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A STUDY ON VOLUNTARY TURNOVER
AND LOVE OF MONEY

By

Tak Ting Dorothy SHEK

Submitted in partial fulfillment of the requirements for
the degree of Bachelor of Engineering (Honours) in Building
Engineering (Construction Engineering and Management)

Department of Civil and Architectural Engineering
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ABSTRACT

In the recent years, there has been a relatively high turnover rate of the frontline managers in the local construction industry. The high turnover rate of employees has brought negative effects to the concerned construction companies and the construction industry as a whole. The problem must be addressed.

In most of the previous studies conducted in foreign countries, the findings supported that work-to-life issues are the main reason for voluntary turnover. In one of the studies performed by City University of Hong Kong in 2009, however, suggested that “pay related issue” was the most important single factor triggering voluntary turnover of local frontline managers. The aims of this study are to find out:
1. if the findings of the study in 2009 are still valid;
2. and if item (1) is affirmative, why the local frontline managers have a high love level in money.

The study comprises an extensive literature review, a questionnaire survey to the local construction frontline managers, a follow-up interview with some of the respondents who had participated in the named questionnaire survey, and interviewing with two identified senior practitioners of the local construction firms for result validation as well as clarification of some irregularities identified.

The questionnaire survey confirmed the findings of the CityU’s study in 2009. Based on the findings of the questionnaire survey and that of the literature review, three hypotheses were set up. Then the named following-up interviews were conducted with semi-structured questions centering on the three hypotheses. The research results of the interviews indicated that the local frontline managers had a high love level in money because the money was required to meet their physiological needs or that of their family members. Most of the local frontline managers had a low contribution to household duties and they spent little time in leisure activities compared to their counterparts in other advanced countries; yet, they did not feel any problem with the same. However, they did complain about the stress and tension caused by their heavy workload. The major findings of the interviews were discussed with the two identified senior practitioners of the local construction firms. Having completed all the studies, the following important findings have been concluded:
1. “Pay related issue” is still the most important contributing factor to voluntary turnover of local construction frontline managers.
2. The local frontline managers had a high love level of money because the money was required to meet their physiological needs or that of their family members.
3. The frontline managers have a big jump of salary as they move their jobs voluntarily.
4. The frontline managers frequently feel being exhausted and even fatigue but they do not consider it as a contributing factor for their voluntary turnover.
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Finally, I would like to take this opportunity to thank my family and friends for their unconditional support and encouragement during the period in preparing this project.
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CHAPTER 1 - INTRODUCTION

1.1 Nature of Problem

Because of the labour-intensive nature of the construction industry, human resources are vital for this industry. Every construction project requires a large number of people from different trades to cooperate together to get the project completed. From experienced managers to skilled workers, they are all valuable treasure of a construction company. However, there is a relatively high turnover rate in the Hong Kong construction industry. A high turnover rate of employees would certainly cause negative effect on a construction company. Therefore, the problem of high turnover rate should be addressed.

1.2 Background

Employee turnover is a major concern of many companies. It is not just about losing talented employee, high turnover rate is also a costly expense of a company in terms of hiring and training new employees. Many companies have addressed this problem and have developed Human Resources Practices to retain their employees.

This human resources issue becomes more essential in the local construction industry as its project-based nature. The commitment of employees to the construction company is not strong enough due to the short-term goal of each project. Employee lacks the long-term objective in the organization and their sense of belongings of the company is quite low. Therefore, employee tends to have higher intention to leave the
current company if there is a better offer from other company. However, high turnover rate has negative influence on the completion of project in terms of its schedule and quality. Especially, in the recent years, the construction market in Hong Kong has boomed and a lot of construction projects have commenced. There are many job opportunities for construction practitioners. They can easily search for a new job elsewhere with a better offer. As a result, the turnover rate in construction industry is relatively high when compared with other fields in Hong Kong.

To resolve this problem and retain employees, it is important to find out the reasons why employees perceive dissatisfaction and decide to quit the job. Many previous studies about employee turnover intention have been conducted in other local fields. However, few of them focus on the local construction industry. This research gap has attracted attention of the academic researcher in City University of Hong Kong to build up a decision model of employees on moving jobs (Leung, 2009), which suggests the “pay related issue” is the main reason for construction practitioners to quit the job. Yet, it is contrary to many similar studies on voluntary turnover model conducted in foreign countries focusing on the construction industry, which suggest that work-to-life balance plays an important role on the turnover intention.

As the research of the triggering factor is crucial for Human Resources Management to retain employees, it is important to recognize what is the key factor for local frontline managers to quit the job. Therefore, this study will identify the most important single triggering factor causing employee turnover in Hong Kong Building and Construction Industry to see whether it is consistence with the previous study. If it is affirmative, the reasons for the high love level in money of local frontline managers will also be explored.
1.3 Research Aim

To carry out an investigation to find out if the local frontline managers have a high love level in money.

1.4 Research Objectives

1. To review the most important triggering factors causing employee voluntary turnover.

2. To find out if money is the most important single triggering factor causing local frontline manager turnover through a questionnaire survey.

3. To explore the reasons for local frontline managers having high love level in money via follow up interviews.

4. To see whether money still be of prime importance of local frontline managers in triggering their decision for voluntary turnover by given other factors.

5. To validate the results from follow up interviews via two semi-structured interviews with senior managements in local construction firms.
1.5 Scope of Research

This project will focus on the frontline managers of Main Contractors in Hong Kong Building and Construction Industry, which include foremen, supervisors or equal frontline management staff. All of these frontline managers are directly involved in daily site operation. The turnover rate of these staff directly affects the time and quality on the completion on a project. To be more precise, only those who moved their jobs voluntarily in the past five years will be surveyed.

1.6 Significance of Study

This study will find out whether there is a difference of triggering factors causing employee turnover between Hong Kong and foreign countries. Understanding the uniqueness of factor triggering the voluntary turnover of local frontline managers is crucial for Human Resources Management in construction companies. The decision-making of the middle-to-senior management could be based on the triggering factor identified. With the mutual understanding, the relationship between employers and employees could be improved. Besides, by recognizing the most important single triggering factor, more focusing human resource practices could be set up to retain the employee. Therefore, the turnover rate of employee could be reduced and thus the construction productivity could be increased.
1.7 Outlines of this Report

Chapter 1 provides a brief introduction to the background, aim, objectives and scope of the project

Chapter 2 serves as a review of literature of human resources issue and triggering factors of turnover in both local and overseas construction industry

Chapter 3 introduces the methodology used in this project

Chapter 4 analyzes the data collected in the questionnaire survey

Chapter 5 evaluates the data collected in the follow-up interviews

Chapter 6 discusses the findings from follow-up interviews and validates the results via two semi-structured interviews

Chapter 7 draws conclusions of the findings, gives recommendations for further studies and states the limitations of the research
CHAPTER 2 - LITERATURE REVIEW

2.1 Introduction

This chapter reviews the relevant literature to the project. First, the human resources issues in Hong Kong construction industry are reviewed; then, follow by the triggering factors of employee voluntary turnover in Hong Kong. After that, the most important triggering factor causing employee turnover in foreign countries is reviewed. By reviewing the triggering factors identified in Hong Kong and in foreign countries, three major hypotheses are set up in an attempt to explain the observed differences between Hong Kong and foreign countries.
2.2 Review of Human Resources Issues in the Hong Kong Construction Industry

For the Construction Projects in Hong Kong, projects are needed to be completed within a tight timeframe, limited cost and with good quality. The frontline managers of Main Contractors play an important role in monitoring the performance of projects. However, there is a relatively high turnover rate of the frontline managers in the construction industry. The excessive turnover definitely affects the progress and quality of the projects. And, more importantly, it leads to indirect expenses of the construction company. Therefore, the problem of high turnover rate of frontline managers should be investigated.

The construction industry is a major industry in Hong Kong. According to the Hong Kong Trade Development Council (HKTDC), construction industry is a major job provider, employing about 7.9% of Hong Kong’s total labour force in 2010. With a large pool of labour involved in the construction industry, human resources management must be important.

In the Chief Executive’s Policy Address in October 2007, ten major infrastructure projects were announced. Some of these projects have had their details published and tenders released, thus driving up local construction activities. China’s twelfth Five-Year-Plan, which was also released in March 2011, showed the country’s intention of further increasing investment on the infrastructure development, offering great opportunity for Hong Kong contractors. As a result of the abovementioned projects, the employment condition in the local construction industry has improved significantly.
The unemployment rate in the construction industry is down to recent 4.5% from the post-tsunami peak of 12.8% (HKTDC). According to the country’s infrastructure report for the second quarter of 2011, the construction industry in Hong Kong is expected to grow with an average annual rate of 4% from 2011 to 2015. Therefore, the construction market in Hong Kong has been boosting in the recent years.

With the booming local construction industry, it means that construction practitioners have greater choice for choosing their jobs. There has been a trend that employees would actively search for new jobs. As a result, construction companies face the problem of high turnover and losing quality employees. The problem becomes even worse in the recent years as there has been a trend of ageing construction workforce and a growing shortage of construction practitioners. Even some large well-reputed construction companies encounter the difficulties in hiring and retaining employees. Therefore, construction companies tend to provide better offers for recruiting people. That means construction practitioners may have more chance to search for new jobs with better employment terms. As a result, they are tempted to quit their current job and take up a new job.

However, high turnover rate causes damages to the Main Contractor in terms of cost and operating efficiency. A new comer can hardly replace an existing member of a work team within a short period of time. It takes time to breed trust and mutual understanding. Therefore, it is important to study the triggering factors causing employee voluntary turnover.
2.3 Review of the triggering factors of employee voluntary turnover in Hong Kong

With the high turnover rate in the local construction industry, it attracts researchers to conduct study on finding the triggering factors for employee turnover. Leung (2009) identified the main reason for employees voluntary turnover is the “pay related issue”. The most important single factor found was that employees were “left for better pay elsewhere”, followed by they felt they had “insufficient pay” or they were “under paid”. Pay was identified as the most important triggering factor for employees to leave the job and take up other job elsewhere.

Many researchers have explored how the importance of money meant by Hong Kong people. Chiu et al. (2001) identified that most Chinese in Hong Kong have cash mentality. Money, thus, is a very important factor for companies in Hong Kong to attract and retain employees. Tang and Chiu (2003) suggested that the love of money was related to the behavior of full-time employees in Hong Kong. They defined that the love of money as one's attitudes towards money, and also defined as one's wants, desires, values, meanings and aspirations of money.

Thomas et al. (2006) pointed out that if one has a high love level in money, one may consider money as a very important part of life.

When an employee considers money as a very important part of life, it is not hard to believe that he may move the job for a salary increase. It means that “pay related issue” might be the most important single triggering factor for voluntary turnover if the employee has high love level in money.
It is found that the pay satisfaction level of full-time employees in Hong Kong depends on one’s love level in money (Tang et al., 2003). Tang et al. (2003) identified that the low pay-satisfaction among employees in Hong Kong is directly related to their high love level in money. It means that if the employee has high love level in money, he may easily dissatisfy with his pay.

Moreover, the relationship between love of money and voluntary turnover intention was also examined by researchers. Tang et al. (2000) found that employees with high love level in money have relative high voluntary turnover intention regardless of their intrinsic job satisfaction.

However, money is not as important as Hong Kong employees think for their counterparts in foreign countries. Tang et al. (2002) suggested that the British considered money as evil. They do not consider money is a good thing although it is essential for maintaining life. Besides, it is found that the love of money is indirectly related to low pay-satisfaction among employees in the USA (Tang et al., 2005). There is no direct relationship between the love of money and the pay satisfaction level among employees in America.

The equity model is frequently used to explain the pay satisfaction level. The equity model is the comparison between the person's outcome-to-input ratio and the outcome-to-input ratio of others (Adams, 1963). If one’s outcome-to-input ratio is adversely different from others, he may perceive inequity and then lead to pay dissatisfaction.
When an employee has a high love level in money, he may be more sensitive to others' pay. Then, he may perceive inequity when they compared with those who have a higher pay. The inequity perceived by employees may lead to the low pay-satisfaction, which leads to the turnover intention.

Apart from the equity model, the pay discrepancy model is also used to explain the pay satisfaction level. The pay discrepancy model is about the difference between ‘expectation’ and ‘reality’ in pay (Rice et al., 1990). The actual pay level is positively related to pay satisfaction level. If one has a high love level in money, one may expect higher pay. This leads to a large gap between expectation and reality. Then, one may dissatisfy with the pay, which also leads to turnover intention.
**Hypothesis 1**

Employees in Hong Kong construction industry have high love level in money. When employees have high love level in money, they are more sensitive to others’ pay and perceive inequality, which leads to low pay-satisfaction and thus the turnover intention. Besides, when employees have high love level in money, they have a higher expectation in their incomes and leads to a large gap between expectation and reality, which leads to low pay-satisfaction and then leads to turnover intention. Figure 2.1 shows the model relating high love level in money and voluntary turnover intention of employees in Hong Kong.

![Figure 2.1 Model relating high love level in money and voluntary turnover intention](image-url)
2.4 Review of the most important triggering factor causing employee turnover in foreign countries

There is an increasing attention about the balance between work and life in the foreign countries. There is a large body of literature suggests that work-to-life conflict was a concern for construction practitioners in foreign countries.

Lingard and Francis (2004) identified site-based employees in Australian construction industry had significant levels of work-to-life conflict. The paper suggested that further attention needed to be taken to explore the sources of work-to-life imbalance and its burnout.

Katherine et al. (2009) found that UK architects who experienced work-to-life conflicts were considering to quit their jobs. There was also a very high correlation between overall work-to-life conflict and voluntary turnover intention, indicating that an increase in work-to-life conflict is associated with an increase in turnover intention. It was reported that their works made them too tired to perform household responsibilities and that they found it hard to switch off even after work.

