



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN JOB STRESS AND
EMPLOYEE TURNOVER INTENTION**

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Bachelor of Science with Honours
(Human Resource Development)
2019/2020

UNIVERSITI MALAYSIA SAWARAK

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Final Year Project Report

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ACKNOWLEDGEMENTS

I would like to express my appreciation and gratitude to those who supported and helped me in completing the final year project, directly and indirectly. First, I would like to thank God for easing and blessing me in doing this project even though the path in completing this project is never easy. By God's grace, I met these people who helped me by being there whenever I needed help.

Next, I would like to express my appreciation to my supervisor, Dr Agatha Lamentan Anak Muda, who spent her time, effort and emotions in helping me to complete this project with excellence. Moreover, all the patience and believe she had on me, built the confidence and work as support till date. I really thank you for being encouraging and nurtured my potential without giving up on me.

To my parents, thank you for all the unconditional support and guidance, mostly emotional support whereby all the challenges in completing this project have always been the toughest time in my degree life. I appreciate your prayers, wishes and blessings you gave just to support me and be encouraging.

Next, I would like to give my appreciation to the respondents and the employees in the selected manufacturing industry who spent their busy time to entertain my project by filling up the questionnaires and for being willing to be the respondents of my project. All my efforts have paid off just because of all the cooperations from you.

Finally, to all my friends and those who indirectly helped me in completing this project, thank you so much for all the support you gave to motivate me during my hard time and to bring me back with your words full of encouragement.

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ABSTRACT

The focus on this study is on determine the relationship between job stresses (work overload, role conflict and role ambiguity) and employee turnover intention. This research was done by using quantitative method where the data were collected by using questionnaires as the instrument. The data was collected from 50 samples in one of the manufacturing company in Kuching, Sarawak. Then, the data were analysed by using descriptive and inferential statistics. Besides that, Pearson Correlation test was used to measure the relationships between the independent variables and dependent variables. The findings have shown that there is a significant relationship between job stress and employee turnover intention. It was also found that role conflict is the most dominant factor affecting the employee turnover intention. Last but not least, the researcher has recommended a focus on the study that may guide the organizations and future researches.

Keywords: Job Stress, Turnover Intention

ABSTRAK

Kajian ini bertujuan untuk mengenalpasti hubungan antara tekanan kerja (bebanan kerja, konflik peranan dan kekaburan peranan) dan niat tukar kerja. Kajian ini dijalankan dengan menggunakan kaedah kuantitatif di mana data yang telah dikumpulkan dengan menggunakan soal selidik sebagai instrumen kajian. data yang dikumpulkan ke atas 50 sampel dalam sebuah syarikat pembuatan di Kuching, Sarawak. Data dianalisis dengan menggunakan statistik deskriptif dan inferensi. Selain itu, ujian korelasi Pearson digunakan untuk mengukur hubungan antara pembolehubah bebas dan pembolehubah bersandar. Hasil kajian telah menunjukkan bahawa terdapat hubungan yang signifikan di antara tekanan kerja dan niat tukar kerja. Selain itu, kajian ini juga mendapati bahawa konflik peranan adalah faktor yang paling dominan mempengaruhi niat tukar kerja pekerja. Oleh itu, pengkaji telah mencadangkan tumpuan kepada kajian yang boleh membimbing organisasi dan kajian masa depan.

Kata Kunci: Tekanan Kerja, Niat Tukar Kerja

CHAPTER 1 INTRODUCTION

1.1 Background of Study

Employee turnover.intention has become an issue to the organizations. Different industry has different expected turnover rates. Therefore, the needs to retain the employee talents are crucial become a big challenges for the employers or the organizations in nowadays intense global competition. It is because an organization with high employee turnover rate may influence their productivity as well as increase the cost of the organization.

According to Hassan (2014), the employees turnover rate in Malaysia had started increase since early 1991 that because of high demand and massive opportunities that exist in the marketplace. There was a survey show that the voluntary turnover rate of all industries has increased from 9.1% in 2011 to 12.8% in 2016, and the total turnover rate of all industrial industries has increased from 14.4% in 2011 to 17.8% in 2016 (Bares, 2016).

There are some reasons that may influence employees have turnover intention such as job stress, job satisfaction, limited promotion and growth opportunities. Therefore, the organizations must look for more effective ways to come out with more effective, efficient, engaging and personal recruitment practices. This may increase the quantity and quality of the applicant base and in the longer term. Attracting the right employee can lead to better service and customer satisfaction as well as cost efficiency where turnover is reduce.

To maintain the performance of the organization, the organization ought to come out the solution that is able to decrease the turnover intention of the employees.

