

**THE INFLUENCE OF JOB RELATED STRESSES ON JOB
SATISFACTION: A STUDY AMONG THE ELECTRONIC INDUSTRY**

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AMONG THE ELECTRONIC INDUSTRY

A project paper submitted to the College of Business in partial fulfillment of the requirements for
the degree of Master of Human Resource Management

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ABSTRAK

Tujuan kajian ini ialah untuk memeriksa dan mendapat satu pemahaman lebih baik dalam kerja-kerja bersangkutan dengan tekanan yang di hadapi perkerja dalam mempengaruhi kepuasan pekerja di industry elektronik. Kajian ini telah dilakukan kepada 113 kakitangan tanpa menghiraukan kedudukan mereka, tempoh perkhidmatan , dan kerja harian mereka di dalam syarikat. Data yang diambil and dikumpul melalui soal selidik dan telah dianalisis dengan menggunakan Sains Statistical Package for Social (SPSS) versi 12. Setelah melakukan analisis statistik analisis korelasi, telah didapati bahawa terdapat satu perhubungan bererti di antara pembolehubah-pembolehubah bebas iaitu terdapatnya hubungkait di antara tekannan-tekanan yang berkaitan kerja dangan kepuasan kerja. Di antara semua pembolehubah yang terdapat didalam tekanan –tekanan yang berkaitan kerja, didapati tekanan organisasi kerja menjadi factor pembolehubah yang penting dalam memandu kepuasan kerja di syarikat Elektronik.

ABSTRACT

The purpose of this study is to examine and gain a better understanding of the drivers in the job related stresses that influence the employee job satisfaction in Electronic Industry. This study was done among 113 employees regardless their position, length of service, and work nature in the company. Data were gathered through questionnaires and was being analyzed by using Statistical Package for Social Science (SPSS) version 12. Throughout the statistical analysis – correlation analysis, it is found that there is a significant relationship between the independent variables namely Jobs related stresses with the dependent variables – Job satisfaction. Among all the subs independent variable, work organization stress is found to be the most independent variable in driving the job satisfaction in electronic company.

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TABLE OF CONTENTS

PERMISSION TO USE	III
DISCLAIMER.....	IV
ABSTRAK.....	V
ABSTRACT	VI
ACKNOWLEDGEMENT.....	VII
LIST OF TABLES.....	X
CHAPTER 1	1
INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY.....	1
1.2 PROBLEM STATEMENT	3
1.3 RESEARCH OBJECTIVE	3
1.4 RESEARCH QUESTIONS.....	4
1.5 SIGNIFICANCE OF THE STUDY	4
1.6 DEFINITION OF KEY TERM.....	4
CHAPTER 2	6
LITERATURE REVIEW.....	6
2.1 REVIEW OF RELATED LITERATURE.....	6
2.1.1 <i>Meaning of Stress</i>	7
2.1.2 <i>The meaning of Job related stresses</i>	8
2.1.3 <i>Meaning of Job satisfaction</i>	9
2.1.4 <i>Relationship between Jobs related stresses and Job Satisfaction</i>	11
2.1.5 <i>Synthesis of the Literature Reviewed</i>	12
2.1.5.1 <i>Commonalities</i>	12
2.1.5.2 <i>Point of Differences</i>	12
2.1.5.3 <i>Implication to present study</i>	13
2.2 RESEARCH MODEL / FRAMEWORK	13
2.2.1 <i>Independent Variable</i>	14
2.2.2 <i>Dependents Variables</i>	14
2.3 DEFINITION OF TERMS	16
2.3.1 – <i>Conceptual Definitions</i>	16
2.4 HYPOTHESES DEVELOPMENT	18
CHAPTER 3	19
METHODOLOGY	19
3.1 INTRODUCTION.....	19
3.2 RESEARCH DESIGN.....	19
3.2.1 <i>Type of Study</i>	19
3.2.2 <i>Source Data</i>	20
3.2.3 <i>Unit Of Analysis</i>	20

3.2.4 <i>Population Frame</i>	20
3.2.5 <i>Sample and sampling technique</i>	21
3.3 MEASUREMENTS	21
3.4 PILOT STUDY.....	23
3.5 DATA COLLECTION PROCEDURES	24
3.6 DATA ANALYSIS TECHNIQUES	25
CHAPTER 4	27
ANALYSIS	27
4.1 INTRODUCTION	27
4.2 RESPONSE RATE	27
4.3 PROFILE OF RESPONDENTS	27
4.3.1 <i>Demographic Characteristic</i>	28
4.4 WORK LIFE EFFECTIVENESS (WLE)	32
4.5 RELIABILITY OF THE VARIABLES.....	34
4.6 RELATIONSHIP OF THE VARIABLES.....	35
4.7 MULTIPLE REGRESSIONS	36
4.8 SUMMARY OF HYPOTHESIS TESTING.....	37
4.9 CONCLUSION	38
CHAPTER 5	39
DISCUSSION AND CONSLUSION.....	39
5.1 INTRODUCTION	39
5.2 DISCUSSION	39
5.3 RESEARCH QUESTIONS	39
5.4 LIMITATION OF RESEARCH.....	41
5.4 RECOMMENDATION FOR FUTURE RESEARCH	42
5.5 CONCLUSION.....	43
REFERENCES.....	44
APPENDIX	48

LIST OF TABLES

3.3.1	Measurement items	21
3.3.2	Layout of the questionnaires	22
4.3.1	Frequency Distribution – By Gender	28
4.3.2	Frequency Distribution – By Age	28
4.3.3	Frequency Distribution – By Education	39
4.3.4	Frequency Distribution – By Length of Service	30
4.3.5	Frequency Distribution – By Position	30
4.3.6	Frequency Distribution – By Location	31
4.3.7	Frequency Distribution – By Department	31
4.4.1	Frequency Distribution – Awareness of WLE	32
4.4.2	Frequency Distribution – Program effectiveness 1	32
4.4.3	Frequency Distribution – Utilization rate	33
4.4.4	Frequency Distribution – Program effectiveness 2	33
4.4.5	Frequency Distribution – Sufficiency of the programs	33
4.5	Reliability table	34
4.6	Correlation table	35
4.7	Multiple Regression table	36
4.8	Hypothesis testing	37

CHAPTER 1

INTRODUCTION

1.1 Background of the study

Work is a central part of almost everyone's life. Most adults devote weekdays to work (Landy & Conte, 2004) as career development makes up almost 70% of all human developmental tasks.

Work and the workplace emphasizes many issues related to industrial and organizational psychology including personnel selection and training, job satisfaction, quality of work life, human factors, work conditions, performance appraisal, motivation and leadership, and the physical and mental health of workers.