Green and Tsitsianis (2005) identified a significant fall in overall job satisfaction of the general workers in both Britain and Germany. The study found that the increase in working hours and work-to-life imbalance are the main reasons of this decline. And the level of job satisfaction is a rational predictor of voluntary turnover intention of employees (Clark, 2001). It means the number of working hours and work-to-life balance are directly related to the voluntary turnover intention.
Evidence suggested that forty per cent of employees in Britain prefer to work a different number of hours at their current hourly wage, and the majority of these prefer to work fewer hours (Böheim and Taylor, 2003). It shows that there is an increasing prevalence of workers who wish to work fewer hours. Green and Tsitsianis (2005) also found that there are more workers in Germany prefer to work fewer hours than more hours. It indicates that there is an increasing concern on the well-being of workers in Britain and Germany, which means the problem of work-to-life conflict has been addressed. Besides, with the preference of workers over lesser working hours, it can be seen that there is a lack of work-to-life balance for the workers.
2.4.1 Family and Work

There has been a growing concern about the balance between work and well-being of family of employees in foreign countries in recent years.

Boles et al. (1997) suggested that work-to-family conflict is significantly related to job satisfaction; and job satisfaction is directly related to the voluntary turnover intention. These results indicate the conflict between the work and family is highly related to the response to the effects of stress, which then affect the decision of turnover decision.

Besides, working time is one of the indicators reflecting how much time an employee can devote to the family. Excessive working time means that the employee does not have sufficient time for family life, which can weaken family welfare.

Previous research in British has suggested that there is a conflict between long working hours and work-to-family balance (White M. et al., 2003).

Jacobs and Gerson (2001) suggested that working time is related to the shifting balance between work and family in American households. There has been a trend that American workers do not have enough time to meet their family obligations.

However, it is reported that the average hours of work of general workers have decreased since early 1980 in Britain (Green, 2001), which suggested that the working hours of British are not excessive comparing with the past.
According to the American Time Use Survey (ATUS) conducted by U.S. Bureau of Labor Statistics, employees in America worked an average of 7.5 hours per weekday in 2010. The average working hours per weekday is not excessive when compared with their counterparts in Hong Kong. Then, the growing work-to-family conflict may be explained by the increasing number of hours in performing household duties in foreign countries.

Green (2001) found that there has been an increase in the concentration of hours within households in Britain for the three past decades. From Table 2.1, a man in United States spent average 1.4 hours for household activities per weekday in 2010. From Table 2.2, it can be seen that it is common for men and women to do housework, such as cleaning, or doing laundry, after work. It is quite tired for them to take care the domestic needs if they were involved in physical demanding work, for instance, as a construction worker during the day time. In this case, the workers may experience work-to-family conflict when they are too exhausted to fulfill the required family obligations after work.
Average hours per day men and women spent in various activities

Table 2.1 Average hours per day men and women spent in various activities in US

Average minutes per day men and women spent in household activities

Table 2.2 Average minutes per day men and women spent in household activities in US
The conflict becomes worsening since the proportion of dual-earner couples in foreign countries has been increasing in the recent years. Jacobs and Gerson (2001) identified that dual-earner couples are becoming more common in American families. It means that both husbands and wives need to go to work. With the growing sense that women should be given equal opportunities to work, more and more married women are entering the labour force. As they have to work outside home, they must give up their roles as full-time housewives, which contribute to a decline in support at American families. Then, the household and child care responsibilities are shared between husbands and wives. With the fact that the working time of husbands has not decreased, this causes the problem that there is a lack of time to take care of domestic needs. This trend underlies the concern of work-to-family conflict of dual-earner couples.

Unlike the trend in foreign countries that dual-earner couples are becoming common, male breadwinners are more common in Hong Kong construction industry. The female counterparts of construction practitioners are more likely to be full-time housewives and taking care of the domestic needs. Then, the employees in Hong Kong construction industry experience smaller time burden than dual-earner couples in the foreign countries.

According to Index Mundi, the birth rate was 13.83 per 1000 populations in USA and it was 12.29 per 1000 populations in UK in 2011. However, when compared with their counterparts in Hong Kong, the birth rate was only 7.49 births per 1,000 populations in the same year. Besides, according to the Nations World Population Prospects report, the fertility rate was 2.06 births per woman in USA and it was 1.04 in Hong Kong in 2010.
Given the above statistics, it can be interpreted that the average number of children per couple is higher in foreign countries than that in Hong Kong. It is not difficult to understand that the child care responsibility is larger when there are more children in the family. Parents need to devote more time to take care of their needs. For the fact that women in foreign countries expect to enter the workforce for both the social and economic reasons, they work away from home. Then, the child care responsibility is again shared between husbands and wives.

American Time Use Survey (ATUS) also found that full-time employed married fathers in USA spent average 0.8 hours per weekday providing primary childcare and average 3.3 hours per weekday providing secondary childcare to household children in 2006. Primary childcare is the physical care of children, such as bathing, feeding, reading to or talking with them. Secondary childcare is doing activities other than primary childcare to household children. The time spent on taking care children for a full-time employed father is actually quite long based on the statistics. Even though women are always willing to devote more time to take care their children, men still need to spend over one hour per weekday to provide childcare according to the survey.

Undoubtedly, the worker is more likely to feel squeezed between the demands of work and the needs of family life if his wife is in the labour force. Even though the working time of both husbands and wives is not excessive, it is time-consuming to fulfill the family obligations and they may feel time pressures to satisfy the obligations as family members.
In Hong Kong, the average number of children per couple is not exceeding one. Many couples only have one child. Thus, the time spent on childcare for workers in Hong Kong should be less than their counterparts in foreign countries. Moreover, it is not unusual that a typical family in Hong Kong may employ a foreign domestic helper to perform household duties. According to Immigration Department of Hong Kong SAR, Foreign Domestic Helpers (FDHs) population in Hong Kong is 285,681 at the end of 2010 and they make up approximately 3% of the population of Hong Kong. Housemaids perform various household duties such as cooking, cleaning and washing serving. Besides, they help taking care of children and providing primary childcare. Therefore, they could relieve some burden of household responsibilities of the breadwinners. This phenomenon could explain why fewer employees in local construction industry experience the work-to-family conflict.

However, it is not common for an average American or British family to have a domestic helper. As a consequence, there is no other person to assist in performing the household activities. The employees and their spouses have to take the fully responsibility in satisfying all household needs.

For the fact that there is an increase in dual-earner couples and in the foreign countries, it is not surprising that there has been growing social concern about balancing work and family. It is due to dual-earner couples always having difficulties in balancing work and family time as the reasons mentioned above.
**Hypothesis 2**

The difference between the factors triggering employee turnover in construction industry in Hong Kong and that in foreign countries could be explained by the different household responsibilities taken by them. Generally, employees in foreign countries have to spend more time to perform household duties than local employees. Then, they encounter the difficulties in balancing work and life. However, local employees have fewer household responsibilities. Therefore, work-to-life conflict is not a contributing factor triggering their turnover. Figure 2.2 shows the impacts of household duties on work-to-life conflict of local employees.

![Diagram](image)

Figure 2.2 The impacts of household duties on work-to-life conflict
2.4.2 Leisure and Work

It is important to distinguish what kinds of activities should be considered as “leisure activities.” It is generally accepted that market work is not considered as leisure, even though some people enjoy their work.

Mark and Erik (2007) defined market work into two categories, “core” market work and “total” market work. “Core” market work is the time spent on working in the market sector, which includes the time spent on working at home. “Total” market work is the “core” market work plus the time spent on travelling to and from work, and also the time spent on ancillary work activities, like the time spent on having lunch during work.

Apart from the market work, household activities are also not categorized as leisure activities. Reid (1934) defined household production as unpaid activities which might be replaced by market goods or paid services. The paid service can be delegated to someone outside the household group. According to this definition, a home activity should be classified as home production rather than leisure. Activities like cooking, cleaning and childcare are categorized as home production rather than leisure.

Valerie and Neville (2009) classified activities by the enjoyment gained from the activity. For instance, time spent in formal education which lead to a degree is non-leisure, while time spent in classes for personal enrichment is classified as leisure. They found that leisure time has increased by ten per cent in US during the last century.
Mark and Erik (2007) suggested that activities such as talking to and playing with children are high enjoyment activities. From the definition above, these activities are classified as leisure. However, other childcare activities are classified as home production. Activities such as sleeping, eating, and bathing are counted as personal care time but not leisure time. Further, leisure is defined as the remaining time after subtracting time spent in non-leisure activities, which include home production time and personal care time.

Based on above definition, Mark and Erik (2007) identified that leisure time has increased significantly in the United States during the last four decades. It is found that leisure has increased by 7.9 hours per week on average for men between 1965 and 2003. These increases in leisure are extremely large. Greenwood et al. (2008) also found that leisure time has increased considerably over the last century.

Robinson and Godbey (1997) maintained that leisure time is increasing. They challenged many commonly held beliefs about how everyday life is changing. For instance, they claimed that parents are not spending less time with their children and Americans are not spending less time on sleeping, eating, or religious activities.

According to American Time Use Survey (ATUS), American people spent average five hours per day to have leisure and sports activities, such as watching TV, socializing, or doing exercises. The activity that occupied most of the leisure time was watching TV, which accounted for over half of leisure time. On an average day, they also spent 19 minutes to participate in sports, exercise, or recreation. Table 2.3 shows the leisure time on an average day of American people.
Table 2.3 Leisure time on average day of American people

According to the Work Life Balance Survey of the Hong Kong Working Population in 2008, which interviewed full-time workers in Hong Kong, respondents were asked about the time spent on personal activities away from work, such as meeting friends and leisure activities like doing exercises. It is found that about ten per cent of the respondents did not participate in any leisure activities at all in the previous month. For those who did some leisure activities in the previous month, about one-third of them spent less than one hour per day, while over one quarter spent one to two hours per day. Based on these statistics, having leisure activities are luxuries to most full-time workers in Hong Kong. The majority of Hong Kong workers did not have enough time to have leisure activities. However, only 28% of them encountered difficulties in balancing work and life. In particular, 9% of them did not experience any work-to-life conflict at all.
There is a large difference in the time spent on leisure activities of workers in United States and that in Hong Kong. It is found that American workers generally spend much more time on leisure activities than Hong Kong workers. Even though Hong Kong workers spend only little time on leisure activities, they do not think there is unbalance between work and life. However, the leisure time of American people has been increasing over the last century, as mentioned above.
**Hypothesis 3**

The difference between the factors triggering employee turnover in construction industry in Hong Kong and that in foreign countries could be explained by their different living habit. Construction practitioners in foreign countries thought that work-to-life conflict is a significant triggering factor for their voluntary turnover while their counterparts in Hong Kong do not regard it as an important factor. It might be due to their different attitudes towards leisure activities. Employees in construction industry in foreign countries consider the leisure activities are essential parts of their daily lives. However, local construction practitioners may think that having leisure activities are optional in their daily lives. Thus, they do not think there is unbalance between their work and life. Figure 2.3 shows the impacts of leisure activities on work-to-life conflict of local construction practitioners.

Figure 2.3 The impacts of leisure activities on work-to-life conflict
2.5 Overview

Based on the literature reviews of the triggering factors of employee voluntary turnover in Hong Kong and in foreign countries, three major hypotheses have been set up to explain the differences.

**Hypothesis 1**
Employees in Hong Kong construction industry have high love level in money. When employees have high love level in money, they are more sensitive to others’ pay and perceive inequality, which leads to low pay-satisfaction and thus the turnover intention. Besides, when employees have high love level in money, they have a higher expectation in their incomes and leads to a large gap between expectation and reality, which leads to low pay-satisfaction and then leads to turnover intention.

**Hypothesis 2**
Employees in Hong Kong construction industry have fewer household responsibilities than those in foreign countries. Therefore, they encounter fewer difficulties in balancing work and family time. Thus, balancing work and life is not a challenge for them. It is one of the reasons that local construction practitioners do not regard work-to-life conflict as the significant factor for their voluntary turnover.

**Hypothesis 3**
Employees in Hong Kong construction industry think that having leisure activities are optional in their daily lives. They do not encounter work-to-life conflict even if they have little time for leisure activities. This is one of the reasons that local construction practitioners do not regard work-to-life conflict as the significant factor for their voluntary turnover.
The first hypothesis can explain why “pay related issue” is the most important triggering factor for local employee turnover. And the second and third hypotheses can explain why local employees do not regard work-to-life conflict as the reason for leaving their current company.

Figure 2.4 shows the model summarizes the factors contributing to voluntary turnover.

![Diagram of factors contributing to voluntary turnover]

Figure 2.4 Model showing factors contributing to voluntary turnover
CHAPTER 3 - RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The purpose of this chapter is to describe the methodology used to collect the data. Both quantitative and qualitative approaches are used for this project.

First, a quantitative survey (phase one) is adopted. A set of questionnaire is designed and is distributed to the frontline managers in Main Contractors of Hong Kong Construction Industry to find out the most important single triggering factor for their voluntary turnover.

If the finding of the survey is consistence with the previous study (Leung, 2009) which suggested the “pay-related issue” is the most important single triggering factor for employee turnover, then qualitative interviews (phase two) will be initiated. The purpose of the follow up interview is for the testing of the hypotheses set up in Chapter 2 Literature Review.

After the three hypotheses are checked and verified, semi-structured interviews with the senior managements of the construction firms (phase three) will be adopted. This phase is adopted for the validation of findings in follow-up interview (phase two).

This chapter covers the scope and detailed design of questionnaire survey and the two phases of semi-structured interviews.
3.2 Scope of Survey

**Questionnaire Survey (Phase One)**

The questionnaire survey only covers foremen, supervisors, or equal frontline managers in Main Contractors of the local building and construction industry. Only those who moved their jobs voluntarily in the past five years are chosen as eligible respondents.

**Follow-up Interviews (Phase Two)**

Only the respondents who participated in the questionnaire survey and elected “pay related issue as the most important single triggering factor are chosen to participate into the follow up interviews.

