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Strategies to Overcome the Turnover Intention and Job Hopping among Women Quantity Surveyors

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Abstract

Turnover is the mechanism by which employees leave a business or organization and are replaced by that company or organization. Many people face problems and challenges in daily life especially in their work. There has already been a dramatic growth in the women in the labor force in companies over the past few years. This will lead to less productivity of work and the organization's performance. This study aim is to explore the women quantity surveyor's perspectives on job hopping and turnover intentions in order to help employers of quantity surveying firms by lowering employee turnover. This study employed a quantitative approach. 144 questionnaires were distributed to quantity surveyors in a Selangor consulting firm and 76 respondents the questionnaires. The data were subsequently analysed using SPSS Version 26. The objective of this study is to examine the strategies to overcome the turnover intention and job hopping among women quantity surveyors. The result reveals that work-life balance is the most effective strategy for preventing job hopping and turnover intent among women quantity surveyors. It demonstrates that the work-life balance must be well-balanced in order to improve job performance through increased job satisfaction. The results of this study could help current and future industry teams understand how important work-life balance is for women employees to be happy at work, which will improve the organization's performance and reduce the likelihood that they will switch jobs or leave the company.

Keywords: Turnover Intention, Job Hopping, Strategies, Women Quantity Surveyor

Research Background

Over the last few years, there has already been a dramatic increase in the number of women in the labour force in companies. Women have achieved success in all aspects of life. They contribute to economic growth just as much as men do. If the proportion of women in the workforce increases, there may be a shift from traditional roles to working roles. According to Bilau et al (2015), there are several factors, including financial factors,

management factors, organizational factors and personality factors, the variables that cause employee turnover in construction companies were highlighted. If consistently ignored, the turnover rate of workers will increase, and the output of jobs will be affected.

According to Thomas (2015), the loss of employees will increase the workload on the company's other employees. 63.33 percent of employees say that their company's employee turnover leads to increased workload. Just 10 percent of the workforce had not raised their workload. This is because experienced quantity surveyors in the industry are very hard to find, so the organization spends more time preparing a newly trained Quantity Surveyor to become an experienced quantity surveyor.

Job hopping has become the standard for wage raises. Employees repeatedly switch jobs would create labour shortages in organizations and would have a negative impact not only on organizational performance but also on the economy (Yah, 2013). As stated by Thomas (2015), the next problem is that it can harm a company to retain clients and offer high-quality customer service. Over time, consumers can feel more comfortable talking to a similar workforce and customer service representatives. Client satisfaction will be based on personal relationships and familiarity. Small companies are in a higher position than giant rivals to demand this advantage, but if workers are constantly incompetent and replaced by new ones, the company's power to create a good partnership with customers may be limited.

Therefore, this study will investigate the perspectives of women quantity surveyors on job hopping and help the employer of quantity surveying firms reduce employee turnover. There will be a constructive movement about the concerns of employee turnover and job-hopping issues from time to time.

Literature Review

The women employee turnover intention and job-hopping that affect the construction industry become more serious than has been dragged from year to year. In the modern world today, no one desires to stay at their current job for more than two or three years. Instead, new generations tend to improve and upgrade their life and reputation, so they change their employment profiles to take advantage of financial gains or career opportunities. According to Keng et al (2018b), the finding stated that most of the quantity surveyor is not satisfied with the salary that they are being paid. A study by Ilmi et al (2019) said that most respondents are not satisfied with their salary with five over six in ranking. In addition, research by Bilau et al (2015) also got the same result as the respondent is not satisfied with their salary. The effect of being unsatisfied with their job brings the employee feels burdened with their work. A finding from Keng et al (2018b) stated that the respondents are satisfied with the firm's chances of giving the self-advancement. However, the respondents are not happy with the benefits and bonuses they received.

Thompson et al (2005) has researched that perhaps the role of the family would be another significant factor influencing the retention of women workers in organisations. They face family issues since it is challenging to do the job and family demands without good work-life balance policies in organisations. In better work-life balance policies, women have a dual obligation to gain and provide care for their children and elderly parents, which is very difficult for a woman. As a result, women leave the job in a situation since there are no great work-life plans for women in organisations (Yousaf et al., 2014).

According to Ilmi et al (2019), it shows that the largest factor considered by quantity surveyors in determining whether they want to leave their current company is higher pay from other companies. In addition to salaries, employee benefits are seen as a reward for soothing

the workers. Based on finding by Ilmi *et al* (2019), the respondents show good work environment and jobsatisfaction. Employees working in their ideal work environment will improve their dedication to work and reduce dissatisfaction with absenteeism. Although the current working atmosphere is not ranked among the most important causes, the quantity surveyors would begin to think about having a better working environment if they work in an uncomfortable working environment and remaining in the office for 8 to 9 hours during working days. Accordingly, associations ought to improve the workplace and pressure the executives to prepare for forestall turnover (Kachi *et al.*, 2020).

Based on Yousaf *et al* (2014), the organisation's role is the next factor that affects the retention of female workers in organisations. In most cases, companies do not have sufficient assistance, collaboration and advice in women's professional matters because the executives do not consider women equal to male workers. It is assumed that females are not as trustworthy as male workers are. Workers want to support and encourage. Within the context of organizational factors, many of the employees are happy with the workplace, work hours, services, work culture and rules and regulations of their company. The results indicated that most employers have effectively provided their workers with physically comfortable work environments, and the employees support these efforts. This is highly encouraging (Keng *et al.*, 2018).