Perceived satisfaction on the job is reflected by the needs of sense of fulfillment and expectation for the job to be interesting, challenging and personally satisfying (Smither, 1994). Job satisfaction is also an achievement indicator in career developmental tasks is associated with the psychological and individual well-being (Nassab, 2008)

Low job satisfaction can be an important indicator of counterproductive employee behavior and can result in behavior such as absenteeism (Oshagbemi, 1997) and turnover intentions (Sullivan & Bhagat, 1992) Job satisfaction can also partially mediate the relationship of psychosocial work factors to deviant work behaviors. Low job satisfaction can be an important indicator of counterproductive employee behavior and can result in behavior such as absenteeism (Oshagbemi, 1997) and turnover intentions (Sullivan & Bhagat, 1992). On the other hand, job related stress and organizational stress has been identified as several factor which may immediate, moderate, and / or buffer stressor in the work place. There are some reports in the literature that high levels of perceived Job related stress and Organizational are associated with

low level of job satisfactions (Cummins, 1990) and (Jamal, 1990). Therefore this study will examine the relationship among these variables and job satisfaction in Semiconductor Industry.

Job related stresses or occupational stress continues to be examining in a rapidly expanding body of international literature. The negative impact that occupational stress can have on the individual has been richly documented. In general it has been found that stress has a negative relationship with physical and psychological well-being (Sullivan & Bhagat, 1992). Job related stress has been related to a host of problems; psychosomatic health problem, low self-esteem (Jamal, 1990), indicators of coronary disease risk (Beehr & Bhagat, 1985),alcohol consumption and accidents (Cooper, Rout, & Faragher, 1989). In the fact the number of the worker compensation claims due to stress related illness has reached the point where stress has become a financial and legal concern for many companies (Dole, 2001)

Jobs related stresses that sometime have been referred as “Organizational climate” has composed of numerous organizational procedure and practices such as the emphasis on personal development, organizational decision making, the nature of organizational communication flow and characteristic of motivational forces (Beidan & Armenakis, 1981). To the extent that organizational procedure clear and consistence, it may hypothesize that stress will be deduced. For example, Revicki and May (1990) (as cited in Lesowitz, 1996) measured organizational climate, work group relations, and role ambiguity in a sample of nurse in a rural hospital. They found that the organization environment was associated with increased stress which directly influenced by the development of depressive symptoms. More often job organization stress factors have been examined in term of the influence on job stress rather than as direct source of

stress. Landsbergis (1988) examined the impact of climate and perceptions of management control on the relationship of role conflict and ambiguity with job satisfaction.

Therefore since this stress has been related to important organizational outcomes such as organizational commitment, Job performance and Job satisfaction (Sullivan & Bhagat, 1992).

Though decreased job satisfaction, occupational stress can be link to turnover and turnover intention (Leka, Griffiths, & Cox, 2004). Thus, from the perspective of this primary study, the understanding of the relationship between the variables is deeming important to the organization and employee as well.

1.2 Problem Statement

This study was to examine the relationship of the variables in the job related stress to job satisfaction as well as determine the strongest influencer of Job related stresses on job satisfaction in electronic company. Various levels of stress and aspects of job satisfaction was probe, to see how they are related to each others. The relationships of these variables will be analyzed.

Therefore, the problem statement in this study can be state as “Is there a relationship of the variables in the job related stress to job satisfaction?”

1.3 Research objective

This study attempts to investigate the influence of Job related stress on Job satisfaction.

Therefore the research objectives of this study are:-

1- To determine the influencer in the job related stress on job satisfaction.

2-To investigate which variable in the job related stress has the strongest influence to job satisfaction.

1.4 Research Questions

Question 1 ; What are the variable in job related stress that influence the job satisfaction?

Question 2- Which among the variable in job related stress is the most important dimension that relates to job satisfaction?

1.5 Significance of the study

From this study, management would be able to know and realize the impotency in dealing the job related stress carefully as they are impacted to job satisfaction that influence employee to leave the firm. Study by Cummins (1990) showed that the job stressors are predictive of job dissatisfaction and greater propensity to leave the organization. These factor if not handle properly can make company to be less profitable. In addition, companies also may lose their valuable worker as well as competitive advantage. From the management perspective, by minimizing the job stressor, it will increase the job satisfaction level which related to boost the employee morale and employee retention. Therefore it will promote productivity, creativity and loyalty to the company.

1.6 Definition of key term

- Job related stress or Occupational stress - Can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury. (NIOSH, 2010)

- Job Satisfaction - Contentment (or lack of it) arising out of interplay of employee's positive and negative feelings toward his or her work. (Business dictionary)

CHAPTER 2

LITERATURE REVIEW

2.1 Review of related literature

There are numbers of studies in job stress are found, however not many studies focusing on the Job relates stresses toward job satisfaction. No doubt many studies found that job related stress and organization stress can influences employees' job satisfaction and their overall performance in their work. The organizations nowadays are more demanding for the better job outcomes. In fact, in this modern age it was known as the "age of anxiety and stress" (Stamps & Piedmonte, 1986). The stress itself will be affected by number of stressors. Cooper, Rout, and Faragher (1989) had defined stress as a situation which will force a person to turn from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning (*Cooper et.al 1989*). Echo to that, numbers of worker compensation claims due to stress related illness has reached the point where stress has become a financial and legal concern for many company (Lvanchecevich at el (1989) as cited from Lesowitz, 1996).

In addition, stress has been related to important organizational outcomes such as organization commitment, job performance and Job satisfaction (Sullivan & Bhagat, 1992). Hence from the definition that has been identified by researchers, through decrease job satisfaction, occupational stress and organizational stress can be link to turnover and turnover intention (Tett & Meyer, 1993).

It is truly important for an individual to recognize the stresses that are facing by them in their career. Some demographic factor may influence the way an employee act in their workplace.

Management role of an organization is one of the aspects that affect work-related stress and organizational stress among workers (Beehr & Bhagat, 1985). Workers in an organization can face the mentioned stress through the role stress that the management gave. Role stress means anything about an organizational role that produces unpleasant consequences for the individual (Kemery et al, 1985) Management will have their own role that stands as their related. Role related are concerned with how individuals perceive the expectations other have of them and includes role ambiguity and role conflict. (Dave et al, 2001)

Several studies have highlighted the deleterious consequences of high workloads or work overload. According to Landsbergis (1988) work overloads and time constraints were significant contributors to work stress among community nurses. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e. no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms (Division of Human Resource, 2000).

2.1.1 Meaning of Stress

Stress that relates to an individual's work life may be labeled occupational, organizational, job or managerial stress; Job-decision latitude; staff burn out; or industrial mental health. (Beehr & Bhagat, 1985)

What is stress? There are many definitions of stress. The National Institute of Occupational Safety and Health (1999)⁵ define stress as: ‘The harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, needs of the worker’.

2.1.2 The meaning of Job related stresses

Generally stress can be defined as body response to physical and mental demands or “An interaction between environmental forces and events called *stress precipitators*, which appear threatening to the person’s reaction to the threat” (Shani, Rogers, & Li, 1987). Job stress is anything regarding the working environment or nature of work itself that causes individual perceived stress (Rohany, 2003). Whereas, Leka, Griffiths and Cox (2004) refers to occupational stress as “the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope”. (Leka et al 2004)

The negative impact of job-related stress has on individuals has been richly documented. In addition, stress has been associated to important organizational outcomes such as organizational commitment, job performance and job satisfaction (Sullivan & Bhagat, 1992). Through decreased job satisfaction, job-related stress could be linked to turnover or turnover intentions.