**Semi-Structured Interviews (Phase Three)**

The interview is conducted with two senior managements in local construction firms. The identified interviewees are those who familiar with human resource issue in the local construction industry.
3.3 Details of Questionnaire Design (Phase One)

In Phase One, a quantitative survey is conducted. The aim of the questionnaire is to confirm if “pay-related issue” is still the most important single triggering factor of employee voluntary turnover. The reason for adopting questionnaire survey was that the identification of the triggering factor required empirical and quantitative supports. Therefore, the questionnaire should be the most suitable approach.

3.3.1 Sampling Technique

Snowball sampling was used to collect data. This sampling technique is a non-probability sampling technique which is often used in hidden populations which are difficult for researchers to access. Since the scope of the survey is the frontline managers of Main Contractors in the local construction industry, it is difficult to find enough eligible respondents to participate in the survey. Therefore, this technique was adopted in order to build up the enough sample size, even though it would take much more time to collect the required data.

Initially, about ten people who met the criteria of the study were identified and were surveyed. Then, they were asked to recommend another group of people who were also qualified to conduct the survey. The process was repeated until enough questionnaires were gathered for survey.

The sample group grows like a rolling snowball, with more and more people participate in the survey. However, snowball samples are subject to numerous biases as the sample members are not selected from a sampling frame.
3.3.2 Design of Questionnaire

Twenty nine triggering factors for the voluntary turnover of the frontline managers were identified at the previous study by Leung (2009).

Literature review of previous study led to the addition of one triggering factor (Triggering No.8: Not being respected by the management – Suggestions were largely ignored by the company). The thirty triggering factors are divided into three categories, which are Organization, External Environment and Individual.

The questionnaire consists two parts: Part A and Part B. Part A is for the collection of personal information of respondents. Questions like gender, age and marital status are set. The last question of Part A is to see whether the respondent moved the job voluntarily in the past five years. If the answer is affirmative, the respondent is required to complete Part B based on the situation of the last time he moved the job voluntarily. If the answer is negative, the questionnaire survey is ended.

Part B is for the collection of reasons triggering the respondent moved the job voluntarily last time. This part provides thirty triggering factors for respondents to choose. First, the respondent is asked to choose five most appropriate descriptors for the reasons triggering his leave out of the thirty given reasons. Then, the respondent is required to choose the most important single factor from the five elected factors.

All questions set in the questionnaire survey only require the respondents to fill in number or put a TICK in the space provided. Therefore, it should be easily read and completed by respondents. The specimen of questionnaire is attached in Appendix A.
3.3.3 Pilot Test

Pilot testing is a trial run of the survey for the purpose of verifying that the questionnaire itself is well-compiled. It can also catch potential problems before issuing the questionnaire out for survey.

The questionnaire was piloted with four university students who were studying Building Engineering field. Their participation can check whether the questionnaire is defect free. Apart from the mistakes, pilot study also helps to identify the need of modification of the wording in questions and instructions.

After the suggested pilot study, a few problems have addressed. Some of the comments given by participants have been incorporated in the questionnaire in order to make the questionnaire more comprehensive to the respondents.

3.3.4 Administering of Questionnaire Survey (Distribution and Collection)

Questionnaires were sent out personally to friends and relatives who are working in the local construction industry and via them to distribute questionnaires to their colleagues. Then, via these colleagues, questionnaires were also distributed to their friends who are also working in the local construction industry.

The questionnaires were distributed to relatives and friends on 7th November, 2011 and all the questionnaires were received before 30th December, 2011. Total number of questionnaire collected was ninety-five.
3.4 Details of Follow-up Interviews (Phase Two)

In Phase Two, a qualitative survey is conducted to verify the hypotheses that set up in Chapter 2 Literature Review. For this purpose, semi-structured interview was the most suitable method as this qualitative method can be used for hypotheses-testing. A set of semi-structured questions is designed centering on the three hypotheses. By evaluating the result of findings, the three hypotheses set up can be tested and verified.

3.4.1 Selection of Interviewees

As mentioned before, only the respondents who participated in the questionnaire survey and chose the “pay-related issue” as the most important single triggering factor for their voluntary turnover would be chosen to participate in the follow-up interviews. The “pay-related issue” includes Triggering Factor No. 4 “Insufficient pay/under pay” and Triggering Factor No. 21 “Left for better pay elsewhere”.

3.4.2 Ways to Conduct Interviews

The interviews were conducted one-to-one on telephone. Respondents who participated in the questionnaire survey and chose the “pay-related issue” as the most important single triggering factor were phoned individually. They were asked whether they were willing to participate in the interview survey. If they agreed to conduct the interview, then they would be asked a set of semi-structured questions.
3.4.3 Design of Interview Guide

As described in the Chapter 2 Literature Review, three hypotheses were set up to explain the difference of triggering factors of employee voluntary turnover found in Hong Kong and that in foreign countries. The hypotheses that set up are as followed:

Hypothesis 1
Employees in Hong Kong construction industry have high love level in money. When employees have high love level in money, they are more sensitive to others’ pay and perceive inequality, which leads to low pay-satisfaction and thus the turnover intention. Besides, when employees have high love level in money, they have a higher expectation in their incomes and leads to a large gap between expectation and reality, which leads to low pay-satisfaction and then leads to turnover intention.

Hypothesis 2
Employees in Hong Kong construction industry have fewer household responsibilities than those in foreign countries. Therefore, they encounter fewer difficulties in balancing work and family time. Thus, balancing work and life is not a challenge for them. It is one of the reasons that local employees do not regard work-to-life conflict as the significant factor for their voluntary turnover.

Hypothesis 3
Employees in Hong Kong construction industry think that having leisure activities are optional in their daily lives. They do not encounter work-to-life conflict even if they have little time for leisure activities. This is one of the reasons that local employees do not regard work-to-life conflict as the significant factor for their voluntary turnover.
In order to verify the above three hypotheses, semi-structured interviews are conducted. The main advantage of a semi-structured interview is its flexibility. New questions could be brought during the process of interview which depends on the answers of the interviewees. Then, some specific issue could be discussed through this two-way communication. Besides, the information obtained from the semi-structured interviews is not limited to the answer of question but also the reasons for the answer. Therefore, more in-depth information could be explored.

An interview guide is designed for the survey. It only provides a framework for the interview. Not all questions are designed in advance. Some questions are created during process of interview. A specimen of interview guide is attached in Appendix B.

In the interview guide, there is a combined set of open-ended and close-ended questions.

The main advantage of open-ended question is that interviewees can answer the question freely without fixed answer. The interviewees are welcomed to share their opinions on the question in their own words. They are also encouraged to explain their answers with few sentences so that the researcher can have a better understanding of interviewees’ accurate attitudes towards an issue.

Unlike open-ended question, close-ended question has a limitation on the answers given by interviewees. The interviewees are required to answer the question from a pre-existing set of answers, like yes/no or fill in some number. This type of question focuses on some specific information of interviewees.
The adoption of close-ended questions in this survey is for the testing of sub-hypotheses. Since the hypotheses mentioned above require some sub-hypotheses for support, the sub-hypotheses are being tested prior the major hypotheses are tested. Close-ended questions, like the percentage of salary increase, require the interviewees to give the appropriate number.

The survey consists two parts, Part A and Part B. Part A is about the pay related issue and Part B is about the work-to-life balance.

Questions in Part A are set up to test the first hypothesis. First, some close-ended questions are set up to collect some background information of the situation of interviewees’ voluntary turnover last time and to test the “pay discrepancy model”. After that, a combined set of open-ended and close-ended questions is asked to test the “equity model” and the love of money of the interviewees.

Questions in Part B are set up to test the second and third hypotheses. First, the second hypothesis is tested. Some close-ended questions are set up to collect information about the household responsibilities of the interviewees. Then, the third hypothesis is tested. Some other close-ended questions are set up to collect some information about the leisure time of the interviewees. After the second and third hypotheses are tested, a combined set of open-ended and close-ended questions is set up to collect more in-depth information about the situation of work-to-life conflict encountered by the interviewees.
3.4.4 Pilot Test

Before conducting actual interview, pilot test is conducted to ensure the set of questions is well-compiled. Pilot test can help to check whether questions are easily understood and answerable by the interviewees. It can ensure that an appropriate range of responses can be given by the interviewees. The pilot test indicates if and where revisions need to be made.

The pilot test was conducted with two university students who were studying Building Engineering field. After the trial run of the interview questions, some wordings of the question were changed in order to give the interviewees a better understanding of the questions.
3.5 Details of the Semi-Structured Interviews (Phase Three)

Since the sample size of the follow-up interview (phase two) is only 18 which is quite small, two semi-structured interviews are conducted with the senior managements of the construction firms in order to validate the findings in the follow-up interviews.

3.5.1 Selection of Interviewees

Two semi-structured interviews are conducted in this stage. The first interview is conducted with Mr. Arthur Cheng, a director of Hip Hing Construction Group. He has long been involved in managing the personnel department and related issues. The second interview is conducted with Mr. Derrick Pang, Deputy Chairman of Chun Wo Development Holdings Ltd. He is also the Deputy Honorary Secretary of the Hong Kong Construction Association. He is familiar with the human resource issue in the local construction industry.

3.5.2 Ways to Conduct Interviews

The first interview is conducted one-to-one on phone on 5th March, 2012. And the second interview is conducted face-to-face at the head office of Chun Wo Development Holdings Ltd on 14th March, 2012.
3.5.3 Design of Interview Guide

After the follow-up interviews are conducted, some irregularities are observed and identified. Since the sample size of the follow-up interviews is quite small, two semi-structured interviews are conducted to validate the results from the follow-up interviews. Also, preliminary investigation can be carried out by discussing the observed irregularities with the two senior managements.

Three open-ended questions are set up in the interview guide. The interview guide gives a frame and direction for the discussion. The sample of the interview guide is attached in Appendix C.

In this semi-structured interview, the questions set up just provide the scope for interviewees to discuss. They are free to share their opinions and points of view regarding the topic.
CHAPTER 4 - RESULTS, ANALYSES AND FINDINGS OF QUESTIONNAIRE SURVEY

4.1 Introduction

The purpose of this chapter is to describe and analyze the data collected from the questionnaire survey. First, the method for collecting data is stated. Second, the general information of respondents is presented. Then, by coding and analyzing the data collected from the questionnaire, the important triggering factors and the most important single triggering factor for employee voluntary turnover are identified.

4.2 Data Collection

As mentioned in Chapter 3, hardcopies of questionnaires were distributed personally to relatives and friends who are working as frontline managers in local construction industry. Then, they were asked to distribute those hardcopies of questionnaires to their colleagues and friends who are also the frontline managers in the local construction industry.

The questionnaires were distributed to relatives and friends on 7th November, 2011 and all the questionnaires were received on or before 30th December, 2011. Total number of questionnaire collected was ninety-five.
4.3 Collected Data

Total number of respondents was ninety-five. As the survey was about the triggering factors for employee voluntary turnover, only the respondents who moved the job voluntarily in the past five years were eligible for the survey. After filtering the collected ninety-five copies of questionnaire, only the returns of 50.526% of the respondents (n=48) were considered as valid.

Figure 4.1 Numbers of Eligible Respondents
4.3.1 Personal Particulars of Respondents

This part covers the general information of the respondents, which is summarized in the following categories:

1. Gender
2. Age
3. Highest level of education completed
4. Working experience in construction industry
5. Experience of being frontline managers
6. Number of companies served in the past five years (including the current company)
7. Marital Status
4.3.1.1 Gender

100% (n=48) of respondents were male.

![Gender Chart](image)

Figure 4.2 Genders of Respondents

4.3.1.2 Age

29.167% (n=14) of respondents were in the age range 21 – 30; 33.333% (n=16) of respondents were in the age range 31 – 40; 31.250% (n=15) of respondents were in the age range 41 – 50; 6.250% (n=3) of respondents were in the age range >50.

![Age Chart](image)

Figure 4.3 Age Range of Respondents
4.3.1.3 Highest Level of Education Completed

18.750% (n=9) of respondents were below Form 5 level; 16.667% (n=8) of respondents were of Form 5 level; 2.083% (n=1) of respondent was of Form 6/7 level; 35.417% (n=17) of respondents were of Certificate or Diploma level; 16.667% (n=8) of respondents were of Higher Certificate or Higher Diploma level; 10.417% (n=5) of respondents were of Associate’s Degree level.

Figure 4.4 Highest Level of Education Completed by Respondents
4.3.1.4 Working Experience in Construction Industry

14.583% (n=7) of respondents had less than or equal to 5 years of working experience; 12.500% (n=6) of respondents had 6 to 10 years of working experience; 25.000% (n=12) of respondents had 11 to 15 years of working experience; 29.167% (n=14) of respondents had 16 to 20 years of working experience; 18.750% (n=9) of respondents had more than 20 years of working experience.

Figure 4.5 Working Experience in Construction Industry
4.3.1.5 Experience of being frontline managers

20.833% (n=10) of respondents had been frontline managers for 5 years or less; 27.083% (n=13) of respondents had been frontline managers for 6 to 10 years; 33.333% (n=16) of respondents had been frontline managers for 11 to 15 years; 16.667% (n=8) of respondents had been frontline managers for 16 to 20 years; 2.083% (n=1) of respondent had been frontline manager for more than 20 years.

Figure 4.6 Year(s) of Being Frontline Managers
4.3.1.6 Number of Companies Served in the Past Five Years

70.833% (n=34) of respondents served 2 companies in the past five years; 18.750% (n=9) of respondents served 3 companies in the past five years; 10.417% (n=5) of respondents served more than 3 companies in the past five years.

![Number of Companies Served in the Past Five Years](image)

Figure 4.7 Number of Companies Served in the Past Five Years

4.3.1.7 Marital Status

60.417% (n=29) of respondents had married; 39.583% (n=19) of respondents had never married.

![Marital Status](image)

Figure 4.8 Marital Status of Respondents
4.3.2 Reasons for Leaving

The respondents were asked to complete this part based on the situation of the last time they moved their job voluntarily. First of all, they were asked to choose five most appropriate descriptors for the reasons triggering their leave out of the thirty given factors. Then, they were asked to choose the most important single factor from the five elected factors. Table 4.1 shows the results from the 48 respondents.