The employers of the organization should create a healthy working environment and develop a social climate at the workplace. This will lead to low level of stress among employees. Therefore, the employees will not be able to leave the organization due to low stress level.

1.2 Problem Statement

Employees are the important key in the growth and success in every industry. Due to the high competitiveness, it forced the employees in all levels to work longer hours in factory and office. This comes out with the high level of job stress which includes role overload, role ambiguity and role conflict among the employees. Indirectly, this may cause the employees have the turnover intention. Suleiman AlBattat and Mat Som (2013) said that turnover intention come before the actual turnover occurs. This situation brings one of the biggest challenges for the organization to retain their employees.

The findings from General Industry Total Rewards survey in 2013 showed that employees turnover rate in Malaysia general industry was increase from year 2012 with 12.3% to 13.2 % in 2013. In fact, manufacturing industry (24%) is one of the industry that recorded higher employee turnover (Watson, 2013). Since manufacturing sector is the third largest industry in Malaysia. Therefore, it is important to our country economics.

In the fourth quarter of 2018, Malaysia's economy recorded a better performance with a growth of 4.7% after the moderation of two consecutive quarter in 2018. The favourable performance was mainly contributed by Services and

Manufacturing sectors (Department of Statistic Malaysia, 2020). This means that manufacturing sector is one of the important keys in our economy. However, employee turnover can be highly detrimental to manufacturing organizations. It is because high staff turnover will causes productivity losses, increased talent cquisition costs, and a significant impact on financial performance (Synerion, 2014)

Apart from that, there is not many researcher come out with a research that related the relationship between job stress and employee turnover intention. Therefore, the researcher in this research is willing to come out a research that investigates the relationship between job stress and turnover intention in manufacturing industry.

1.3 Objectives of study

1.3.1 General Objective

The general objective of this study is to determine the relationship of job stress on turnover intention among employees in manufacturing sector.

1.3.2 Specific Objective

- i. To identify the relationship between work overload and turnover intention.
- ii. To identify the relationship between role conflict and turnover intention.
- iii. To identify the relationship between role ambiguity and turnover intention.

1.4 Research Questions

- i. Is there a significant relationship between work overload and turnover intention?
- ii. Is there a significant relationship between role conflict and turnover intention?
- iii. Is there a significant relationship between role ambiguity and turnover intention?

1.5 Research Hypothesis

Ha1: There is a significant relationship between work overload and turnover intention.

Ha2: There is a significant relationship between role conflict and turnover intention.

Ha3: There is a significant relationship between role ambiguity and turnover intention.

1.6 Conceptual Framework

Conceptual framework is one of the research tools used to help researcher to figure up the direction of the research project. The research framework for this study is depicted in Figure 1.1. There are two variables of this study which include the independent variable (job stress) and the dependent variable (turnover intention). Job stress consists of three dimensions, which are work overload, role ambiguity and role conflict.

There was a research that conducted by Sheraz, Wajid, Sajid, Qureshi and Rizwan (2014) with the title Antecedents of Job Stress and Its Impact on Employee's

Job Satisfaction and Turnover Intention. This research showed that there was a relationship between the independent variables and dependent variables as below.

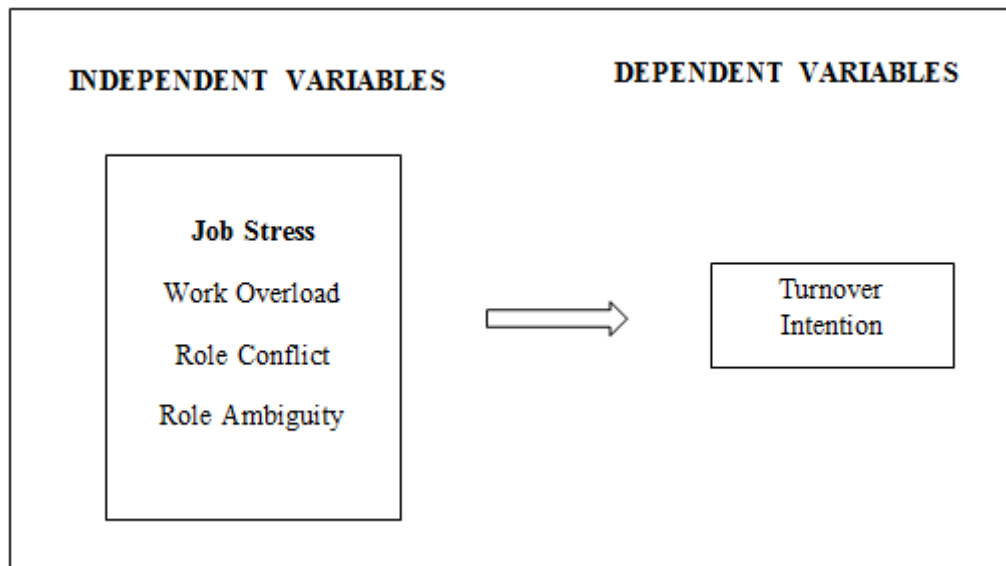


Figure 1.1 *Conceptual framework of the impact of job stress on turnover intention*