Much of recent researches on stress continue to base the studies on the early conceptions of stress by Hans Selye who proposed in the 1950’s a set of nonspecific reaction by the body to the demands placed upon it (Beehr & Bhagat, 1985). Since then, subsequent definitions of stress have been enlarged to include the psychological demands placed on an individual by factors such as

work or lifestyle. In relation to work environment, stress can be viewed as “an individual’s reaction to work environment characteristics that appear threatening to the individual” (Jamal, 1990).

Many researchers believe that job-related stress can be associated to job satisfaction and individual’s decision to leave his or her job. According to Savery (2001), job stress victims experienced lowered quality of work life and job satisfaction. It also has frequently been associated with accounting profession (Choo, 1986) ¹Environmental conditions such as work load, time pressure and conflicting duties in public accounting field are consistent with this stress concept. With reference to public accounting firms, (Fisher, 2001) found that the potential effect of stress is costly, not only to the individual in terms of emotional consequences such as low job satisfaction, but also to the organization in terms of low quality of performance and high turnover. Several researchers including (Collins, 1983) had argued that job-related stress is directly related to intention to leave the job

2.1.3 Meaning of Job satisfaction

Various definitions are available in clarifying the meaning of job satisfaction. According to (Cooper, Rout, & Faragher, 1989) job satisfaction is essentially any combination of psychological and environmental circumstances that cause a person to produce a statement, “I am satisfied with my job”. It is identified to have high correlation with levels of intrinsic empowerment such as organizational commitment and career outcomes. Job satisfaction can also be defined as the extent to which a person derives pleasure from a job. These pleasures are not limited to salary, but can include factors such as the way employees are treated and valued by

management, and the degree to which the company takes their input into consideration. Generally, it is defined as “an effective response by an employee concerning his or her particular job and results from the employee’s comparison of actual outcomes with those of which are expected, needed, wanted or perceived to be fair or just” (Cranny et. al, 1992).

An intensive investigation on job satisfaction was initiated by Frederick Herzberg in the late 1950s, who began to study the factors affecting job satisfaction (Herzberg, Maunser, & Snyderman, 1959) His theory was based on two dimensions of job satisfaction, namely motivators and hygiene. This theory was referred to as Herzberg’s Two-factor Theory of Job Satisfaction, which suggests that only job content-related facets (e.g. achievement, responsibility, the work itself) lead to satisfaction. On the other hand, job context-related facets or aspect (e.g. pay security, working conditions) lead to job dissatisfaction (Oshagbemi, 1997)

Researches on job satisfaction among accountants are well documented. For example, Benke and Rhode (1996) as cited from (Dole, 2001) found the association between job satisfaction and personal characteristics of senior audit and tax personnel in Certified Public Accountant (CPA) firms. He reported that neither gender nor ethnicity was found to be a significant moderating variable influencing satisfaction or turnover intention, however, educational level and hierarchical position were positively associated with satisfaction. (Kavanaugh, Duffy, & Lilly, 2006) reported that professional experience appears to be demographic variables most significantly related to job satisfaction.

2.1.4 Relationship between Jobs related stresses and Job Satisfaction

Several studies have tried to determine the link between stress and job satisfaction. Job satisfaction and job stresses are the two hot focuses in human resource management researches. According to Stamps and Piedmonte (1980) (as cited in Cooper, Rout, & Faragher, 1989) from job satisfaction has been found significant relationship with job stress. One study of general practitioners in England identified four job stressors that were predictive of job dissatisfaction (Cooper at.el, 1989). In other study, (Vinokur-Kaplan, 1991) stated that organization factors such as workload and working condition were negatively related with job satisfaction. The author also identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be interrelated.

A study conducted by Landsbergis (1988) showed that high levels of work stress are associated with low levels of job satisfaction. Moreover, Cummins (1990) have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization. The author also found that there are some occupations that are reporting worse than average scores on each of the factors such as physical health, psychological well-being, and job satisfaction. The relationship between variables can be very important to academician. If a definite link exists between two variables, it could be possible for an academician to provide intervention in order to increase the level of one of the variables in hope that the intervention will also improve the other variable as well. In this study, we would like to examine what extent of interrelation between the job stresses and job satisfaction among electronic company worker.

2.1.5 Synthesis of the Literature Reviewed

2.1.5.1 Commonalities

Job related stresses or Occupational stresses has been discussed overly and always in negative context. Job related stresses found that can causing physical and mental health problem to the victim such as cardiovascular disease (Harris & Kacmar, 2006), musculoskeletal disorders (Beehr & Bhagat, 1985), psychological disorders (Cooper et. Al, 1989), work Injury (Pawar & Rathod, 2007), cancer, ulcer, impaired immune function (Landsbergis, 1988) and can lead to suicide (NIOSH, 2010).

Meanwhile for the job satisfaction, most of the researcher agreed that low job satisfaction can result in behavior such as absenteeism (Kavanaugh et. al, 2006), stress (Cummins, 1990) and resign from the company or have an intention to leave the company (Ganster & Schaubroeck, 1991).

2.1.5.2 Point of Differences

Most of the articles and books found looked at the stress is bad and no benefits can be gained. However there are some researchers claimed that the stress is actually good, for example, the superior performance that an athlete or stage performer gives “clutch” situation. Such individual often use stress positively to rise occasion and perform at or near their maximum. (Stephen & Timothy, 2001) And similarly most professional see the pressure of heavy workloads and deadlines as positive challenges that enhance the quality of their work and the satisfaction they get from their job (Choo, 1986)

2.1.5.3 Implication to present study

Although there a numerous study in finding the correlation between the job stress and job satisfaction, however they study in electronic industry very hard to find. For this study, author can't find any literature or study done to electronic industry. Most of the research done previously have different result where in Nurse field study, it found the significant relationship between job related stress and Job satisfaction (Stamps & Piedmonte, 1986) meanwhile the result gathered from the international management service company got the result the other way round (Lesowitz, 1996). Hence this studies, is again to find or indentify the significant variable in job related stresses on Job satisfaction in the context of electronic industry worker.

2.2 Research Model / Framework

In this section a theoretical framework of the relationship between the Job related stress variables and Job satisfaction is adopted / replicated from the original researcher Toni Ellen Losowitz based, 1996. The model copied from the original paper and some point has been amended to suite to the current situation based on the recent studies.

The reason to conduct this study is check and to finds gaps from the previous study in identifying the significant variables in job related stresses to job satisfaction and to determine the strongest variable in job related stresses on job satisfaction in the perspective of electronic employees. This research will provide further insight as to what extend can the variables influence in the job satisfaction among worker in electronic industry.