<table>
<thead>
<tr>
<th>No</th>
<th>The triggering Factors</th>
<th>The five elected factors frequency</th>
<th>Percentage</th>
<th>The most important single factor frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Factors related to the Organization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Lack of work variety</td>
<td>0</td>
<td>0.000%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>2</td>
<td>Left for more interesting work elsewhere</td>
<td>0</td>
<td>0.000%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>3</td>
<td>Excessive work demands, always overloaded</td>
<td>3</td>
<td>1.250%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>4</td>
<td>Insufficient pay/ under pay</td>
<td>48</td>
<td>20.000%</td>
<td>19</td>
<td>39.583%</td>
</tr>
<tr>
<td>5</td>
<td>The benefits provided is inadequate</td>
<td>12</td>
<td>5.000%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>6</td>
<td>Lack of authority to carry out the work</td>
<td>6</td>
<td>2.500%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>7</td>
<td>Insufficient consultation from management</td>
<td>5</td>
<td>2.083%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>8</td>
<td>Not being respected by management – Suggestions were largely ignored by company</td>
<td>17</td>
<td>7.083%</td>
<td>1</td>
<td>2.083%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
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<td>-----------------------------------------------------------------</td>
<td>-----</td>
<td>------------------</td>
<td>-----</td>
<td>------------------</td>
</tr>
<tr>
<td>9</td>
<td>Little recognition of merits/ performance</td>
<td>5</td>
<td>2.083%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>10</td>
<td>Poor relationship and unhappy with coworker</td>
<td>5</td>
<td>2.083%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>11</td>
<td>Poor relationship with the management</td>
<td>9</td>
<td>3.750%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>12</td>
<td>Lack of formal communication with manager (e.g. conference or meeting)</td>
<td>0</td>
<td>0.000%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>13</td>
<td>Lack of informal communication with manager (e.g. discussion or chatting)</td>
<td>0</td>
<td>0.000%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>14</td>
<td>Lack of information about the operation of organization and/or personnel policies</td>
<td>1</td>
<td>0.417%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>15</td>
<td>The manager is unwilling to help the job-related problems</td>
<td>1</td>
<td>0.417%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>16</td>
<td>Inadequate resources to support work execution</td>
<td>0</td>
<td>0.000%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>17</td>
<td>The working condition is dangerous and unhealthy</td>
<td>4</td>
<td>1.667%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>18</td>
<td>Lack of Training</td>
<td>3</td>
<td>1.250%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>19</td>
<td>Lack of promotional opportunities</td>
<td>22</td>
<td>9.167%</td>
<td>5</td>
<td>10.417%</td>
</tr>
<tr>
<td>20</td>
<td>Left to obtain better balance between job and personal life away from work i.e. to make time for other things in life, for examples: family, friends, studying, hobbies, etc.</td>
<td>4</td>
<td>1.667%</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td>Factors related to the External Environment</td>
<td>Count</td>
<td>Percentage</td>
<td>Count</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------</td>
<td>------------</td>
<td>-------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Left for better pay elsewhere</td>
<td>25</td>
<td>10.417%</td>
<td>10</td>
<td>20.833%</td>
<td></td>
</tr>
<tr>
<td>Left for promotion elsewhere</td>
<td>17</td>
<td>7.083%</td>
<td>5</td>
<td>10.417%</td>
<td></td>
</tr>
<tr>
<td>Left for better fringe benefits</td>
<td>17</td>
<td>7.083%</td>
<td>2</td>
<td>4.167%</td>
<td></td>
</tr>
<tr>
<td>Left for better job security</td>
<td>1</td>
<td>0.417%</td>
<td>0</td>
<td>0.000%</td>
<td></td>
</tr>
<tr>
<td>Left for resuming working relations with acquaintance</td>
<td>0</td>
<td>0.000%</td>
<td>0</td>
<td>0.000%</td>
<td></td>
</tr>
<tr>
<td>Left because of long transportation time/distance to work</td>
<td>9</td>
<td>3.750%</td>
<td>0</td>
<td>0.000%</td>
<td></td>
</tr>
<tr>
<td>Factors related to the Individual</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anxiety to reduce workload due to aging, tiredness, etc.</td>
<td>7</td>
<td>2.917%</td>
<td>0</td>
<td>0.000%</td>
<td></td>
</tr>
<tr>
<td>Aspirations for change</td>
<td>5</td>
<td>2.083%</td>
<td>1</td>
<td>2.083%</td>
<td></td>
</tr>
<tr>
<td>Job experience enrichment</td>
<td>14</td>
<td>5.833%</td>
<td>5</td>
<td>10.417%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>240</td>
<td>100.000%</td>
<td>48</td>
<td>100.000%</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.1 The five elected factors and the most important single factor
4.4 Result, Analyses and Findings

4.4.1 The Mostly Picked Five Elected Factors

Table 4.2 and Figure 4.9 summarize the triggering factors elected by the respondents in the descending order of frequency.

From Table 4.2, the frequency of the triggering factor no. 4 (Insufficient pay/under pay) is the highest (n= 48) and counts for 20%. This means all eligible respondents had chosen this factor for the reasons triggering their leave. All of them thought that there was insufficient pay or they were under pay in the old companies and it was one of the triggering factors for their voluntary turnover. It is followed by the triggering factor no.21 (Left for better pay elsewhere), which counts for 10.4%. Both of the two factors are pay-related issue. Assuming that all the five elected factors bear equal weight, it implies that a total of 30.4% of the drives for the respondents to quit from their old companies were due to “not satisfied with the pay there and they wanted to have salary increase by moving jobs”.

Besides, 9.2% of respondents left the old companies partially because there was a lack of promotional opportunities (Triggering Factor No. 19). And 7% of respondents left for promotion elsewhere (Triggering Factor No. 22). Together there were about 16% of respondents elected the promotion-related issue as one of the causative factors triggering their voluntary turnover.
Apart from the pay and promotion related reasons, benefit-related issue is also a significant contributing factor. About 7% of respondents left partially due to the new companies offer better fringe benefits (Triggering Factor No. 23). And 5% of respondents left because the benefits provided by the old companies were inadequate. There is in total about 12% of respondents thought that benefit-related issue was one of the factors triggering their leave.

<table>
<thead>
<tr>
<th>No.</th>
<th>Triggering Factors</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Insufficient pay/under pay</td>
<td>48</td>
<td>20.000%</td>
</tr>
<tr>
<td>21</td>
<td>Left for better pay elsewhere</td>
<td>25</td>
<td>10.417%</td>
</tr>
<tr>
<td>19</td>
<td>Lack of promotional opportunities</td>
<td>22</td>
<td>9.167%</td>
</tr>
<tr>
<td>22</td>
<td>Left for promotion elsewhere</td>
<td>17</td>
<td>7.083%</td>
</tr>
<tr>
<td>8</td>
<td>Not being respected by management – Suggestions were largely ignored by company</td>
<td>17</td>
<td>7.083%</td>
</tr>
<tr>
<td>23</td>
<td>Left for better fringe benefits</td>
<td>17</td>
<td>7.083%</td>
</tr>
<tr>
<td>29</td>
<td>Job experience enrichment</td>
<td>14</td>
<td>5.833%</td>
</tr>
<tr>
<td>5</td>
<td>The benefits provided is inadequate</td>
<td>12</td>
<td>5.000%</td>
</tr>
<tr>
<td>11</td>
<td>Poor relationship with the management</td>
<td>9</td>
<td>3.750%</td>
</tr>
<tr>
<td>26</td>
<td>Left because of long transportation time/distance to work</td>
<td>9</td>
<td>3.750%</td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>50</td>
<td>20.833%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>240</td>
<td>100.000%</td>
</tr>
</tbody>
</table>

Table 4.2 The Mostly Picked Five Elected Factors
Figure 4.9 The Mostly Picked Five Elected Factors
4.4.2 The Most Important Single Factor

Table 4.3 and Figure 4.10 summarize the most important single factor chosen by the respondents in the descending order of frequency.

From Table 4.3, it is observed that the pay-related issue is the dominant factor triggering the respondents’ leave. About 40% of respondents left their old companies because there were insufficient pay or they were under pay (Triggering Factor No. 4). Also, about 21% of respondents left for better pay elsewhere (Triggering Factor No. 21). Together about 61% of respondents thought that the pay related reason was the most important factor triggering their turnover.

Moreover, the promotion-related issue is also an important single factor triggering their leave. About 10% of respondents thought that there was a lack of promotional opportunities (Triggering Factor No. 19) in their old companies and same proportion of respondents left for promotion elsewhere (Triggering Factor No. 22). There is in total about 21% of respondents thought that promotion related issue was the most important single factor triggering their turnover.

Furthermore, about 10% of respondents left their old companies because they wanted to enrich their job experience (Triggering Factor No. 29). It is a factor related to the individual. They thought that job experience enrichment was the most important single factor triggering their turnover.
<table>
<thead>
<tr>
<th>No.</th>
<th>Triggering Factors</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Insufficient pay/under pay</td>
<td>19</td>
<td>39.583%</td>
</tr>
<tr>
<td>21</td>
<td>Left for better pay elsewhere</td>
<td>10</td>
<td>20.833%</td>
</tr>
<tr>
<td>19</td>
<td>Lack of promotional opportunities</td>
<td>5</td>
<td>10.417%</td>
</tr>
<tr>
<td>22</td>
<td>Left for promotion elsewhere</td>
<td>5</td>
<td>10.417%</td>
</tr>
<tr>
<td>29</td>
<td>Job experience enrichment</td>
<td>5</td>
<td>10.417%</td>
</tr>
<tr>
<td>23</td>
<td>Left for better fringe benefits</td>
<td>2</td>
<td>4.167%</td>
</tr>
<tr>
<td>8</td>
<td>Not being respected by management – Suggestions were largely ignored by company</td>
<td>1</td>
<td>2.083%</td>
</tr>
<tr>
<td>28</td>
<td>Aspirations for a change</td>
<td>1</td>
<td>2.083%</td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>0</td>
<td>0.000%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>48</td>
<td>100.000%</td>
</tr>
</tbody>
</table>

Table 4.3 The Most Important Single Factor

![The Most Important Single Triggering Factor](image)

Figure 4.10 The Most Important Single Factor
4.4.3 The Major Findings

Pay and promotion related factors were the key driving forces for the voluntary turnover of frontline managers in local construction industry. Together these two dominant forces counted for 47% in the five elected factors and 82% in the most important single factor. Comparing to the findings of Leung (2009), the results are similar. Leung (2009) also identified that the pay and promotion related factors are the key triggering factors for the voluntary turnover.

It is not hard to believe that an employee would have higher pay when he promotes to a higher position. It is a general phenomenon that promotion is accomplished by salary increase. Therefore, the promotion related factors have a connection with the pay related factors. It could be concluded that pay related factors are key triggering factors for voluntary turnover.

Furthermore, it is observed that there is a high turnover rate of frontline managers in local construction industry. Referring to Figure 4.1, there were over half of the respondents (50.526%) moved the job voluntarily in the past five years. The turnover rate is considered as high. According to the similar research which conducted three years ago (Leung, 2009), there were also over half of the respondents (53.409%) moved the job voluntarily in the past five years. It can be seen that the situation has not improved during the past three years. However, high turnover rate causes damages to the construction company in terms of cost and operating efficiency. It is essential to know whether the employers are ignorant about the situation. This problem will be further discussed in detail in Chapter 6 by conducting semi-structured interviews with two senior managements in local construction firms.
4.5 Overview

From the analysis of data collected through the survey, the triggering factors for the voluntary turnover of the local frontline managers are identified. The pay and promotion related issues are the main reasons for their leave.

Moreover, the pay related issue is the dominate factor triggering their leave. A large proportion of respondents considered the pay-related issue as the most important single factor triggering their leave.

Since the finding of the survey is consistence with the previous study (Leung, 2009) which also suggested the “pay-related issue” is the most important single triggering factor for employee turnover, the follow up interviews are initiated to see whether local frontline managers have high love level in money. The results and findings of the interviews will be discussed in Chapter 5.
CHAPTER 5 - EVALUATION OF FINDINGS OF THE
SEMI-STRUCTURED INTERVIEW

5.1 Introduction

Since the pay related issue is found to be the most important single factor for the voluntary turnover of the respondents of the questionnaire survey in Chapter 4, follow-up interviews are initiated. This chapter is to analyze the data collected from the semi-structured interviews. First, the method for collecting data is stated. Then, the data collected from the interviews will be discussed. After that, the observed irregularities will be presented and discussed.

5.2 Data Collection

As discussed in Chapter 3, semi-structured interviews were adopted to collect the required data. The interviews were conducted one-on-one via telephone. Interviewees were selected from respondents who had participated in the questionnaire survey. Only those respondents who elected “pay related issue” as the most important single factor for their voluntary turnover would be interviewed.

The interviews were conducted between 11st February, 2012 and 18th February, 2012. A total of eighteen interviews were successfully conducted.
5.3 Result Analysis

5.3.1 Pay Related Issue

**Question A1**

This question asked the interviewee to state the approximate percentage of salary increase when he moved his job last time. The responded figures of 18 interviewees are shown in Table 5.1.

From Table 5.1, it is clear that all interviewees (n=18) had a salary increase of 20% or more. Indeed, it is anything between 20% and 100%. The difference between their previous salary and the new salary can be considered as big to huge. Given the magnitude of the salary increase, the temptation for moving jobs must be big.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage of salary increase (approximately)</strong></td>
<td>50%</td>
<td>30%</td>
<td>40%</td>
<td>40%</td>
<td>80%</td>
<td>30%</td>
<td>20%</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td>Interviewee</td>
<td>10</td>
<td>11</td>
<td>12</td>
<td>13</td>
<td>14</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td><strong>Percentage of salary increase (approximately)</strong></td>
<td>40%</td>
<td>50%</td>
<td>30%</td>
<td>100%</td>
<td>60%</td>
<td>40%</td>
<td>30%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 5.1 Percentage of Salary Increase (Approximate Figure)
**Question A2**

This question asked the interviewee if he satisfied with the percentage of salary increase when he moved his job voluntarily last time. All interviewees (n=18) expressed that they were either satisfied or quite satisfied with the percentage of salary increase.

