons Australia, Ltd.
- Cohen, A. (2003). *Multiple commitments in the workplace*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Cohen, J. (1992). Quantitative methods in psychology: A power primer. *Psychological Bulletin*, 155-159.
- Cohen, J. (1998). *Statistical power analysis for the behavioral sciences*. New Jersey: Erlbaum.
- Dalessio A. Silverman W. H. & Schuck, J. R. (1986). Paths to turnover: a re- analysis and review of existing data on the Mobley, Horner and Hollingworth Turnover Model. *Human Relations*: 264-70.
- Davis, K., & Nestrom, J. (1985). *Human Behavior at work: Organizational Behavior*. New York: McGraw Hill.
- Fiorito, J., Bozeman, D., Young, A., & Meurs, J. (2007). Organizational commitment, human resource practices, and organizational characteristics. *Journal of Managerial Issues*, 19(2):186-207.
- Fishbein M. & Ajzen I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Gelade, G. A., Dobson, P., & Gilbert, P. (2006). National differences in organizational commitment: Effect of economy, product of personality, or consequence of culture. *Journal of Cross-Cultural Psychology*:542–556.
- George, J., & Jones, G. (2008). *Understanding and Managing Organizational behavior, Fifth Edition*. New Jersey: Pearson/Prentice Hall.
- Hewitt, A. (2004). Strategies for cost management of the HR function. *Timely Topics*.
- Hoppock, R. (1935). *Job Satisfaction*. New York: Harper and Brothers.
- Hoppock, R. (1935). *Job satisfaction*. New York: Harper and Brothers Publishers.
- Hwang, Y. S., & Kang, K. H. (2014). *Factors Influencing Nurse Turnover Intention in Small and Medium Sized Hospitals in the Metropolitan Area*. Retrieved 9 12, 2017, from <https://jkana.or.kr/doix.php?id=10.11111/jkana.2014.20.5.576>
- Igbaria, M., & Greenhaus, J. (1992). Determinants of MIS Employees' Turnover Intentions: A Structural Equation Model. *Communications of the ACM*.
- Kaliski, B. (2007). *Encyclopedia of Business and Finance, Second edition*. Detroit: Thompson Gale.
- Koh, H. C., & Goh, C. T. (1995). An analysis of the factors affecting the turnover intention of non-managerial clerical staff: a Singapore study. *International Journal of Human Resource Management*, 6(1), 103-125. Retrieved 9 12, 2017, from <http://tandfonline.com/doi/abs/10.1080/09585199500000005?journalcode=rjrh20>
- Kuo, H.-T., Lin, K.-C., & Li, I.-c. (2014). The mediating effects of job satisfaction on turnover intention for long-term care nurses in Taiwan. *Journal of Nursing Management*, 22(2), 225-233. Retrieved 9 12, 2017, from <http://onlinelibrary.wiley.com/doi/10.1111/jonm.12044/abstract>
- Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). THE IMPACT OF JOB SATISFACTION ON TURNOVER INTENT: A TEST OF A STRUCTURAL MEASUREMENT MODEL USING A NATIONAL SAMPLE OF WORKERS. *Social Science Journal*, 38(2), 233-250. Retrieved 9 13, 2017, from <http://sciencedirect.com/science/article/pii/S0362331901001100>
- Larkin, I. M. (2015). *JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND TURNOVER INTENTION OF ONLINE TEACHERS IN THE K-12 SETTING*. Kennesaw, GA: Kennesaw State University. Doctor of Education in Instructional Technology Dissertations. Paper 2.
- Larrabee, J., Janney, M., & Ostrow, C. (2003). Predicting registered nurse job satisfaction and intent to leave. *Journal of Nursing Administration*, 271–283.
- Locke, E. A. (1976). *The nature and causes of job satisfaction*. Chicago IL: Dunnette, M. D. Handbook of Industrial and Organizational Psychology (1st Ed.).
- Lynn, M., & Redman, R. (2005). Face of the nursing shortage: Influences on staff nurses' intention to leave their positions or nursing. *Journal of Nursing Administration*:264–270 264–270.
- Masdia, M. (2009). *Job Satisfaction and Turnover Intention among the Skilled Personnel in TRJplc Berhad*. Retrieved 9 12, 2017, from http://ejournal.narotama.ac.id/files/job_satisfaction_and_turnover_intention_among_the.pdf

- Maslow, A. H. (1954). *Motivation and personality*. New York: Harper & Brothers. Wiley & Sons.
- Mathieu, J., & Zajac, D. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organisational commitment. *In Psychological Bulletin*:171-194.
- Meyer J.P. & Allen N.J., M. (1991). A three-component conceptualization. *Human Resource Management Review*, 61-89.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*:538-551.
- Meyer, J., K. C., Goldenberg, I., & Bremner, N. (2013). Organizational commitment in the military: Application of a profile approach. *Military Psychology*: 381–401.
- Mowday, R. T., Porter, L. M., & Steers, R. M. (1982). *Employee-organization linkables: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Mowday, R., Steers, R., & Porter, L. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*.