2.2.1 Independent Variable

There is one independent variable (job related stresses) consistence with prior finding. Job Related Stresses. To measure job related stresses, the Stressful Job Related Events questionnaire is used. This questionnaire was developed by Spieberger and Vag (1998) and it will be measured by the 5 point Likert scale where 1= Very Low Stress; 2= Low Stress; 3= Moderate; 4= High Stress; 5= Very High Stress. The questionnaire will be covered the elements of (1) Job Stress which is characterized by endorsement of stress on the job, work overload and role ambiguity; (2) Supervisory Leadership Practice, which measures the leadership skull and communication by the employees direct supervisor; (4) Work Organization, which measures the organization of task on the job and the clarity of expectations about those task and (5) work associates, which measure intergroup conflict on the job. (6) Organizational stress, which measures the effectiveness and clarity of company policies and procedures and comfort with the physical work environment; (7) Management effectiveness, which measures the consistency of company policy, managerial cooperation and management autonomy. (8) Communication effectiveness which is measures of upward and downward organizational communication. (9) Performance Development, which is a measure of company interest in developing people for better jobs and provision of feedback about work performance.

2.2.2 Dependents Variables

The outcome measure, job satisfaction will be measured in term of a global measure, Job Satisfaction as well as several facets will be measure using the Likert scale 1-5 also. In this study, Minnesota satisfaction questionnaire (MSQ) is use. This questionnaire was designed by Weiss, Dawis, England and Lofquist (1967) to investigate employee satisfaction with their jobs.

Actually there were three kind of form about MSQ, including two long form (1967 and 1977 version) and short from 1967) . The five-point Likert scale (1= Very Satisfied; 2 = Satisfied; 3= Neutral; 4= Dissatisfied; 5= Very Dissatisfied) is use to measure the score on the MSQ. According to Tett & Meyer (1993) suggest that separate measurements of various facets of job satisfaction is more fruitful approach that will produce stronger result than those based one overall measure of satisfaction.

LIST OF VARIABLES

Variable	Variables factors
	Job stress
	Supervisory Leadership stress
	Supervisory Administrative
	Work Organization
	Work associates
Job Related Stress	Organizational Stress
	Management Effectiveness
	Communication Effectiveness
	Performance Development
	Minnesota satisfaction
Job Satisfaction	questionnaire (MSQ)

2.3 Definition of terms

2.3.1 – Conceptual Definitions

- Job satisfaction- There is so many definitions. Some define it as a “general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics, and group relations apart from the work life” (Blum & Naylor, 1986). Job satisfaction is the total of the sentiments related with the job that is performed. If the person believes that their values are realized within the job, they possess a positive attitude towards the job and acquire job satisfaction (McCormick & Tiffin, 1974).
- Work related stress definition by the US National Institute for Occupational Safety and Health (NIOSH, 1999), defines work stress as being the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or needs of the worker.

Job related stress

Variables	Operational Definition
Job Stress	Measure employees' attitudes regarding their own level of stress in the work place.
Supervisory Leadership	Assesses employee opinions of supervision in term of leadership ability, interpersonal skill and ability to communicate.

Supervisory	Deals with the supervisor as a manager of work and operations rating supervisor on cooperation with others, decision-making and problem solving
Administration	
Work Organization	Explores employee opinion on how work is organized with respect to allocation of work, employee understanding of responsibilities and regulations and supervision.
Work Associates	Deals with the relationship among individual employees and among groups of employees.
Organizational Stress	Reflect the overall stress of the organization as perceived by the employee.
Management Effectiveness	Deals with the attitudes of employee toward higher management ability to make and stick to decisions, run an effective operation and get the respect of employees.
Communication Effectiveness	Focuses on the formal and informal patterns of communication within the organization as they affect vertical communication
Performance Development	Measure employee attitudes toward performance appraisal and opportunity for career development

Job satisfaction

Items	Operational Definitions
Job Satisfaction	Deals with the attitudes toward the work itself, working conditions and the opportunity for employees to use abilities to the fullest.

2.4 Hypotheses Development

H.i - There is a relationship between the job stress and job satisfaction.

H.ii- There is a relationship between supervisor leadership and job satisfaction.

H.iii- There is a relationship between supervisory administration and job satisfaction.

H.iv- There is a relationship between work organization and job satisfaction.

H.v- There is a relationship between work administration and job satisfaction.

H.vi- There is a relationship between the organizational stress and job satisfaction.

H.vii- There is a relationship between management effectiveness and job satisfaction.

H.viii- There is a relationship between communication effectiveness and job satisfaction.

H.ix- There is a relationship between the people development and job satisfaction.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This objective of this study is to find the relationship between the jobs related stresses and Job satisfaction. Not only that, this study also to examine the most significant variable to job satisfaction. Thus this chapter will explain the method that will be using to study these relationships. This chapter will be discussing the research design, measurement, Data collection and administration and lastly data analysis techniques.

3.2 Research Design

This section will discusses the type of study, source date, unit of analysis, population frame and sample and sampling technique in details.

3.2.1 Type of Study

This study is a survey study. Hence a survey was conducted to find out the influence variables in job related stress to job satisfaction. This survey was conducted via online questionnaire due to this method is an efficient collection data mechanism (Sekaran, 2000) as the researcher knows what is require and how to measure the variables.

The received data was used the method of quantitative study. Its was analyzed and interpreted by Statistical Package for Social Science (SSPS) version 12.0. The result that was tested its reliability using the Cronbach's Alpha since it is suitable for multipoint scaled items. Once the result is reliable, then it was observed the relationship between the Jobs related stress and Job

satisfaction. Multiple regression will be used to determine or describe the relationship of the variable in job related stress and job satisfaction.

Since this study is also aimed to examine the variables in job related stress that have the strongest magnitude to job satisfaction. Therefore Multiple Regression Analysis was used to find out the most significant dimension associated to job satisfaction again.

3.2.2 Source Data

In this study, primary data was used. Primary here means the data collected first hand for subsequent analysis to find solutions to the problem research (Robert, Brain, & Sekaran, 2001) .

The study is to examine the correlation between the variables in job related stress, and job satisfaction that focus to electronic company, therefore the employees worked in Intel Company have been used as main primary source. The workers are required to respond to the questionnaire provided.

3.2.3 Unit Of Analysis

As the main of the study is to find the variables in job related stresses that influence the job satisfaction. Therefore that unit of analysis is individual. This is because we want to know in individual employee in the organization are those stressors influence their job satisfaction.

3.2.4 Population Frame

A survey instrument in the form of close-ended questionnaires was developed for this study and was conducted to Intel employees (based in Kulim 1 and Penang 1 campus) regardless of their length of service and the total of headcount is 1200 employees with 948 and 252 employees each campus.

3.2.5 Sample and sampling technique.

The number of headcount for both Penang and Kulim is about 1300 employees,. Therefore the sampling size is 300. (Robert et. al, 2001). Since the researcher is aiming to study the relationship between the variables in job related stress and Job satisfaction. as a result it will be appropriate to use the non-probability sampling-convenience sampling. This is because this sampling is quick, convenient and inexpensive (Robert et. al, 2001).

3.3 Measurements

For the study, researcher will be use the questionnaire in identifying the relationship of the variables in job related stresses and job satisfaction in electronic industry environment. Since this study is replicate study, researcher was adopted the questionnaire from the original source and modified to some of the questionnaire to suite the context of employees in electronic industry.