**Follow-up Question on Question A2**

Then the interviewee was asked if he was satisfied with the previous salary at the time he moved his job. The results of 18 interviewees are summarized in Table 5.2 and Figure 5.1.

From Table 5.2, only one of the interviewees (Interviewee 13) was satisfied with the previous salary at the time he moved his job. He further explained that he actually quite satisfied with the previous salary. Yet, since there was a job of better pay elsewhere so he moved his job voluntarily. The other seventeen of interviewees (n=17) expressed that they were not satisfied or not quite satisfied with their previous salaries.

For the fact that the majority of the interviewees were not satisfied with the previous salary and the difference between the previous salary and the new salary is big to huge, it can be concluded that a large gap between the expected salary and the actual pay existed at the time when the interviewees moved their jobs voluntarily.
Table 5.2 Satisfied with the Previous Salary?

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied or not?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

Interviewee | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied or not?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

Figure 5.1 Satisfied with the Previous Salary?

Are you satisfied with your previous salary?

Yes, 1 (6%)

No, 17 (94%)
Discussion and Consolidation of Question A1 & A2

From the results of Questions A1 & A2, the flow chart in Figure 5.2 can be set up to explain the dynamics of the pay related issues in causing the frontline managers to move their jobs voluntarily.

![Flow Chart](image)

Figure 5.2 The Dynamics of Pay Related Issue

From Figure 5.2, the frontline managers dissatisfy with their current salary. Then, they move their jobs voluntarily. By moving their jobs, they have a salary increase of 20% to 100%. With this big to huge salary increase, they achieve satisfaction with the new salary.
5.3.2 The Importance of Money

**Question A3**

This question asked the interviewee if he considered money was a very important part of his life. All interviewees (n=18) responded that money was a very important part of their lives.

**Follow-up Question on Question A3**

This question asked the interviewee whether he had specific plan for the use of his additional income when he was contemplated to move his job.

If the interviewee said he had a specific plan, then he would be asked to state what the plan was. If the interviewee expressed that there was no specific plan, then he would be asked to state the reason that why he thought money was so important. The specific plans for the use of the additional income and the reasons that money was so important to the interviewees are summarized in Table 5.3.

From Table 5.3, only two of interviewees (Interviewee 10 and 13) had specific plans for the use of the additional income. Interviewee 10 said he planned to buy a new flat so the additional income could help to meet this need. And Interviewee 13 said he planned to get married so the additional income could be spent on the wedding. Although these two interviewees had different specific plans to use the additional income, both of these two plans can be considered as meeting the physiological needs of the interviewees themselves.
From Table 5.3, other interviewees (n=16) had no specific plan for the use of the additional income. They explained that money was very important as the additional income would be used to meet the physiological needs of themselves or their families. Four of them stated that the additional income was used for the daily expenditure of themselves (Interviewee 4, 7, 11 and 16). The remaining twelve of them (n=12) stated that the additional income was used to support the expenditure of their families.
<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Any specific plan</th>
<th>Specific plan for the use of additional income / The reason that you think money is so important</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No</td>
<td>It was just used for the expenditure of my family.</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>It was just used for the expenditure of my family.</td>
</tr>
<tr>
<td>3</td>
<td>No</td>
<td>It was just used for the expenditure of my family.</td>
</tr>
<tr>
<td>4</td>
<td>No</td>
<td>It was just used for the expenditure of my daily life.</td>
</tr>
<tr>
<td>5</td>
<td>No</td>
<td>It was just used for the expenditure of my family.</td>
</tr>
<tr>
<td>6</td>
<td>Yes</td>
<td>It was just used for the expenditure of my family.</td>
</tr>
<tr>
<td>7</td>
<td>No</td>
<td>I just want to give my parents a better quality of life.</td>
</tr>
<tr>
<td>8</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>9</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>10</td>
<td>Yes</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>11</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>12</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>13</td>
<td>Yes</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>14</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>15</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>16</td>
<td>Yes</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>17</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
<tr>
<td>18</td>
<td>No</td>
<td>The salary just meets my daily expenditure.</td>
</tr>
</tbody>
</table>

Table 5.3 Summary on the Use of the Additional Income
**Question A4**

This question asked the interviewee if he felt better with the increased salary. All interviewees (n=18) said that they felt better with the increased salary.

**Follow-up Question on Question A4**

This question asked the interviewee to explain what actually made him feel better. The reasons for feeling better with the increased salary of the interviewees are summarized in Table 5.4.

From Table 5.4, three of the interviewees (Interviewee 2, 6 and 11) said that they felt better because the increased salary could “match predominate market rate”. One of them (Interviewee 8) said that he felt better because he could “regain the output/input balance”. The result shows that these four interviewees perceived inequality at the time they moved their jobs voluntarily.

The remaining interviewees (n=14) said that they felt better because they had “more cash to support the expenditure of themselves and/or their families”. These reasons are related to the physiological needs of the interviewees and their families.

The result shows that the majority of interviewees felt better as the increased salary could help to meet the physiological needs of themselves and their families.
<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Reason for feeling better with increased salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>2</td>
<td>Matching the predominate market rate</td>
</tr>
<tr>
<td>3</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>4</td>
<td>More cash to support my daily expenditure</td>
</tr>
<tr>
<td>5</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>6</td>
<td>Matching the predominate market rate</td>
</tr>
<tr>
<td>7</td>
<td>More cash to support my daily expenditure</td>
</tr>
<tr>
<td>8</td>
<td>Regain the output/input balance</td>
</tr>
<tr>
<td>9</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>10</td>
<td>More cash to meet my need</td>
</tr>
<tr>
<td>11</td>
<td>Matching the predominate market rate</td>
</tr>
<tr>
<td>12</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>13</td>
<td>More cash to meet my need</td>
</tr>
<tr>
<td>14</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>15</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>16</td>
<td>More cash to support my daily expenditure</td>
</tr>
<tr>
<td>17</td>
<td>More cash to support my family</td>
</tr>
<tr>
<td>18</td>
<td>More cash to support my family</td>
</tr>
</tbody>
</table>

Table 5.4 Reasons for Feeling Better with the Increased Salary
Discussion and Consolidation of Questions A3 & A4

From the results of Questions A3 & A4, the model in Figure 5.3 can be built up to explain why money is so important to the frontline managers.

Figure 5.3 Why Money is Important?

From the model in Figure 5.3, it can be seen that the frontline managers need more money in order to cover their own daily expenditures and/or to support their families. It is the reason why they think money is very important part of their lives. They feel better with a big/huge salary increase as it can fulfill their physiological needs.
5.3.3 Work-to-Life Balance – Contribution to Household Duties

**Question B1**

This question asked the interviewee whether he had married. If the answer was yes, then he was asked whether his wife worked in full-time at the time he moved his job. The results are summarized in Table 5.5 and Figure 5.4 & 5.5.

From Figure 5.4, twelve of the interviewees (n=12) had married while six of them (n=6) had not married. From Figure 5.5, among those who had married, nine of them (n=9) said their wives worked in full-time at the time they moved their jobs while three of them (n=3) said their wives did not work in full-time.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<th>7</th>
<th>8</th>
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<tbody>
<tr>
<td>Married</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>The wife</td>
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<td></td>
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<tr>
<td>worked in</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>/</td>
<td>Yes</td>
<td>/</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>full-time</td>
<td></td>
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<th>13</th>
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<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
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</thead>
<tbody>
<tr>
<td>Married</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>The wife</td>
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<tr>
<td>worked in</td>
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<td>/</td>
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<td>Yes</td>
<td>Yes</td>
<td>/</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>full-time</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5.5 Marital Status and Working Status of Interviewees’ Wives
Figure 5.4 Marital Status of Interviewees

- Yes, 12 (67%)
- No, 6 (33%)

Figure 5.5 Working Status of Interviewees’ Wives

- Yes, 9 (75%)
- No, 3 (25%)
Question B2

This question asked the interviewee the number of children aged 18 or below he had. The result is summarized in Table 5.6 and Figure 5.6.

From Figure 5.6, over half of the interviewees (n=10) did not have children aged 18 or below. Two of them (n=2) only had one children aged 18 or below. Besides, four of them (n=4) had two children aged 18 or below while two of them (n=2) had three children aged 18 or below.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
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<tbody>
<tr>
<td>No. of children aged 18 or below</td>
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<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
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<td>13</td>
<td>14</td>
<td>15</td>
<td>16</td>
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<td>18</td>
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<tr>
<td>Number of children aged 18 or below</td>
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<td>2</td>
<td>0</td>
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<td>0</td>
<td>0</td>
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</tbody>
</table>

Table 5.6 Number of Children Aged 18 or Below

![Raising Children Aged 18 or Below](image)
**Question B3**

This question asked the interviewee to state the number of hours per weekday, on average, he spent on performing household duties, like cooking, cleaning and childcare. The number of hours per weekday, on average, that each interviewee spent on performing household duties is summarized in Table 5.7 and Figure 5.7.

From Figure 5.7, it is observed that half of the interviewees (n=9) spent less than 0.5 hours per weekday on performing household duties. For the rest of the interviewees, three of them (n=3) spent around 0.5 hours per weekday on performing those duties, two of them (n=2) spent around one hour, and four of them (n=4) spent around 1.5 hours on it.

<table>
<thead>
<tr>
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<th>2</th>
<th>3</th>
<th>4</th>
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<th>6</th>
<th>7</th>
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<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of hours spent on household duties</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>1</td>
<td>1.5</td>
<td>1.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of hours spent on household duties</td>
<td>1.5</td>
<td>Less than 0.5</td>
<td>1.5</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>1</td>
<td>Less than 0.5</td>
</tr>
</tbody>
</table>

Table 5.7 Number of hours per weekday, on average, spent on performing household duties
Figure 5.7 Number of hours per weekday, on average, spent on performing household duties
Discussion and Consolidation of Questions B1 to B3

The results of the marital status, working status of interviewees’ wives, raising children aged 18 or below and contribution to household duties are summarized in Table 5.8.

From Table 5.8, among twelve of interviewees (n=12) who had married, half of them (n=6) had working wives and children aged 18 or below. But only one of them (Interviewee 8) needed to contribute to some household duties and the level is low (only 1.5 hours). This may indicate that they have support from other family members or domestic helper.

However, in most of the advanced countries like UK and US, people practice the concept of nucleus families and employment of domestic helpers are unpopular among the middle class, not to say the grass-root. Therefore, people in foreign countries seldom have support from other family members or domestic helper. The situation is very different in Hong Kong.
<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<th>7</th>
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<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>The wife worked in full-time</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>/</td>
<td>Yes</td>
<td>/</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>No. of children aged 18 or below</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>No. of hours spent on household duties</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>Less than 0.5</td>
<td>0.5</td>
<td>Less than 1</td>
<td>1</td>
<td>1.5</td>
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</table>

<table>
<thead>
<tr>
<th>Interviewee</th>
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<th>11</th>
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<th>13</th>
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<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>The wife worked in full-time</td>
<td>/</td>
<td>/</td>
<td>No</td>
<td>/</td>
<td>Yes</td>
<td>Yes</td>
<td>/</td>
<td>Yes</td>
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<tr>
<td>No. of children aged 18 or below</td>
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<td>2</td>
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<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>No. of hours spent on household duties</td>
<td>Less than 1.5</td>
<td>0.5</td>
<td>Less than 1.5</td>
<td>0.5</td>
<td>Less than 1.5</td>
<td>0.5</td>
<td>Less than 0.5</td>
<td>0.5</td>
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</tbody>
</table>

Table 5.8 Household Duties – A Contrast of Needs to Contributions
5.3.4 Work-to-Life Balance – Sufficiency of Time for Leisure

**Question B4**

This question asked the interviewee to state the number of hours per weekday on average he spent on leisure activities, like watching TV, meeting friends and doing sports. The number of hours per weekday, on average, that each interviewee spent on leisure activities is summarized in Table 5.9 and Figure 5.8.

From Figure 5.8, four of the interviewees (n=4) spent less than 0.5 hour per weekday on leisure activities and one of them (n=1) spent around 0.5 hour per weekday on it. Two of them (n=2) spent around one hour and an equal number of them (n=2) spent around 1.5 hour. Besides, five of them (n=5) spent around two hours on leisure activities. One of them (n=1) spent around 2.5 hours while the remaining three of them (n=3) spent around three hours on leisure activities.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of hours spent on leisure activities</td>
<td>Less than 0.5</td>
<td>Less than 0.5</td>
<td>1</td>
<td>3</td>
<td>1.5</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0.5</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Interviewee</th>
<th>10</th>
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<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of hours spent on leisure activities</td>
<td>3</td>
<td>3</td>
<td>1.5</td>
<td>2</td>
<td>Less than 0.5</td>
<td>Less than 0.5</td>
<td>2.5</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 5.9 Number of hours per weekday, on average, spent on leisure activities
Figure 5.8 Number of hours per weekday on average spent on leisure activities

**Question B5**

This question asked the interviewee if he agreed that he had sufficient time for his leisure activities. The results are summarized in Table 5.10 and Figure 5.9.

From Table 5.10, only two of them (Interviewee 6 and 18) thought that they did not have sufficient time for their leisure activities. Interviewee 6 expressed that he wanted more time to socialize with friends. Interviewee 18 expressed that he wanted more leisure time so that he could participate in sports. Other interviewees (n=16) agreed that they had sufficient time for their leisure activities.
<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree or not</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>16</th>
<th>17</th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree or not</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Table 5.10 Sufficiency of Time for Leisure Activities

Do you agree that you have sufficient time for your leisure activities?

- Yes, 16 (89%)
- No, 2 (11%)

Figure 5.9 Sufficiency of Time for Leisure Activities
Discussion and Consolidation of Questions B4 & B5

From the results of Question B4 & B5, it is found that the leisure time of frontline managers is ranged from less than 0.5 hours per weekday to 3 hours per weekday. Although they have little time for leisure activities, they think it is sufficient in general. Thus, they would not encounter work-to-life conflicts due to low leisure time. Figure 5.10 shows the impacts of leisure activities on work-to-life conflict of local frontline managers.