1.7 Significant of the Study

This research can be said to be significant because it works as knowledge to the respective of people especially employers that who are intended to retain their talented employees. Since this research is studying about the relationship between job stress and employee turnover intention, it can help the employers aware of the job stress that given by the organization to their employees as they will contribute to lower the rate of employees' turnover intention.

Besides that, this research also significant to HR practitioner. HR practitioner can refer to this research and make informed decision on which variables of job stress should be focus. The HR practitioner may come out with some effective solution to

reduce the job stress that given to the employees in order to decrease the employee turnover intention.

Apart from that, this research may significant to body of literature. It is because this research can provide new empirical evidence and other researcher can extend the literature review on employee turnover intention.

1.8 Definition of Terms

1.8.1 Turnover Intention

Fishbein (1967) state that turnover intention is “the best single predictor of an individual’s behaviour will be a measure of his intention to perform that behaviour.”

One of the factors that influenced employees have turnover intention is job stress.

Turnover intention scale is adapted from Michigan Organizational Assessment Questionnaire (1983)

1.8.2 Job Stress

Job stress can define as the pressure that an individual experienced because of the job demands (House & Rizzo, 1972). There are three dimensions of job stress that will cover in this study, which are role overload, role ambiguity and role conflict. Job stress will measure by the questionnaire that adapted from Rizzo (1970).

Work overload refer to having too much works for an individual in a same time (Rizzo et.al, 1970). In the study of Rizzo, House & Lirtzman (1970) stated that “role ambiguity arises when individual do not have role clarity to perform the assigned job”. Apart from that, role conflict is the dimensions of congruency-

incongruency or compatibility-incompatibility in the requirements of role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance (Rizzo, 1970)

1.9 Summary

In summary, this chapter has discussed on the main idea of this research which is on the relationship between job stress and turnover intention. This chapter has also discussed on the important information needed to conduct the research such as the objectives, research questions, hypotheses and significance of the research as well as the definition of important terms used in this research. The next chapter delves with the literature review.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This chapter discusses the issues related to the study, and followed by the theory that related to the research. Past similar findings from the previous researches that are related in this study are discussed towards the end of this chapter and this chapter ends with a summary.

2.2 Discussion of issues related topic

2.2.1 Job Stress

“Stress at work is a relatively a new phenomenon of modern life styles” (Qureshi et.al, 2012). It exists in every organization no matter in big or small workplaces. According to Anderson (2003), stress in the workplace has significant effects the job performance of employees. It is because job stress may cause high rate of absenteeism as well as low rate of job satisfaction and decreased overall productivity (Cheng, 2011). Appropriate stress level may come out some benefits such as motivation to employees. However, too much stress may give negative effects. A negative stress showed when an employee faces emotional, physical, social and organizational troubles (Sheraz et al., 2014).

One of the factors that cause employee experience job stress is work overload. Ivancevich and Matteson (1982) defined work overload as the amount of mental and physical demands to be performed by an individual. Abbasi (2015) state that work overload has become a serious problem for almost every organization due to increase in working hours, duty timings and pressure from supervisor to accomplish, competitiveness, and achieve goals.

Besides that, role conflict is also lead to job stress occurs. Role conflict can also define as social conflict. Yoong and Mahfar (2013) stated that role conflict is where an individual is asked simultaneously performed multiple social roles. Role conflict same as role stress related to work environment. Javed, Khan, Yasir, Aamir and Ahmed (2014) stated that role conflict occurs because the duties to be assigned to the employees are not clearly.

Last but not least, job stress that come from role ambiguity can defined as the expectation job performance from other to employees and what employees felt they should do on the job (“Job related factors”, 2016). It occurs when there is a mismatch between expectations and individual who does not have apparent information related to the techniques and procedures to accomplish the task (Hundera, 2014).

2.2.2 Turnover Intention

Turnover intention can define as the desire and planning of employee to leave the organization (Cuskelly & Boag, 2001). Turnover intention can divide into two which are voluntary and involuntary. High employee turnover intention may affect organizational performance. It is because employees are the main core in organizational performance and survival (Puteh & Arshad, 2015). Zahra, Khan, Imran, Aman and Ali (2018) stated that turnover intention among employee is a deliberate intention or strategy for them to escape from the current situation that causes them unsatisfied. Therefore, there is an indirect relationship between turnover intention and job demands. It is because a lot of job demands will occurs high job stress and this will lead to turnover intention among the employees (Zahra et al., 2018).