Table 3.3.1:- Measurements Items

Variables	Dimensions	Total number of items	Scales	Sources
Job satisfaction	Factors that can contribute to job satisfaction	20	5 points Likert Scale	Dawis <i>et.al</i> , 1967
Job related stress	Aspects that can contribute to Job related stress	16	5 points Likert Scale	MSQ Dawis <i>et.al</i> , 1967

The questionnaire consists of 5 sections. Section A consists of the questions to gather the information about the profile of the respondent. Section B, C, D and E sought to measure items that are related to employee engagement

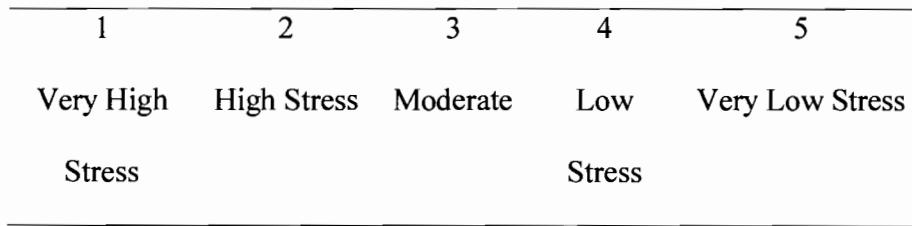
Table 3.3.2: Layout of the questionnaires

Section	Variables	Number
A	Job Related Stress Questionnaire	32
B	Job Satisfaction Questionnaire	20
C	Work Life Effectiveness Questionnaire	5
D	Demographic	7

This study used three types of scales. In the section A and B the combination of Interval-Likert scale were used. This combination of Interval-Likert scale is used when responses to various items that measure a variable can be tapped on 5 points scale which can thereafter be summated across the item.

The scale below is an example shows the measure used in the Likert scale designated instrument using Likert scale with score from 1 to 5 (Sekaran, 2003). Every score shown as follows:

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Dissatisfied				



Nevertheless in the section C and D the nominal scale was used.

3.4 Pilot Study

To ensure the established questionnaire meet the objective. It will be tested in pre-testing. The objective of this testing is to determine the validity and reliability of the questionnaire. Not only that, this pilot will determine the quality of the survey in term of clarity, understandability, reliability and sensibility.

For the purpose of the testing, the questionnaire was given to 50 respondents. According to Robert et.al (2001) the ideal number of respondents for the testing purposes is between 80 and 200. However the common practice for the pilot is 30 respondents. Hence, if from the 50 respondents, but only 30 respondent responses to the survey, then it will be fine.

The targeted respondents are mixture for both Intel campus regardless of their business nature, work nature, seniority and position level. This is to ensure that data receive will represent the electronic worker.

The respondents were selected randomly however the number of the survey given to both campuses were approximately balance. This is to ensure the result won't bias or weighted to one side. They were contacted via email and they are required to complete the online survey within

two weeks. Nevertheless a reminder or follow up was sent to the selected them 1 week before the due date. At the same time they were asked to give a feedback on the questionnaire or to contact the author if they need assistance or clarification to the question that may due to unclear and the like.

After two weeks, the raw data was pulled from the online vendor and was plotted to excel via SPSS version 12. The data then analyzed it instruments validity using the Cronbach Alpha coefficient and correlation test of the instruments will be done by Pearson correlation coefficient.

3.5 Data Collection Procedures

	Items	Procedures	Time
1	Seek approval to submit a survey to employee from the management	Send an email to Dr Siva for seeking an approval. Once the approval obtained from Dr Siva, name of respondents will be pulled randomly by the admin.	2 weeks before the survey given to the respondents
2	Send email to the respondents	Send an email to respondents and brief about the project. Emphasize to the respondents that information given is treated as confidential and this is the only for study purposes. Survey Link (On-Line) will be provided to the respondents as	The respondents were given 4 weeks to complete the survey via on-line.

well.

3	If the link broken or server down	Hardcopy will be given to the employees	Stick to 4 weeks given to the respondents to answer.
4-	Reminder to the respondents	Send an email to the respondents as a reminder to complete the survey	2 weeks after the survey been given
5	Collect the data	Data will be pulled from Online service provider. The raw data will be put into the excel or (SPSS)file. If the respond rate less than 60%, back to step 4.	2 + 1 weeks time frame including key in the data into the excel file and waiting for the response (2'nd reminder)
7	Analysis the raw data	The data will be tasted its reliability and find the correlation between the IVs and DV's. The significant variable will be identified.	3 weeks.

3.6 Data Analysis Techniques

Data was analyzed using the Statistical Package for Social Science (SPSS) version 12.0. The analysis of data begins with reliability test for all the variables by referring to the scale through cronbach's alpha coefficient. According to Robert et a.(2001). This coefficient can hold a value

from 0 to 1. If the coefficient 0.8 or higher, it means the data is reliable. This is however some researcher suggested that cronbach's alpha coefficient 0.6 and above is still acceptable for initial investigation Sekaran (2006). Therefore in this study the reliability will be based on cronbach's alpha coefficient 0.6 and above.

After that, the Pearson Correlation Analysis was carried out to determine the relationship between the two Independent variable and dependents variables. The symbol of a correlation is r and its range from -1.00 to +1.00. A correlation coefficient tells two things about the relationship between two variables; the direction of the relationship and its magnitude. A perfect correlation of 1 or -1 indicates that the value of one variable can be determined exactly by knowing the value on the other variable. On the other hand if the correlation is "0", indicates no relationship between the two variables (Pallant, 2001). the table below will determines the strengths of the relationship. (Cohen, 1988)

Pearson correlation coefficient (r) range	Strength
$r=0.10$ to 0.29 or $r=-0.10$ to -0.29	Low / Small
$r=0.30$ to 0.49 or $r=-0.30$ to -0.49	Medium
$r=0.50$ to 1 or $r=-0.50$ to -1	High/Large

Finally, multiple regression analysis was conducted to find the relationship of the variable in job related stresses to job satisfaction as well as to determine the strongest variable that influence the job satisfaction. The variable is considered dominant if the "BETA" value is the largest (by ignoring the negative signs in the front) among the significant factors. (Pallant, 2001)

CHAPTER 4

ANALYSIS

4.1 Introduction

This chapter presents the findings of the analysis. The analysis included the reliability test and descriptive analysis of the data. For hypothesis multiple regression analysis were used to examine the relationship between the variables in job related stresses and job satisfaction and as well as to identify the strongest variable in job related stresses that influence the job satisfaction.

4.2 Response Rate

Out of 300 questionnaires sent to the selected employees, only 113 were returned and bring the response rate 37.6% Meanwhile the balance, 48 surveys (16%) were incomplete / partially completed, 66 employees (22%) chose not to respond to the survey and lastly 73 employees (38%) not even read the email sent.

4.3 Profile of respondents

This section will elaborate further the demographic characteristic of the respondent's inclusive the gender, age, education, length of service, work position, work location, and their department as well.

4.3.1 Demographic Characteristic

There are 113 respondents in the sample. Frequency distributions are obtained for all demographic characteristic only. The dependent and independent variables are obtained using SPSS Version 12.0.