![Diagram](image)

**Figure 5.10 The Impacts of Leisure Activities on Work-to-Life Conflict**

From the above model, it can be seen that frontline managers have low average time per weekday but they have no complaint on it. Therefore, low leisure time is not a contributing factor of work-to-life conflict.
5.3.5 Work-to-Life Balance – Conflict?

Question B6

This question asked the interviewee whether he had frequently encountered a work-to-life conflict. The results from the 18 interviewees are summarized in Table 5.11 and Figure 5.11.

From Table 5.11, five of interviewees (Interviewee 1, 4, 5, 11, 15) said they had not frequently encountered a work-to-life conflict. Another thirteen of them (n=13) expressed that they had frequently encountered a work-to-life conflict.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
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</thead>
<tbody>
<tr>
<td>Work-to-Life Conflict</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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</tbody>
</table>

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<th>12</th>
<th>13</th>
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<th>16</th>
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<td>Work-to-Life Conflict</td>
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<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 5.11 Work-to-Life Conflict Encountered

Have you frequently encountered a work-to-life conflict?

- Yes, 13 (72%)
- No, 5 (28%)

Figure 5.11 Work-to-Life Conflict Encountered
Follow-up Questions on Question B6

For those who had frequently encountered a work-to-life conflict (n=13), they were further asked to explain how their lives be affected by their works. Also, they were asked to elaborate on the degree of frequency that they suffered from work-to-life conflict. The results are summarized in Table 5.12 and Figure 5.12.

From Table 5.12, three of the interviewees (Interviewee 6, 9 and 10) claimed that they had “insufficient private time for themselves and family”. Other ten of them (n=10) felt either “too exhausted or too stressed even after work”, or always suffered from “fatigue or tiredness”.

From Figure 5.12, two of the interviewees (n=2) suffered from work-to-life conflict 2 days a week. One of them (n=1) suffered 3 days a week while one of them (n=1) suffered 4 days a week. Five of them (n=5) suffered 5 days a week and four of them (n=4) suffered 6 days a week. The result shows that the degree of frequency that interviewees suffered from work-to-life conflict was high.
<table>
<thead>
<tr>
<th>Interviewee</th>
<th>The way that work affects life</th>
<th>Degree of Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>I felt too exhausted after work.</td>
<td>5 days per week</td>
</tr>
<tr>
<td>3</td>
<td>I always suffered from fatigue.</td>
<td>5 days per week</td>
</tr>
<tr>
<td>6</td>
<td>I did not have sufficient private time.</td>
<td>5 days per week</td>
</tr>
<tr>
<td>7</td>
<td>I felt too exhausted after work.</td>
<td>2 days per week</td>
</tr>
<tr>
<td>8</td>
<td>I felt stressed out after work.</td>
<td>5 days per week</td>
</tr>
<tr>
<td>9</td>
<td>I did not have sufficient time with family.</td>
<td>6 days per week</td>
</tr>
<tr>
<td>10</td>
<td>I did not have sufficient private time.</td>
<td>2 days per week</td>
</tr>
<tr>
<td>12</td>
<td>I feel too exhausted after work.</td>
<td>6 days per week</td>
</tr>
<tr>
<td>13</td>
<td>I feel too exhausted after work.</td>
<td>4 days per week</td>
</tr>
<tr>
<td>14</td>
<td>I always suffered from fatigue.</td>
<td>6 days per week</td>
</tr>
<tr>
<td>16</td>
<td>I always suffered from fatigue.</td>
<td>6 days per week</td>
</tr>
<tr>
<td>17</td>
<td>I always suffered from tiredness</td>
<td>3 days per week</td>
</tr>
<tr>
<td>18</td>
<td>I feel stressed out after work.</td>
<td>5 days per week</td>
</tr>
</tbody>
</table>

Table 5.12 Summary of the ways that work affects life and the Degree of Frequency that suffered from a Work-to-Life Conflict

Figure 5.12 Degree of Frequency that suffered from a Work-to-Life Conflict
**Question B7**

This question asked the interviewee whether work-to-life conflict was one of the reasons that he moved his job voluntarily last time. The result of 18 interviewees is summarized in Table 5.13 and Figure 5.13.

From Table 5.13, only three of them (Interviewee 6, 16, 18) expressed that work-to-life conflict was one of the reasons that they moved their jobs voluntarily last time. Another fifteen interviewees (n=15) said work-to-life conflict was not one of the reasons that they moved their jobs voluntarily last time. It shows that the majority of interviewees did not consider work-to-life conflict be one of the reasons for their voluntary turnover.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>One of the reasons or not?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<table>
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<tr>
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<th>13</th>
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<th>15</th>
<th>16</th>
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<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>One of the reasons or not?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 5.13 Work-to-Life Conflict as one of the reasons of Voluntary Turnover
Follow-up Question on Question B7

For the interviewees who said work-to-life conflict was one the reasons that they moved their jobs voluntarily last time (Interviewee 6, 16, 18), they were asked to rate its importance in coming up to their final decisions of turnover. The result is summarized in Table 5.14.

From Table 5.14, interviewee 6 and 18 rated the degree of importance of work-to-life conflict in coming up to their final decisions as 10% while interviewee 16 rated its importance as 30%. It shows that even for those who considered work-to-life conflict as one the reasons for their voluntary turnover, the degree of importance of this factor is low.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>6</th>
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<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree of Importance in coming up to final decision</td>
<td>10%</td>
<td>30%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Table 5.14 Degree of Importance in coming up to final decision
Discussion and Consolidation of Questions Q6 & Q7

From the results of Questions Q6 to Q7, the model in Figure 5.14 can be built up to express the relationship between work-to-life conflicts encountered by the frontline managers and their voluntary turnover intention.

![Diagram of Voluntary Turnover and Work-to-Life Conflicts]

Figure 5.14 Relations between Work-to-Life Conflicts and Voluntary Turnover

From the above model, it can be seen that frontline managers frequently feel insufficient private time, exhausted after work, stressed or fatigue. They encounter serious work-to-life conflicts. However, work-to-life conflict is not considered as a contributing factor for their voluntary turnover according the results.
5.4 Irregularities Observed

After the semi-structured interviews, there are three irregularities identified. In this part, three observed irregularities are presented. The first irregularity is also discussed in detail in this part.

5.4.1 Reason for High Love Level in Money – Meeting Physiological Needs

The first observed irregularity is that the reason for the frontline managers having high love level in money is to meet the physiological needs. Referring to Table 5.3, nearly 90% of interviewees (n=16) said that the additional incomes resulted from the voluntary turnover were used to support the expenditure of themselves and their family. Also, from Table 5.4, nearly 80% of interviewees (n=14) said they felt better with the increased salary as there was more cash to support their daily expenditure and their family. These two findings suggest that local frontline managers have high love level in money because they have to meet the physiological needs of themselves and their family. They consider money is very important as it is necessary to meet their physiological needs.

However, as mentioned at Chapter 2 Literature Review, employees in the foreign countries do not establish a high love level in money and they do not consider money is an important part of their lives. The difference between them can probably be explained by the difference in their “take home pay”. The following will use two examples to illustrate the different “take home pay” of frontline managers in Hong Kong and in foreign countries.
Take Home Pay in US

The salary of frontline managers in overseas construction industry varies among different countries. For the ease of comparison, United States is taken as an example. The average salary for a construction foreman in US is $61,334 US Dollars per annum. This statistic is estimated by a recruitment website (CBSalary). However, this salary cannot be entirely taken home as every worker has to pay the income tax.

According to Internal Revenue Service United States Department of the Treasury (IRS), the tax bracket in United States is the rate that pays on the "last dollar" a person earns but as a percentage of the income. The tax brackets of different ranges of income of a person with single status are summarized in Table 5.15.

<table>
<thead>
<tr>
<th>Income (USD)</th>
<th>Tax Brackets</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0 – $8,700</td>
<td>10%</td>
</tr>
<tr>
<td>$8,700 – $35,350</td>
<td>15%</td>
</tr>
<tr>
<td>$35,350 – $85,650</td>
<td>25%</td>
</tr>
<tr>
<td>$85,650 – $178,650</td>
<td>28%</td>
</tr>
<tr>
<td>$178,650 – $388,350</td>
<td>33%</td>
</tr>
<tr>
<td>$388,350 or above</td>
<td>35%</td>
</tr>
</tbody>
</table>

Table 5.15 Tax Brackets of different ranges of income for a person with single status in United States
Assume a foreman has never married and earns an average salary USD$ 61,334, his tax is roughly calculated as follow:

\[
( \$ 8,700 - 0 ) \times 0.10 = \$ 870.0 \\
( \$35,350 - \$8,700 ) \times 0.15 = \$3,997.5 \\
( \$61,334 - \$35,350) \times 0.25 = \$6,496.0
\]

Total: \( \$ 11,363.5 \)

The total tax paid is $11,363 and tax bracket is 25%. It is 18.53% of his total income.

The “take home pay” per month is roughly calculated as followed:

\[
(\$61,334 - \$11,363.5)/12 = \text{USD$4,164.2}
\]

It is equivalent to about HKD$32,322.5, which USD$1 = HKD$ 7.762 (Yahoo! Finance)

**Take Home Pay in HK**

In construction industry in Hong Kong, the salary of a frontline manager varies in different construction companies. According to different recruitment websites, the average salary is $19,000 to $26,000 per month.

There is also a mechanism to calculate the salaries tax in Hong Kong. According to Inland Revenue Department of Hong Kong SAR, the net chargeable income is charged at progressive rates. Table 5.16 shows the mechanism for calculating of salaries tax.
<table>
<thead>
<tr>
<th>Net Chargeable Income</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td></td>
</tr>
<tr>
<td>On the First</td>
<td>40,000</td>
</tr>
<tr>
<td>On the Next</td>
<td>40,000</td>
</tr>
<tr>
<td></td>
<td>80,000</td>
</tr>
<tr>
<td>On the Next</td>
<td>40,000</td>
</tr>
<tr>
<td></td>
<td>120,000</td>
</tr>
<tr>
<td>Remainder</td>
<td></td>
</tr>
</tbody>
</table>

Table 5.16 Mechanism for Calculating Salaries Tax

Assume a foreman who has never married and earns an average salary of HKD$23,000, his tax is roughly calculated as follow:

Annual income: $23,000 x 12 = $276,000

$40,000 x 2% = $800
$40,000 x 7% = $2,800
$40,000 x 12% = $4,800
($276,000 - $120,000) x 17% = $26,520
Total salaries tax payable: $34,920

The salaries tax is $11,363 and it is about 12.65% of the total income. The “take home pay” per month is roughly calculated as followed:

($276,000 - $34,920)/12 = $20,090

By comparing the above two examples, it is found that the “take home pay” of a frontline mangers in foreign countries is higher than that in Hong Kong. And the
The difference between them is over 30%, which is considered as large. Assuming the living standard and the cost of living of the two places are similar, it shall be fair to say that the “take home pay” of local frontline managers can barely satisfy their physiological needs while frontline managers in foreign countries might have more money to spend after satisfying their physiological needs.

According to Maslow Hierarchy of Needs, the physiological need is at the lowest level in the hierarchy. The “higher” need is activated when the “lower” need is completely satisfied. Therefore, when frontline managers in foreign countries can able to satisfy their physiological needs, they do not think money is very important. It is because they are pursuing higher level of needs, for instance, the social need and the esteem need. However, the physiological need of local frontline managers is not entirely satisfied. Therefore, they have high love level in money in order to satisfy this need.

5.4.2 Other Irregularities Identified

The second observed irregularity is that there is a big to huge salary increase as the frontline managers moving jobs. From Table 5.1, all interviewees have 20% to 100% salary increase when they move their jobs voluntarily. The magnitude of the pay increase is considered as big to huge. It is surprised that employees can have such a big jump in salary. Since the sample size of the follow up interview is quite small, two semi-structured interviews are conducted with senior managements in the local construction firms to validate this finding and to investigate the reasons for this.
Moreover, it is observed that the work-to-life conflicts encountered by the frontline managers are quite serious. Referring to Figure 5.11, about 72% of interviewees (n=13) expressed that they had frequently encountered a work-to-life conflict. From Table 5.12, over 75% of interviewees (n=10) who had frequently encountered work-to-life conflict felt “too exhausted or too stressed even after work”, or always suffered from “fatigue or tiredness”. Also, from Figure 5.12, about 70% of interviewees who had frequently encountered a work-to-life conflict stated that they suffered from this conflict five to six days a week. However, from Figure 5.13, only about 17% of interviewees (n=3) expressed that work-to-life conflict was one of the reasons that they moved their jobs voluntarily last time. Besides, from Table 5.14, for those who considered work-to-life conflict as one the reasons for their voluntary turnover, the degree of importance of this factor in coming up to final decision is ranging from 10% to 30%.

The research findings suggest that local frontline managers actually frequently feel being exhausted or even fatigue but they do not consider it as a contributing factor that triggering their voluntary turnover. Preliminary investigation of this finding is carried out by conducting two semi-structured interviews with senior managements in the local construction firms.

The two semi-structured interviews will be discussed in detail in Chapter 6.
5.5 Overview

From the result analysis of the semi-structured interviews, more in-depth information about the pay related issue and work-to life balance of frontline managers is observed and interpreted. The model in Figure 5.15 summarizes the results of the interviews.

![Diagram showing the mechanism of pay related issues and work-to-life conflicts](image)

Figure 5.15 Voluntary Turnover – The Mechanism of Pay Related Issues and Work-to-Life Conflicts
6.1 Introduction

In this chapter, the three hypotheses that set up in the Chapter 2 Literature Review are checked and verified with the findings from the follow up interview in Chapter 5. The research findings in Chapter 5 are evaluated and then they are used to verify if the hypotheses can be upheld. Other observed irregularities are also validated and investigated by conducting semi-structured interviews with two senior managements in the local construction firms.
6.2 Verifying the Hypotheses with the Research Findings

Hypothesis 1

Employees, in particular the frontline managers, in Hong Kong construction industry have high love level in money. When employees have high love level in money, they are more sensitive to others’ pay and perceive inequality, which leads to low pay-satisfaction and thus the turnover intention. Besides, when employees have high love level in money, they have a higher expectation in their incomes and leads to a large gap between expectation and reality, which leads to low pay-satisfaction and then leads to turnover intention.