- Mullins, L. (2005). *Management and Organisational Behaviour*. UK: Prentice hall.
- Nagar, K. (2012). Organizational Commitment and Job Satisfaction among Teachers during Times of Burnout. *VIKALPA* **37** (2):3-60.
- Nunnally, J. (1978). *Psychometric Theory, 2nd ed*. McGraw-Hill. Retrieved 9 16, 2017
- Olusegun, S. O. (2013). *Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria*. Retrieved 9 12, 2017, from <http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=2267&context=libphilprac>
- Paul E. Spector. (1994). Using self-report questionnaires in OB research: A comment on the use of a controversial method. *Journal of Organizational Behavior*, **15**(5):385-392. Retrieved 9 14, 2017, from <http://onlinelibrary.wiley.com/doi/10.1002/job.4030150503/full>
- Perrow, C. (2000). An organizational analysis of organizational theory. *Contemporary Sociology*, 469-476.
- Porter O'Grady, T. (2001). Profound change: 21st century nursing. *Nursing Outlook*, 182–186.
- Porter, L., Crampon, W., & Smith, F. (1976). Organizational commitment and managerial turnovers: A longitudinal study. *Organizational Behavior and Human Performance*, 87-98.
- Price, J. (1977). *The study of turnover*. Iowa state: university press.
- Price, J., & Mueller, C. (1981). A causal model of turnover for nurses. *Academy of Management Journal*, 543-565.
- Price, S. (2009). Future directions for career choice research in nursing: A discussion paper. *International Journal of Nursing Studies*, 268-276.
- Pugh, G. L. (2016). Job satisfaction and turnover intent among hospital social workers in the United States. *Social Work in Health Care*, *55*(7), 485-502. Retrieved 9 13, 2017, from <https://ncbi.nlm.nih.gov/pubmed/27322030>
- R., D. A. (1986). Paths to turnover: a re- analysis and review of existing data on the Mobley, Horner and Hollingworth Turnover Model. *Human Relations*:264-70.
- Roodt, G. (2004). *Turnover intentions*. . Unpublished document: University of Johannesburg.
- Sekaran, U., & Bougie. (2010). *Research Methods for Business: A Skill Building Approach (5th Edition)*. John Wiley and Sons Inc.
- Somunoglu, S., Erdem, E., & Erdem, U. (2012). A Study on Determining the Perception of Learning Organisation Applications by Health Sector Workers. *Journal of Medical Systems*: 3925-3931.
- Stalnaker, T., Usman, K., & Taylor, A. (2016). *AIRLINE ECONOMIC ANALYSIS*. Oliver Wyman.
- Statt, D. (2004). *The Routledge Dictionary of Business Management, Third edition*. Detroit: Routledge Publishing.
- Stearns, S. C., & D'Arcy, L. P. (2008). Staying the Course: Facility and Profession Retention Among Nursing Assistants in Nursing Homes. *The Journals of Gerontology*, S113–S121.
- Stevens, J. (1992). *Applied multivariate statistics for the social sciences (2nd edition)*. Hillsdale, NJ:Erlbaum.
- Tabachnick, B. a. (2007). *Using multivariate statistics (5th ed)*. . Boston: Inc-Thousand Oaks.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*: 259-293.
- Tiamiyu, L. a. (2009). *A study of voluntary external turnover of internal auditors*. . Condensed version of a dissertation presented to Webster University.
- ttrweekly. (2017). *Sabah tourism breaks records*. Kota Kinabalu: e-NewsWire .

- Van Dick, R. (2004). My job is my castle: identification in organizational contexts. . *International Review of Industrial and Organizational Psychology*:171–203.
- Vandenberg, R., & Huberman, A. M. (1999). *Understanding and Preventing Teacher Burnout*. Cambridge, England.: Cambridge, England.
- Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.
- Watson, T. (2010). Leader Ethics and Organizational Commitment. *Mid-Atlantic Leadership Scholars Forum*, 16-26.
- Weiss, D. J., Dawis, R. V., Lofquist, L. H., & England, G. W. (1966). *Manual for the Minnesota Satisfaction Questionnaire*. *Minnesota Studies in Vocational Rehabilitation*. Minneapolis.: Industrial Relation Center, University of Minnesota,.
- Wiener Y. & Gechman A.S., W. (1977). Commitment: A behavioral approach to job involvement. *Journal of Vocational Behavior*, 47-52.
- Wiener, Y., & Vardi, Y. (1980). Relationship between job, organization and career commitments and work outcomes: An integrative approach. *Organizational behavior and Human Performance*: 81-96.
- Wilson, B., & Laschinger, H. (1994). Staff Nurse Perception of Job Empowerment and Organizational Commitment: A Test of Kanter's Theory of Structural Power in Organizations. *Journal of Nursing Administration*:39-45.
- Wolf, & Boland, ' A. (1994). A transformational model for the practice of professional nursing. *Journal of Nursing Administration*.
- Wright, P. M., & Kehoe, R. R. (2007). Human resource practices and organizational commitment: A deeper examination. *Asia Pacific Journal of Human Resources*.