Table 4.3.1: Frequency Distribution – By Gender

Gander	Frequency	Percent (%)
Female	53	46.9
Male	60	53.1
Total	113	100.0

From 113 respondents, about 60 or 53.1% of them are male, the rest are female which represent 53 or 46.9%. Table 4.1 above shows the distribution of gender in this study.

Table 4.3.2: Frequency Distribution – By Age

Age Range	Frequency	Percent (%)
25 - 34	42	37.2
35 - 44	64	56.6
45 - 54	6	5.3
55 years and above	1	0.9

The result of age distributions in Table 4.3.2 above shows that the greatest numbers of the respondents are in 35 – 44 (56.6%) age group followed by respondents aged 25 – 34 (42%), then tailed by aged 45 – 54 (6%) and the lowest is represent age group 55 years and above.

Table 4.3.3: Frequency Distribution – By Education

Education	Frequency	Percent (%)
Bachelor	53	46.9
Certificate	5	4.4
Diploma	36	31.9
Master's	13	11.5
SPM and	6	5.3

Table 4.3.3 shows the education level of the respondents.

The education level of respondents is as suggested in Table 4.3 above. The highest level of education of respondents shows that Bachelor contributed to 46.9%, followed by Diploma with 31.9%, then Masters with 11.5 % and lastly SPM and certificate contributed 5.3% and 4.4% each.

Table 4.3.4: Frequency Distribution – By Length of Service (LOS)

Length of Service	Frequency	Percent (%)
10 years – 14 years	63	55.8
15 years – 19 years	13	11.5
20 years and above	6	5.3
5 years – 9 year	18	15.9
Less than 5 year	13	11.5

Table 4.3.4 represents frequency distribution of 113 respondents in this study. It shows that a 55.8% of respondents already working for 10 – 14 years, Followed by the respondents worked from 5 to 9 years with 15.9 %, meanwhile participated employee that worked from 15 – 19 years and less than 5 years have shared the same rate with 11,5 %. Lastly for employee who worked 20 years and above only 5.3% with the number of respondent is only 6 people.

Table 4.3.5: Frequency Distribution – By Position

Position	Frequency	Percentage (%)
Exempt / Executive	70	61.9
Non Exempt / Non Executive	43	38.1

Table 4.3.5 shows 61.9 % of respondents were come from Executive position and 38.1% were from Non Executive category.

Table 4.3.6: Frequency Distribution – By Location

Work location	Frequency	Percentage (%)
Kulim	56	49.6
Penang	57	50.4

In this table 4.3.6 represent the number of respondents from Kulim and Penang employee almost balance were they was less by one person that makes 50.4% was from Penang and 49.6 was coming from Kulim.

Table 4.3.7: Frequency Distribution – By Department

Work location	Frequency	Percentage (%)
Architecture	13	11.5
Customer Service	8	7.1
Human Resource	40	35.4
Production	42	46

This table 4.3.7 is shown the breakdown of the respondents department. The majority was coming from production 46%, follow by the Human Resource 35.4 %. Architecture and Customer service were contributed 11.5% and 7.1 % each.

4.4 Work Life Effectiveness (WLE)

WLE is the program that Intel has with the objective to reduce the employee stress. This program is inclusive of the Yoga class, Aerobic class, Gym studio, free flow drinks, flexi working hours, working from home and many more. From the 300 survey sent to the employees, only 113 respondents have response to the survey. The questions set were to determine their knowledge, awareness, and the effectiveness of the program.

Table 4.4.1: Frequency Distribution –Awareness of WLE program

WLE Awareness	Frequency	Percentage (%)
Work Life Effectiveness	109	96.4
Work Life Efficiency	4	3.6

From the question asked, found most of the respondents have a knowledge and aware of this program. It is proven when 96.4% of respondents have answer correctly versus only 4 respondents (3.6%) answered incorrectly about the WLE stands for.

Table 4.4.2: Frequency Distribution –Program's effectiveness 1 (thought)

Program Effectiveness	Frequency	Percentage (%)
Yes	96	85
No	17	15

This table reflected 85 % of respondents think that this program is effective and meets its objective meanwhile 15% think otherwise.

Table 4.4.3: Frequency Distribution – Frequencies of using the programs/facilities

Utilization Rate	Frequency	Percentage (%)
Every day	15	13.3
Never	33	29.2
Once a month	47	41.6
Once a week	18	15.9

This table represents the utilization rate of the program /facilities. 41.6% of respondents make used of the programs / facilities once a month, followed by Once a week utilization with 15.9% and only 13.3% has make use the program and facilities every day. 29.2% of respondents never use the program or facilities at all.

Table 4.4.4: Frequency Distribution – Program effectiveness 2 (Experienced)

Effectiveness of the WLE	Frequency	Percentage (%)
Yes	81	71.7
No	32	28.3

This table 4.4.4 shows that 71.7 % of respondents felt that this program is effective and meanwhile 28.3 % of respondents not after used the facilities or participated to the programs.

Table 4.4.5: Frequency Distribution – sufficiency of the WLE program / facilities

Satisfactory of the existing WLE programs and facilities.	Frequency	Percentage (%)
Yes	70	61.9
No	43	38.1

In this table, 70 respondents (61.9%) voted that the existing WLE program / facilities are sufficient meanwhile 43 respondents (38.1%) are not. This is may due to the limitation by the shift employee to make use the facilities or participate to the programs as most of the facilities and programs are chartered for normal work hours employees.

4.5 Reliability of the variables

Table 4.5.1 Reliability and descriptive statistics of respondents

Variables	Cronbach's Alpha
Job Stress	0.915
Supervisor Leadership stress	0.843
Supervisory Administration stress	0.851
Work Organization stress	0.83
Work Administration stress	0.79
Organizational Stress	0.813
Management Effectiveness stress	0.877
Communication Effectiveness stress	0.91
People development stress	0.94
Job Satisfaction	0.88

In this table, it shows all the variables are reliable where the Cronbach's Alpha is more than 0.6 (Sekaran, 2006). The lowest value is from Work Administration stress with the Cronbach's Alpha 0.79 and the highest is from People development stress with Cronbach's Alpha 0.96. Meanwhile job satisfaction cronbach's Alpha is 0.88.

4.6 Relationship of the variables

Table 4.5 Correlation of IV and sub IVs factors with Job satisfaction

		Sig (2)											
	N	tailed)	IV	JS	SLS	SAS	WOS	WAS	OS	MES	CES	PD	
IV	113	-0.294**	1	0.15	0.332**	-0.239*	0.302**	-0.19*	0.259**	-0.198*	-0.159	0.27	
JS	113	-0.15		1	0.661**	0.772**	0.641**	0.599**	0.398**	0.624**	0.843**	0.59	
SLS	113	-0.332**			1	0.81*	0.506**	0.683**	0.296**	0.633**	0.679**	0.61	
SAS	113	-0.239*				1	0.579**	0.695**	0.378**	0.663**	0.804**	0.52	
WOS	113	-0.302**					1	0.663**	0.438**	0.6**	0.682**	0.35	
WAS	113	-0.190*						1	0.302**	0.59**	0.637**	0.49	
OS	113	-0.259**							1	0.408**	0.435**	0.26	
MES	113	-0.198*								1	0.813**	0.58	
CES	113	-0.159									1	0.59	
PDS	113	-0.277**										1	

**. Correlation is significant at 0.01 level (2 tailed)

*. Correlation is significant at 0.05 level (2 tailed)

Legends

IV = Job Related stresses

WAS = Work Administration stress

JS = Job stress

OS = Organizational Stress

SLS = Supervisor Leadership stress

MES = Management Effectiveness stress

SAS = Supervisory Administration stress

CES = Communication Effectiveness stress

WOS = Work Organization stress

PDS = People Development stress

In this table, it represents the relationship of the job related stresses on the job satisfaction. From the analysis made, found that the Job related stress has a low negative

relationship ($r=-0.294$, $p=0.002$) with job satisfaction. Meanwhile for Supervisory Leadership stress and Work organization stress have a medium negative relationship with Job satisfaction with ($r=-0.332$, $p<0.0005$) and ($r=-0.302$, $p=0.001$) each. The rest of the independents have a small / low relationship with job satisfaction.