First, the hypothesis that employees have high love level in money is being tested. According to the result of the follow up interview, all interviewees considered that money was an important part in their lives. It means they have high love level in money.

Then, the equality theory is being tested. Referring to Table 5.4, only about one-fifth of interviewees (n=4) perceived inequality at the time they moved their jobs voluntarily. This finding probably shows that the inequality perceived by the employees and their turnover intention is not directly related.

After that, the pay discrepancy model is being tested. Referring to Table 5.2 and Figure 5.1, the majority of the interviewees (n=17) were not satisfied with their previous salary and, from Table 5.1, the difference between their previous salary and the new salary was big to huge. It can be concluded that there existed a large gap
between the expected salary and the actual pay at the time they moved their jobs voluntarily. The research finding supports that large gap between expectation and reality is directly related to turnover intention.

To conclude, the hypothesis that employees in Hong Kong construction industry have high love level in money is confirmed. They consider money is very important. This high love level in money causes them to have higher expectation in their incomes and then leads to a large gap between expectation and reality. This large gap leads to low pay-satisfaction and thus leads to turnover intention. Figure 6.1 shows these chain effects relating high love level in money and voluntary turnover intention.

![Diagram of chain effects]

Figure 6.1 Chain effects relating high love level in money and voluntary turnover intention.
Hypothesis 2

Employees in Hong Kong construction industry have fewer household responsibilities than those in foreign countries. Therefore, they encounter fewer difficulties in balancing work and family time. Thus, balancing work and life is not a challenge for them. It is one of the reasons that local employees do not regard work-to-life conflict as a significant factor for their voluntary turnover.

First, the sub-hypothesis that dual-earner is less common in Hong Kong construction industry is being checked. Referring to Figure 5.5, 75% of interviewees (n=9) stated that their wives were working in full-time at the time they moved their jobs. The research finding contradicts with the sub-hypothesis and shows that dual-earner is also quite common in Hong Kong construction industry.

Second, the sub-hypothesis that the number of children per couple is low in local construction industry is being tested. Referring to Figure 5.6, the number of children per couple among the interviewees is around 2.67, which cannot be considered as low. Therefore, the research finding does not support this sub-hypothesis.

After that, the hypothesis that local employees have fewer household responsibilities is being tested. Referring to Figure 5.7, the average number of hours that interviewees spend on performing household duties is only 0.5 hour per weekday. According to Table 2.1, employees in foreign countries spend average 1.4 hours for household activities per weekday. By comparing the two figures, employees in local construction industry have fewer household responsibilities than those in foreign countries.
To conclude, although the research finding does not support the two sub-hypotheses, the main hypothesis, which suggests employees in Hong Kong construction industry have fewer household responsibilities than those in foreign countries, can still be verified. As mentioned in Chapter 5, it may be due to they have support from other family members or domestic helper Therefore, they encounter fewer difficulties in work-to-family balance and thus the work-to-life balance. Figure 6.2 shows the impacts of household duties on work-to-life conflict of local frontline managers.

![Diagram showing the impact of household duties on work-to-life conflict](image)

Figure 6.2 The impacts of household duties on work-to-life conflict
Hypothesis 3

Employees in Hong Kong construction industry think that having leisure activities are optional in their daily lives. They do not encounter work-to-life conflict even if they have little time for leisure activities. This is one of the reasons that local employees do not regard work-to-life conflict as a significant factor for their voluntary turnover.

First, the sub-hypothesis, which suggests employees in local construction industry spend fewer time to have leisure activities, is being tested. Referring to Figure 5.8, the average number of hours that interviewees spend on leisure activities is only 1.5 hour per each weekday. According to Table 2.3, employees in foreign countries spend average 5 hours for leisure activities per each weekday. By comparing two findings, employees in Hong Kong construction industry spend much less time on leisure activities than those in foreign countries.

Then, the hypothesis that employees in Hong Kong construction industry think that having leisure activities are optional in their daily lives is being tested. Referring to Figure 5.9, nearly 90% of interviewees (n=16) agreed that they had sufficient time for their leisure activities even though they only spend little time on it. The research finding supports the hypothesis that local employees think having leisure activities are not essential in their daily lives.

To conclude, the hypothesis, which suggests employees in Hong Kong construction industry spend much less time on leisure activities than those in foreign countries, is well-verified. The finding also suggests that having leisure activities are optional in local employees’ daily lives. Thus, they do not encounter work-to-life conflict.
Figure 6.3 shows the impacts of leisure activities on work-to-life conflict of local frontline managers.

![Diagram showing the impacts of leisure activities on work-to-life conflict](image)

Figure 6.3 The impacts of leisure activities on work-to-life conflict

After the above three hypotheses being checked and verified, the model in Figure 6.4 summarizes the findings of the follow-up interview.

![Diagram showing factors contributing to voluntary turnover](image)

Figure 6.4 Model showing factors contributing to voluntary turnover
6.3 Investigation into the Observed Irregularities

In this part, the reasons for the observed irregularities are investigated by conducting semi-structured interviews with two senior managements of the construction firms. Apart from carrying out the preliminary investigation, the purpose for conducting the semi-structured interviews is to validate the results from the follow up interviews.

The first interview was conducted with Mr. A, a director of a well-known Construction Firm in Hong Kong, on 5th March, 2012. The interview was conducted one-to-one on phone. The minutes of the phone conversation is attached in Appendix D.

The second interview was conducted with Mr. D, a Deputy Chairman of a large Holding Company in Hong Kong, on 14th March, 2012. The interview was conducted face-to-face in the head office of the Holding Company. The minutes of meeting is attached in Appendix E.
6.3.1 Big to Huge Salary Increase as the Frontline Managers Moving Jobs Voluntarily

From the result of the follow up interviews, it is found that the magnitude of the pay increase is considered as big to huge when local frontline managers moving jobs voluntarily. The reason for the big/huge salary increase could be explained by the booming construction market.

In these three years, the local construction industry has been boomed. Many projects have commenced and require a large amount of frontline managers. More job opportunities are being provided in the market. However, the number of construction practitioners does not increase significantly. Due to the large increase in demand, construction companies are offering a higher salary for recruiting people.

Mr. A pointed out that the local construction market has been changed in last few years. For some frontline managers who have joined a construction firm prior to 2009 when the predominant pay was low, they might have a big jump of salary by moving their jobs in the last two years.

Mr. D also mentioned that there are many construction projects announced as the Hong Kong Government has greatly increased the investment on the infrastructure development. There is competition for recruiting people between construction companies. Therefore, construction companies are offering higher salary to recruit people due to the shortage of frontline managers.
Especially, as mentioned by Mr. A, there are few local construction companies employing frontline managers on short-term based or project based. In a short-term contract, the salary given to these employees could be relatively higher. When the project is about to commence but there is a lack of frontline managers, some construction companies might offer big/huge salary increase for the recruitment of project-based staff to fill those vacancies.
6.3.2 Serious Work-to-Life Conflict Encountered But Not Contributed To Voluntary Turnover

Based on the result of the follow up interviews in Chapter 5, it is found that many frontline managers frequently feel being exhausted or even fatigue and yet they do not consider it as a reason for their voluntary turnover.

The reason for feeling being exhausted or fatigue is due to the job nature of frontline managers. It is known that in Hong Kong the construction timeframe is always very tight. The frontline managers are stressed to complete the project on time. Mr. D maintained that every project is challenging. Frontline managers have to work under pressure at almost every project. Therefore, the problem of work-to-life conflict would not be solved by moving their jobs voluntarily.

Since the job nature of frontline managers is similar across the industry and work-to-life balance would not be improved by switching jobs, it is not surprised that local frontline managers do not consider it as a reason to move jobs. Given the fact that they have to work under pressure in every construction company, money should be of prime importance triggering their decision for voluntary turnover. Mr. A continued that money should be the dominant factor in the decision in moving jobs especially the salary increase is at least 20%. When compared with a huge salary increase, the work-to-life encountered should not be a significant contributing factor for voluntary turnover.
6.3.3 High Turnover Rate of Local Frontline Managers

Based on the findings of the questionnaire survey in Chapter 4, over half of the respondents have moved their jobs voluntarily in the past five years. Such a high turnover rate causes damages to the construction company in terms of cost and operating efficiency. In fact, the construction companies have addressed this problem and have their human resource practices to improve this situation.

Basically, construction companies would do the reassessment on the salary and the promotional opportunity when the employee attempts to resign from the position. The assessment would see whether salary increase is needed to match predominate market rate or title change is needed. Mr. A added that the benefit provided and the training opportunity for the employees is also reviewed.

Apart from using reassessment as a last tool to retain employees, some construction companies have human resource practices to enhance the sense of belongings of employees. Mr. D said that it is important for employees to share the same vision and mission with company. It can increase the commitment of employees to the company. Since every construction project has to be completed through teamwork, team-building is essential. Besides, he added that the company would identify some potential employees and offer them necessary training. The purpose for this is to allow the employee to develop his career within the company. Then, the employee would not switch their jobs simply because of money.
6.4 Overview

After evaluating the research findings in Chapter 5, the three hypotheses set up in Chapter 2 Literature Review are tested and verified. Basically, the three hypotheses are upheld.

In fact, there is a little contradiction between the hypotheses and the research findings. The second and third hypotheses stated that employees in Hong Kong construction industry spend only little time on performing household duties and leisure activities. Therefore, they do not encounter difficulties in balancing work and life. However, the research findings suggested that there is a high degree of work-to-life conflict encountered by local frontline managers. It is found that they frequently feel being exhausted or even fatigue but they do not consider it as a reason for their voluntary turnover. After conducting two semi-structured interviews with the senior managements in local construction firms, it is found that the work-to-life conflict encountered by the local frontline managers is due to their job nature. Therefore, the problem cannot be solved by moving their jobs and thus it is not contributing factor of voluntary turnover.
CHAPTER 7 – CONCLUSIONS AND RECOMMENDATIONS

7.1 Review of Research Objectives

The objectives of this study are as followed:

1. To review the most important triggering factor causing employee voluntary turnover.
2. To find out if money is the most important triggering factor causing local frontline manager turnover.
3. To explore the reasons for local frontline managers having high love level in money.
4. To see whether money still be of prime importance of local frontline managers in triggering their decision for voluntary turnover by given other factors.
5. To validate the results from follow up interviews.

All the above objectives have been achieved by conducting an extensive literature review, a questionnaire survey to the local construction frontline managers, a follow-up interview with some of the respondents who had participated in the questionnaire survey, and interviewing with two senior managements in the local construction firms.
7.2 Conclusions

To conclude, the study confirmed the finding of the previous study in 2009 which suggested “pay related issue” is the most important single factor triggering voluntary turnover of local frontline managers. The three hypotheses that set up based on the findings of the questionnaire survey and that of the literature review are tested and verified by conducting follow-up interviews.

The results of the follow-up interviews indicated that the local frontline managers had a high love level in money because money was required to meet their physiological needs. Moreover, most of the local frontline managers had a low contribution to household duties and they spent little time in leisure activities compared to their counterparts in other advanced countries. Yet, they did not have any complaint on it. Instead, they complained about the stress and tension caused by their heavy workload.

The observed irregularities from the follow-up interviews are validated and clarified by discussing them with two senior managements in local construction firms. It is found that the frontline managers can have a big jump of salary by moving their jobs voluntarily. Moreover, the frontline managers frequently feel being exhausted and even fatigue but they do not consider it as a contributing factor for their voluntary turnover. It is probably due to the job nature of frontline managers. Furthermore, the issue of high turnover rate of frontline managers has been addressed by the local construction firms and human resource practices have been taken to improve this situation.
7.3 Recommendations for Further Studies

1. Questionnaire survey can be conducted to collect more solid information about the salary increase as frontline managers move their jobs voluntarily.

2. More in-depth interview can be conducted with the frontline managers to explore the situation of work-to-life conflict encountered by them.

3. More investigations may be carried out to see whether the “take home pay” of the frontline managers is sufficient for them to meet the physiological needs.

4. More interviews can be conducted with the senior managements in local construction firms to find out more about Human Resource Practices adopted to retain employees.
7.4 Limitations of the Research

There are several limitations of this research.

First of all, snowball sampling was used to collect the data in the questionnaire survey as it is the easiest for the researcher to find enough frontline managers to participate in the survey. However, the snowball samples are subjected to bias because the sample members are not selected from a sampling frame.

Secondly, due to the limited time, the sample size of the follow up interview is too small. The data collected might not represent the views of large proportion of frontline managers.

Thirdly, since the two phases of interviews were conducted in Cantonese, the original wording and meaning of the interviewees might be slightly affected during the translation process.

Last but not least, no electronic device was used to record the process of the semi-structured interviews, as per the request of the interviewees. The minutes of meeting was only recorded by pen and thus few points might be missed.
REFERENCES


Leung, Y. (2009), “The Triggering Factors of Employees Turnover”, Final Year Project, City University of Hong Kong.