Saeed *et al* (2014) mentioned that the expectation for turnover will be lower if job satisfaction is higher and vice versa. Job performance is an ability of a person to carry out certain tasks. Employees having good for their jobs is job satisfaction. Job satisfaction is the difference between the benefits expected of the workers and the benefits received by him or her. Job satisfaction is correlated with organizational commitment, which means that an employee is more fulfilled, more committed to the company (Koundinya & SundaraRajan, 2019). Throughout this respect, the company should be more extra cautious in coping with workers' rights at the workplace to prevent a feeling of intention to resign and pursue other jobs. Workers can also move jobs if their needs are not met (Arshad & Puteh, 2015).

According to Keng *et al* (2018), within the context of developing a working relationship with one's immediate superior, many respondents are pleased with their immediate technical assistance, constant presence, moral support and work knowledge. Furthermore, most respondents are extremely pleased that their supervisor has always been respectful of them. If the knowledge exchange between the leader and members is more coherent, they will be happier with their job, and their turnover target will be lower. Singh, Ganguli & David (2017) suggested to the top managers and supervisors to consider the disparity between beliefs of women and men.

Based on Arshad & Puteh (2015), when the company does not even have a work-life balance, it will raise the employee's desire to leave, which will negatively affect the organisation. In fact, when there is no organisational support given to workers, there is a potential for turnover intentions to be impacted. The outcomes from Arshad & Puteh (2015) also indicate that significant actions are needed to establish an effective work-life balance system within the organization in order to ensure the well-being of employees, especially among female employees. Fair initiatives, such as implementing flexible working hours and not having to work on Sundays and public holidays, should be taken into account. These efforts may minimize stressors among employees, particularly for someone with a family and greatly help balance work and life.

Methodology

Quantitative method is the technique utilized in this study. Simple random sampling was the sampling tool applied in this research. According to Teddlie and Yu (2007), they defined the simple random sample as something that has a similar likelihood of getting selected in the sample for every unit like individuals and cases, in the usable population, and the possibility of a unit getting chosen is never influenced through the choice of any units from the usable population. This study was performed in Selangor on the quantity surveyor consultant company registered with the Board Quantity Surveyor Malaysia (BQSM). The Selangor consulting firm was selected because Selangor has the largest number of companies relative to other states. There are 144 quantity surveyor firms in Selangor, so the sample for the study should be at least 43 respondents. Based on Browne (1995), it is stated for this approach that in estimating the validity and reliability of the questionnaires, the basic rule of the response rate is 30 percent or more than that. However, for a number of reasons such as the Movement Control Order (MCO), 76 respondents were successful in collecting the online questionnaire through Google Form or Email. 144 questionnaires had been distributed but only 76 respondents were answered and received a response. The data were analyzed using the Statistical Package for Social Science (SPSS) software.

Analysis and Discussion

The questionnaire was distributed through email. The total of questionnaires sent was 144 numbers since it was the population size of quantity surveyor firms in Selangor. However, only 76 respondents respond to the questionnaire, making the percentage of my respond rate 52.8%. The result obtained shows that 52.8% returned the questionnaire, which is more than 30% of the population. Thus, the data collected for this research can be considered as acceptable. The study found that 92.1% or 70 out of 76 respondents had experience with job hopping or turnover intention. Meanwhile, only 7.9%, which is 6 respondents, does not have any experience with it.

Table 1

Mean, rank and perception level of the respondents' agreement on strategy to reduce turnover intention and job hopping

Strategies	Mean	Ranking	Perception Level
1) Opportunities and rewards	3.993	5	Agree
2) Nature of work	4.020	4	Agree
3) Organizational factors	4.072	2	Agree
4) Job satisfaction	3.967	6	Agree
5) Working relationship with colleague	4.046	3	Agree
6) Work-life balance	4.191	1	Agree

Note: Below 1.00 – 1.50 = Strongly Disagree (SD), 1.50 – 2.50 = Disagree (D), 2.50 – 3.50 = Undecided (UD), 3.50 – 4.50 = Agree (A), 4.50 – 5.00 = Strongly Agree (SA)

Table 1 shows the list of rank for the strategy to reduce turnover intention or job hopping in the perspective of women quantity surveyor in the Malaysian construction industry and the mean index for each causes according to the survey that has been done to the Quantity surveying firm that located in Selangor. The highest mean index is making work-life balance (m=4.191), followed by organizational factors (m=4.072) For the fourth ranking is nature of work (m=4.020), opportunities and rewards at a fifth rank (m=3.993) and lastly,

job satisfaction ($m=3.967$). This contradicted the findings, as the respondent chose those characteristics as the bottom three strategies or least important. It can be concluded that the opposite occurs as a result of the research's varied scope of work, different culture, and various types of respondents that answered.

Similar findings have been observed in other studies before, which is a study by Yousaf et al. in 2014 found that work-life balance arrangements are discovered instrumental in lessening the pressure that working women, for the most part, face in associations. Arshad & Puteh (2015) also indicate that fair initiatives such as implementing flexible working hours can minimize stressors among employees, particularly for someone who has a family and greatly help to balance work and life.

Meanwhile, Harish & EC (2018) indicates that top management must ensure that staff and recruits are fit in with the organizational culture and feel that they are in a good match with the organization. The top management can provide these when outsiders join the company. According to Saeed et al. (2014), working relationships or connections with colleagues is an important strategy to make the organization more productive.

Conclusion

The objective for this research paper had been achieved by rank of mean for each strategy categories listed. This can be concluded that strategies to overcome the turnover intention and job hopping among women quantity surveyors are work-life balance, organizational factors, working relationship with colleague, nature of work, opportunities and rewards and job satisfaction accordingly. This research analysis revealed that work-life balance is the best strategy can overcome the turnover of employee among women quantity surveyors. Significant actions are needed to establish an effective work-life balance system within the organization to ensure employees' well-being, especially among female employees. Therefore, it is convinced that work-life balance is very important for an organization to improve the job performance of the individual or the organization itself through the employee's job satisfaction to avoid employee turnover or job hopping.

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