4.7 Multiple regressions

Table 4.7 multiple regression

Variable	R square	Adjusted R Square	Beta	Sig
Constant				0
Job Stress			-0.067	0.862
Supervisor Leadership stress			-0.378	0.03
Supervisory Administration stress			-0.082	0.637
Work Organization stress	0.25	0.185	-0.414	0.003
Work Administration stress			0.239	0.094
Organizational Stress			-0.171	0.086
Management Effectiveness stress			0.056	0.732
Communication Effectiveness stress			0.532	0.234
People development stress			-0.24	0.044

Based on the regression result in table In this table 4.7, it shows that the R square is 0.25. This means that only 25 % of the variation Independent variables have a relationship with job satisfaction. There are supervisor leadership stress, work organization stress and people development stress with ($p=0.03$, 0.003 and 0.044) each. Meanwhile the Work Organization stress is the biggest unique contribution to job related stress with Beta = -0.414 that means the

Work Organization stress is the strongest influencer to job satisfaction, thus this finding has answered the hypothesis and the research objectives.

4.8 Summary of Hypothesis Testing

This chapter has analyzed the hypothesis discussed in chapter 2. The result of hypothesis testing as summarized in Table 4.7 in job satisfaction explained by the independent variables. Referring to the p value, the result shows that only 3 variables in job related stresses have a relationship with job satisfaction. They are supervisor leadership stress, work organization stress and people development stress. The details as in table 4.7 below.

Table 4.7: Summary of Hypothesis Testing

	Hypothesis	Result
H.i	<i>There is a relationship between the job stress and job satisfaction</i>	<i>Not Supported</i>
H.ii	<i>There is a relationship between supervisor leadership stress and job satisfaction.</i>	<i>Supported</i>
H.iii	<i>There is a relationship between supervisory administration stress and job satisfaction.</i>	<i>Not Supported</i>
H.iv	<i>There is a relationship between work organization stress and job satisfaction</i>	<i>Supported</i>
H.v	<i>There is a relationship between work administration stress and job satisfaction</i>	<i>Not Supported</i>
H.vi	<i>There is a relationship between the organizational stress and job satisfaction.</i>	<i>Not Supported</i>
H.vii	<i>There is a relationship between management effectiveness stress and job satisfaction.</i>	<i>Not Supported</i>
H.viii	<i>There is a relationship between communication effectiveness stress and job satisfaction.</i>	<i>Not Supported</i>
H. ix	<i>There is a relationship between the people development stress and job satisfaction.</i>	<i>Supported</i>

4.9 Conclusion

This chapter presented the analysis result. The analyses were carried out using reliability, frequency, correlation and multiple regressions. The result revealed influencer of the jobs related stresses on job satisfaction. Not only that, it's also discovered that only 3 over 9 variables in job related stress have a relationship with job satisfaction. The discussion of the findings will be presented in the following chapter.

CHAPTER 5

DISCUSSION AND CONSLUSION

5.1 Introduction

This chapter will summarize and conclude the finding of the study based on the analysis in the previous chapter. This section also covered conclusions, recommendations, and limitations of this study and some recommendations of future research.

5.2 Discussion

This gist of this study is to examine the relationship of the variables in Job related stresses to job satisfaction. This study is also aimed to find the strongest variable that influences the job satisfaction. The result during the hypothesis testing support the general objective of this study; that supervisor leadership stress, work organization stress and people development stress are the job related stress influencer to job satisfaction. The finding also demonstrates that work organization stress is the dominant factors which influence the job satisfaction among the variable.

5.3 Research Questions

This research questions is use to check and balance the finding from the survey conducted. They are two questions. The first question was aimed to find the variables in job related stresses that influence job satisfaction and the second question was intended to indentify to strongest variable that found in the question one influence the job satisfaction.

Question 1: What are the variable in job related stress that influence job satisfaction?

From the analysis done, 3 over 9 variables in job related stresses are influence to job satisfaction. In other word, 3 variables in job related stresses have relationships with job satisfaction. That 3 variables are supervisor leadership stress, work organization stress and people development stress with their $p= 0.03, 0.003$ and 0.004 for each. Meanwhile the rest of the variables in job satisfaction do not influence or do not have a relationship with job satisfaction. The reason is might be due the respondents experience the effectiveness or efficiency of the existing system or process practiced in the company, therefore those variables have been perceived no relationships or not influence to the job satisfaction because it is able to attempt the stress of the employees from the beginning. Not only that, with the addition of the WLE (Work Life Effectiveness) programs in place, it might affect the stress level of the enrolled employee, when program and facilities provided is suite to engage to those variables.

Question 2: Which among the variable in job related stress is the most important dimension that relates to job satisfaction?

The result in this study indicates that the work organization stress is the biggest unique contribution to job related stress with Beta = - 0.414. It shown that among of the variable, work organization stress is the strongest influencer to the job satisfaction compared to the others variables in job related stresses. This is might be due to the respondents experience that seeing the company has leaking with and needs some improvement on the existing process, physical environment, bureaucratic practice, deadline, training and resource need to be improved. Nevertheless, this finding also reflected the current WLE programs does not really engage to tackle the stress that due to Organization stress hence the existing program need to be review to ensure the future program will cover this variable factors as well. This finding is supported from

the research conducted by (Lesowitz, 1996), where he found that organization stress is an important dominant that determinant of satisfaction of the job.

5.4 Limitation of Research

The findings of this study had provided some unique insights to the semiconductor employees. However the sample might produce a different result if tested to the entire company and to the others semiconductor companies as well. Groups in other organization and company may have a different consequences attached to their work environment and stress compared to the limited population. The research if conducted in wide scope population may provide a better result or more accurate as they are exposed to the different working environment and stress management styles or ways which may affect their thought of job related stress and job satisfaction.

The second limitation, result from this study can't be use to represent for the others semiconductor companies since this study was solely conducted to Intel employee. Therefore the result of study could not be generalized to the other company or signify to the semiconductor companies as they might have different working environment, stress management program, system, policies and culture.