APPENDIX A – SPECIMEN OF QUESTIONNAIRE

Department of Civil and Architectural Engineering
土木及建築工程系

A Survey on Foremen, Supervisors, or equal Frontline Management Staff of the Local Building and Construction Industry for the Triggering Factors of their Voluntary Turnover
本地建造業內觸發地盤管工、監工或同等職責的前線管理人員自願性離職成因的問卷調查

Guidelines to Respondents:
給受訪者的指引:

This questionnaire consists TWO parts: Part A and Part B. Please answer all questions by following guide notes.
這份問卷共有兩部分，即第一部分和第二部分。請按照指引完成所有問題。

Please choose the most appropriate answer with a TICK (✓).
在回答問題時，請以(✓)選出你認爲最合適的答案。
Part A: Personal Information

第一部分： 個人資料

1. Gender  □ Male   □ Female
   性別  男性   女性

2. Age  □ ≤20 □ 21 - 30 □ 31 - 40 □ 41 - 50 □ >50
   年齡

3. Highest level of education completed
   已獲取的最高學歷

   □ Below Form 5 □ Form 5 □ Form 6/7 □ Certificate/Diploma
   中五以下 中五 中六/七 證書/文憑

   □ Higher Certificate/Higher Diploma □ Associate’s Degree
   高級證書/高級文憑 副學士學位

   □ Bachelor’s Degree □ Postgraduate Degree
   學士學位 碩士/博士學位

   □ Others, please specify: ________________________________
   其他，請註明
4. Year(s) of work experience in the construction industry: ______
   從事建造業工作的年數

5. Year(s) of being a frontline manager: ______
   作為地盤前線管理人員的年資

6. Number of companies served in the past 5 years (including the current company)
   在過去五年內，服務過的公司數目（包括你現時服務的公司）
   □ 1  □ 2  □ 3  □ >3

7. Marital Status  □ Never married  □ Married  □ Married but separated
   婚姻狀況  從未結婚  已婚  已婚但分離

8. Did you move your job voluntarily in the past Five years?
   你是否曾經在過去五年內有自願性離職的經歷?

   □ Yes  If your answer is “Yes”, please complete Part B based on the situation of the last time you moved your job voluntarily.
   是  如果你的答案是「是」，請按照你上一次自願性離職的情況完成第二部分的問題。

   □ No  If your answer is “No”, please skip Part B and return the completed questionnaire in the manner described at the end of the questionnaire.
   否  如果你的答案是「否」，請略過第二部分的問題和按照問卷最後一頁的方法交回填妥的問卷。
Part B: Reasons for Leaving

第二部分: 離開舊公司的原因

(a) Please choose 5 most appropriate descriptors for the reasons triggering your leave out of 30 given reasons.

請從下列30個提供的可觸發自願性離職的原因中選出5個最適合你自身個案的描述。

(b) Then, please choose the most important triggering factor from 5 elected factors.

然後再從你選擇的5個原因中選出1個最重要的原因。

<table>
<thead>
<tr>
<th>No.</th>
<th>The triggering Factors</th>
<th>(a) Five Factors</th>
<th>(b) One important factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lack of work variety</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>2</td>
<td>Left for more interesting work elsewhere</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>3</td>
<td>Excessive work demands, always overloaded</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>4</td>
<td>Insufficient pay/under pay</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>5</td>
<td>The benefits provided is inadequate</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>6</td>
<td>Lack of authority to carry out the work</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>7</td>
<td>Insufficient consultation from management</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>8</td>
<td>Not being respected by management – Suggestions were largely ignored by the company</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>9</td>
<td>Little recognition of merits/performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Poor relationship and unhappy with the coworkers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Poor relationship with the management</td>
<td></td>
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<td>12</td>
<td>Lack of formal communication with manager (e.g. conference or meeting)</td>
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<td>13</td>
<td>Lack of informal communication with manager (e.g. discussion or chatting)</td>
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<td>14</td>
<td>Lack of information about the operation of organization and/or personnel policies</td>
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<td>15</td>
<td>The manager is unwilling to help the job-related problems</td>
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<td>16</td>
<td>Inadequate resources to support work execution</td>
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<td>17</td>
<td>The working condition is dangerous and unhealthy</td>
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<td>18</td>
<td>Lack of Training</td>
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<td>19</td>
<td>Lack of promotional opportunities</td>
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<td>20</td>
<td>Left to obtain better balance between job and personal life away from work, i.e. to make time for other things in life, for examples: family, friends, studying, hobbies, etc.</td>
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<td>21</td>
<td>Left for better pay elsewhere</td>
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<td>22</td>
<td>Left for promotion elsewhere</td>
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<td>23</td>
<td>Left for better fringe benefits</td>
<td>□</td>
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<tr>
<td>24</td>
<td>Left for better job security</td>
<td>□</td>
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<td>25</td>
<td>Left for resuming working relations with acquaintance</td>
<td>□</td>
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<td>26</td>
<td>Left because of long transportation time/distance to work</td>
<td>□</td>
<td></td>
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<tr>
<td>27</td>
<td>Anxiety to reduce workload due to aging, tiredness, etc.</td>
<td>□</td>
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<td>28</td>
<td>Aspirations for a change</td>
<td>□</td>
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<td>29</td>
<td>Job experience enrichment</td>
<td>□</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Others (one or more reasons), please specify:</td>
<td>□</td>
<td></td>
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</tbody>
</table>

Thank you for your participation.
多謝你的參與。

All information provided by you will be treated as CONFIDENTIAL and will only be used for compiling statistics in academic studies.
你提供的所有資料均屬保密及只會用於組成統計數據以供學術研究。

Please return the questionnaire to the person who distributes it to you or by email to _____@student.cityu.edu.hk
請把填妥的問卷交回派發問卷的人或電郵至 _____@student.cityu.edu.hk
APPENDIX B - SPECIMEN OF FOLLOW-UP
INTERVIEW GUIDE

Interviewees are selected from respondents who have participated in the questionnaire survey and elected “pay related issue” as the most important single factor for their voluntary turnover.

Part A: Pay related issue

1. Would you mind to tell the percentages increase in your salary when you moved your job last time?  ____%

2. Are you satisfied with the percentage increases?  Yes / No
   If not, what was your expectation?  ____%

Follow-up Question on Question A2:
Were you satisfied with the previous salary at the time you moved your job? Yes / No

3. Do you think money is a very important part of your life?  Yes / No

Follow-up Question on Question A3:
Had you had any specific plan for the use of your additional income when you were contemplated to move your job?  Yes / No
   If “Yes”, what was your plan?
   If “No”, why do you think that money is so important?
Part B: Work-to-life balance

Household responsibility

1. Have you married? Yes / No
   If yes, at the time you moved your job, did you wife work in full-time? Yes / No

2. How many children who are aged 18 or below do you have? ___

3. How many hours per weekday on average do you spend on performing household duties, like cooking, cleaning and childcare? _____ hours

Leisure time

4. How many hours per weekday on average do you spend on doing some leisure activities, like watching TV, meeting friends and doing sports? _____ hours

5. Do you agree that you have sufficient time for your leisure activities? Yes / No
Situation of Work-to-life Balance

6. Generally, have you frequently encountered a work-to-life conflict? Yes / No

Follow-up Question on Question B6:
If yes, how does your work affect your life?
Could you elaborate on the degree of frequency that you suffer from a work-to-life conflict? ___ Day(s) per week

7. Was work-to-life balance one of the reasons that you moved your job voluntarily last time? Yes / No

Follow-up Question on Question B7:
If yes, could you rate its importance in coming up to your final decision? ____%
APPENDIX C - INTERVIEW GUIDE FOR SEMI-STRUCTURED INTERVIEWS

1. Why are there so many frontline managers who can switch their jobs and then the pay raise is in the order of 20% to 100%?

2. Why are that most of the interviewees feel being exhausted or even fatigue and yet they do not consider it a reason to move jobs?

3. Are the employers ignorant about the situations? What are construction companies doing to improve the situations?
Interviewer: Shek Tak Ting, Dorothy

Interviewee: Mr. A

Date: 5th March, 2012

Time: 3:00 p.m.

Dorothy: Thank you for sparing your time for the interview. My project is about the triggering factor for voluntary turnover and high love level in money of frontline managers. I have already done the questionnaire survey and follow up interviews with the frontline managers. However, there are some dubious areas I want to clarify by interviewing the senior managements in the construction firms. First of all, it is found that there is a 20% to 100% of salary increase when frontline managers switch their jobs voluntarily. Actually, the salary increase of 20% to 100% is considered as big to huge. Could you provide some reasons for this?

Mr. A: I think the big/huge salary increase might be accomplished by a title change. For instance, a foreman is promoted to the position of general foreman. It is possible that having accumulated some experience in a company and then moves job to another company with a lift to take up the post of a general foreman. With the title change, he may be offered a big to huge salary increase. Can you tell me when have you done the survey?
Dorothy: My survey was conducted at one to three months ago. And my target interviewees are those who moved their jobs in the past five years.

Mr. A: As we know that the local construction market has been changed in last few years. The local construction activity was at a low level in 2009. Compared with today, there were fewer projects in 2009. The job opportunities for frontline managers were fewer than today. Their salary might be on the low side at that time. However, the construction industry has boomed up in the past two years. Many projects commence and require large amount of frontline managers. Thus, the salary of today should be higher than it was three years ago. For some frontline managers who joined a construction firm prior to 2009 when the predominant pay was low, they might have big to huge salary increase if they moved their jobs in the last two years.

Dorothy: Is there any other reason to support the big/huge salary increase?

Mr. A: As I know that there are few local construction companies would employ frontline managers on short-term based or project based. In a short-term contract, the salary given to the employees could be relatively higher. It is not difficult for you to understand that for an employee who served the company for several years can get more benefits than who only served the company for several months. The benefits which include medical and transportation allowance are part of the expenditure of the construction company, which are expended on top of the payroll. Therefore, if the frontline manager is being employed on short-term based, he might get a relatively higher salary. If a project is about to commence but there is a lack
of frontline managers, some construction companies might offer big to huge salary increase for the recruitment of project-based staff to fill those vacancies.

Dorothy: Thank you for your information. My second finding is that many frontline managers feel being exhausted or even fatigue and yet they do not consider it a reason to move their jobs. Could you think of some possible reasons for this?

Mr. A: As you mentioned that the salary increase is at least 20% when they move their jobs. This increase is really big. The mean of the salary increase among other fields in Hong Kong is only about 2% to 3%. So, money should be the dominant factor for voluntary turnover.

Dorothy: Thank you. My last question is about the high turnover rate of frontline managers. Based on the result of the questionnaire survey, it is found that more than half of the respondents moved their jobs voluntarily. The pay increase is quite high. Is the situation properly addressed by employer?

Mr. A: Actually, the turnover rate of the frontline managers is not that serious in our company. However, the company is concerned about this situation. The salary would be reassessed when the employee attempts to resign from the position. The reassessment would see whether the employee is under paid and whether title change is necessary. It is not rare that the employee would have 20% to 30% pay increase with title increase after the reassessment. Apart from the salary and promotional opportunity, the benefit provided and the training
opportunity for the employee are also reviewed.

Dorothy: This is the end of the interview. Thank you for your time.
Dorothy: Thank you for sparing your time for the interview. My project is about the triggering factor for voluntary turnover and high love level in money of frontline managers. I have already done the questionnaire survey and follow up interviews with the frontline managers. However, there are some dubious areas I want to clarify by interviewing the senior managements in the construction firms. First of all, it is found that there is a 20% to 100% of salary increase when frontline managers switch their jobs voluntarily. Actually, the salary increase of 20% to 100% is considered as big to huge. Could you provide some reasons for this?

Mr. D: It is known that the local construction market has boomed in these few years. The investment from the Hong Kong Government into the construction industry has increased from about $200 billion in 2007/08 to $600 billion in this year. Many construction projects commenced which create a lot of job opportunities. However, there is no significant increase in the number of construction practitioners. The number of graduates from university is fixed in every year and there is no foreign workforce joining the industry. As a result,
the demand is greater than the supply. Then, the salary of the frontline managers increases significantly due to large demand. In fact, in these few years, the escalation in salary is the built-in factor during the tender stage. The company has already foreseen the need of high salary to recruiting people. Therefore, the tender price is higher than before partially because of the escalation in salary of frontline managers.

Dorothy: Thank you for your information. My second finding is that many frontline managers feel being exhausted or even fatigue and yet they do not consider it a reason to move their jobs. Could you think of some possible reasons for this?

Mr. D: Every job is challenging, especially in the local construction industry. The timeframe for projects is always very tight. The frontline managers have to work under pressure at almost every project. This problem cannot be solved by moving jobs.

Dorothy: You mean this work-to-life conflict cannot be reduced?

Mr. D: This is correct in some circumstances. Take a football team as an example, every football player has his role to play. When they corporate to achieve the same goal, they feel happy and excited with what they are doing.

Dorothy: Is it a sense of satisfaction?
Mr. D: Absolutely. When an employee thinks his job can bring him a sense of satisfaction, he does not feel tired easily.

Dorothy: Thank you. My last question is about the high turnover rate of frontline managers. Based on the result of the questionnaire survey, it is found that more than half of the respondents moved their jobs voluntarily. The pay increase is quite high. Is the situation properly addressed by employer?

Mr. D: Yes, of course. As we all know that the market is very hot now, there are many job opportunities out there. However, we think that unhappiness is one of reasons for employee turnover. If the employee is happy with his job, I think he will not quit the job. Therefore, we always hope our employees share same vision and mission as the company. When an employee agrees with what the company is doing, he is happy with his job. Furthermore, our company has seven core values. One of the values is collaboration. We believe that the team-building can increase the sense of belongings of the employee and teamwork is essential in every construction project. Another value of our company is commitment. We build trust through commitment with employees. Moreover, we have some proactive measures to retain employees. For example, we identify some potential employees to provide training to them. We want our employees to develop their careers in our company. Then, they will not switch their jobs because of money.

Dorothy: Is there anything your company will do when an employee attempt to resign from his position?
Mr. D: When every employee attempts to resign from his position, we will talk with him individually. If the employee expresses that there is a job offer with higher salary from other company, we will do the reassessment on his salary to see whether pay increase is needed to match the predominant market rate. If the employee requests for a salary increase which is within a specific range, the request will be properly answered. Actually, we have a kind of list showing the range of salary of each position. However, if the salary increase requested by the employee is out of the range and is unreasonably high, we will not compromise. I think every employee has his own reason to leave the company. Employee is not a machine. We cannot use a mechanism to handle all employees. We must not talk with them patiently.

Dorothy: This is the end of the interview. Thank you for your time.