2.3 Discussion of issues related theory or model

The theory that research uses to relate the issue is Person-Environment (P-E) fit. Jeffrey, Edwards and Cary (1990) stated that P-E fit approach the characteristics of stress is a lack correspondence between characteristic of an individual and the environment. The stress will arise when there is lack of skill, abilities, resources and the demands of the work environment for an individual. When the stress accumulate until an unbearable limit, the employees may have the intention to leave the environment.

2.4 Discussion of past similar finding

2.4.1 The relationship between job stress and turnover intention

There was a study that conducted by Yoong and Mahfar (2013) with the purpose to investigate the relationship between occupational stress and turnover intention among employees in a furniture manufacturing company in Selangor state. This study found that the occupational stress which included organizational structure, social support, work overload, role conflict, and working environment were significantly correlated with turnover intention.

2.4.2 The relationship between work overload and turnover intention

A study that carry out by Yoong and Mahfar (2013) with the title Relationship between Occupational Stress and Turnover Intention among Employees in a Furniture Manufacturing Company in Selangor state that there was a significantly correlated between work overload and turnover intention. Besides that, Hamzah, Hashim and

Rashid (2011) also proved that work overload is the best predictor of turnover intention.

2.4.3 The relationship between role conflict and turnover intention

There are many researches that show the relationship between role conflict and turnover intention. One of researches is conducted by Yoong and Mahfar (2013) state that role conflict was significantly correlated with turnover intention. Besides that, Javed et al. (2014) indicated that role conflict also has a significant relationship with turnover intention.

2.4.4 The relationship between role ambiguity and turnover intention

In a study that conducted by Hamzah, Hashim and Rashid (2011) found that the result between role ambiguity and turnover intention are non-significant relationship ($p=0.315$). This means there is a weak connection between role ambiguity and turnover intention. However, the result in the study of Sheraz, Wajid, Sajid, Qureshi and Rizwan (2014) show that role ambiguity has a positive impact on job stress and the job stress has the significant relationship with turnover intention.

2.5 Summary

This chapter has discussed the issues that related to job stress and turnover intention. Person-Environment (P-E) fit theory has been discussed in this chapter on how the job stress affected on the turnover intention. Apart from that, there are some past similar findings that are aligned with the specific research objectives have been address in this chapter too. The next chapter will discuss about the methodology that used in conducting this research.

CHAPTER 3 METHODOLOGY

3.1 Introduction

This chapter discuss about the methodology that used to carry out this research. This chapter begins with the research design. Then follow by the description of the population, sample size and sampling procedure undertaken in choosing the respondents. Next is the instrument that used to conduct the survey, the follow by pilot study. The issue of validity and reliability discussed after the pilot study. Deliberations of ethical issues which are relevant to the study are being to discuss too. Before end the chapter with summary, researcher will delve with data collection procedures and data analysis procedures.

3.2 Research Design

The main purpose of this quantitative research is to determine the relationship of job stress on turnover intention among employees in manufacturing sector. There is only one method was used in this research which is quantitative method. According to Apuke (2017), quantitative research is a research that deals with quantifying and analyzing variables in order to get result which involves the utilization and analysis of numerical data. Quantitative method is choosing because of the need to find the relevant data to explain the relationship between variables used in the research. Since the study is to determine the relationship of job stress on turnover intention among employees, a correlational survey research design is therefore appropriate.

3.3 Population, sample and sampling procedure

Population can define as an individual or units of interest (Hanlon & Larget, 2011). Hence, the population in this study is included three departments of the workers or staffs in a manufacture industry at Kuching with total of 55 people. According to Ajay and Micah (2014), sampling is related with the selection of a group of people within a population to estimate the characteristics of whole population. Therefore, the sample size comprised of 50 participants in this research where selected according to Krejcie and Morgan (1970) table. Besides that, the sampling procedures used in this research are probability and non-probability.

3.4 Instrument

In this research, the tool that use for data collection is questionnaire. Questionnaire is a set of question with answers for the purposes of a survey or statistical study. The benefits to use the questionnaire are because saved time and money. It is because questionnaire is able to collect many data related in a short period. The questionnaire for this research is included two sections with using 5 Likert Scale, which are Section A and Section B. Section A is containing demographic questions, while Section B is containing the question about the variables that are important in this study which consist of job stress, turnover intention, role overload, role conflict and role ambiguity. This section of the study is developed on the bases of past literature and questionnaires. After collecting the completed questionnaires, these questionnaires will coded and entered into SPSS for regression analysis.