For the third limitation, the result in this study might be different if receive a full support from Intel management. In this study the survey sent to the respondents via the sender external email where the company email is prohibited to use. Thus from the record 16% respondents have left the survey before the end (partial), 66 % employee chose not to participate and 38% of the employee not even read the email and the rest is due to others reason.

Lastly, the data of this study were gathered through online questionnaire only. Therefore the feedbacks are depended on the voluntary cooperation of the participants. Further, the responses may not consistent and accurate measure of the job satisfaction since there are many factors that will influence Job Satisfaction such as Work Commitment, Leadership style and empowerment. (Dyer & Quine, 1998) and (Jamal, 1990) . Therefore the accuracy of the study might be affected due the factors mentioned.

5.4 Recommendation for Future Research

This study is the only beginning in regards to determine the variable in job related stress that influence the job satisfaction. Hence it would be beneficial for future research to consider the following suggestion.

First, expand the studies by include the others factors such as work commitment, leadership style and empowerments in independent variable as a predictor factors to job satisfaction. This will enhance the consistency and validity of results.

Second, obtain the support from the management forefront before the research conducted by allowing the researcher to conduct any method of survey without limitation. This effort is expected the response rate and the response to the survey would be different and more accurate.

The Work Life Effectiveness (WLE) questionnaire used is the essential for this study. Hence it should be enhanced in future use therefore it would be able to help the researcher to design the

better program for employee to reduce the employee stress. Thus, the program design will be improve the employee job satisfaction.

5.5 Conclusion

The two objective of this study were to determine the influencer in the job related stress to the job satisfaction, and to identify the most influence variable in job related stressor variable to job satisfaction have been achieved. Whereby the result has shows that from 9 variables in the job related stresses, only 3 of them are the influencer to the job satisfaction. They are supervisor leadership stress, work organization stress and people development stress. Meanwhile the work organization stress is the strongest influencer to job satisfaction.

Therefore if the work organization stress is one of the factors considered to measure job satisfaction, the management should concentrate on the work organization and improve it such as reduce the bureaucratic red tape, improve the physical environment, reasonable deadlines given, provide the resource and support if necessary and provide the sufficient training to the employees in creating affirmative environments in a working place.

Although this study has successfully attained its objectives, however these finding are may applicable to Intel employee scope. It is beneficial for further research to examine the in other companies and industries by including several independents variable factors such as empowerment, leaderships style and work commitment, therefore it will makes the research more valuable.

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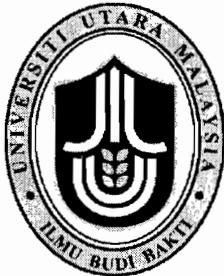
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UNIVERSITI UTARA MALAYSIA

Dear Sir/Madam.

I realize that your time is valuable and many demands are made upon it by your heavy workload. However, your participation in this survey, which will require only about 10-15 minutes of your time, is vital to the success of this study.

I am a graduate student of University Utara Malaysia and conducting a survey for my theses to fulfill the MBA requirement of the university. The objective of this study is to help me determine the variables in job related stresses that influence the job satisfaction.

Please be rest assured that all your responses will be kept strictly confidential and I will keep your identity anonymous. All the data will be aggregated and will be strictly used for academic purposes only.

I look forward to working with you. Thank you in advance for your cooperation.

If you are interested in this study please contact me through email at faridibrahim_m@yahoo.com or call me at 019-3341162.

Sincerely

Farid
UUM student

Managing Employee Stress

INTRODUCTION

University Utara Malaysia

Dear Sir/ Madam.

I realize that your time is valuable and many demands are made upon it by your heavy workload. However, your participation in this survey, which will require only about 10-15 minutes of your time, is vital to the success of this study.

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I look forward to working with you. Thank you in advance for your cooperation.

Sincerely

Farid

This survey has 4 Parts. Please answer all the part.

Part A :Job Related Stress Questionnaire.

Part B: Job Satisfaction Questionnaire.

Part C: Work Life Effectiveness (WLE).

Part D: Demographic Information.

Part A : Job Related Stress Questionnaire

Instructions:- Please select the appropriate stress level on the statements below to describe your stress at your work place.

Job Stress :- This section will measure the employee attitudes regarding their own levels of stress in the work place.

1.) Have no control to my work.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

2.) Unclear role or job scope

- Very High Stress
- High stress
- Moderate
- Low Stress
- Very Low Stress

3.) Meeting the goal set by the management

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

4.) Working Overtime

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

Supervisory Leadership:-This section will assess the stress from the employee opinions of supervision in term of leadership ability, interpersonal skills and ability to communicate.

5.) Difficulty getting along with supervisor.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

6.) supervisor over-emphasise the negative (e.g . Customer evaluation, Customer complaints)

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

7.) Lack of recognition from supervisor for good work done.

- Very High Stress
- High Stress

- Moderate
- Low Stress
- Very Low Stress

8.) Inconsistency leadership style.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

Supervisory Administration:- This section will deals with the stress due to supervisor as a manager of work and operation rating supervisor on cooperation with others, decision-making and problem solving.

9.) Unfamiliar / lack of work knowledge.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

10.) Inadequate support by supervisor.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

11.) Hard to discuss any work issue with supervisor.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

12.) Supervisor has unclear idea of expectation.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

Work Organization:- In this section, it will explore the stress from employee opinion on how work is organized with respect to allocation of work, employee understanding of responsibilities, regulation and supervision.

13.) Performing tasks not in job description

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

14.) Inconsistency rules and process.

- Very High Stress

- High Stress
- Moderate
- Low Stress
- Very Low Stress

15.) Overlapping supervision (matrix report)

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

16.) Unbalance work allocation.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

Work Associates:- This section will deals the stress in regards to the relationship among individual employee and among groups of employees.

17.) Conflicts with team members.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

18.) Bossiness attitude.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

Organization Stress: This section will be reflecting the overall stress level of the organization as perceived by the employee.

19.) Meeting deadlines

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

20.) Bureaucratic red tape.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

21.) Noisy work area.

- Very High Stress

- High Stress
- Moderate
- Low Stress
- Very Low Stress

22.) Frequent interruptions

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

Management Effectiveness :- This section will measures the stress that deal with attitudes of employees toward higher management's ability to make and stick to decisions, run an effective operation and get the respect of employee.

23.) Inconsistency decision.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

24.) Unfair decision.

- Very High Stress
- High Stress
- Moderate
- Low Stress

Very Low Stress

25.) Ineffective of authority delegation.

Very High Stress

High Stress

Moderate

Low Stress

Very Low Stress

Communication Effectiveness:- This section will measures the stress that focuses on the formal and informal patterns of communication within the organization as they affect vertical communication.

26.) Poor communication system.

Very High Stress

High Stress

Moderate

Low Stress

Very Low Stress

27.) Unwilling to listen the feedbacks and comments.

Very High Stress

High Stress

Moderate

Low Stress

Very Low Stress

28.) Unreliable of information source.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

29.) Insufficient of policies information.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

Performance Development. This section will measures the stress due to employee attitudes toward performance appraisal and opportunities for career development.

30.) The feeling that promotion rules apply to different people (e.g. favoritism)

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

31.) Unclear appraisal system and process.

- Very High Stress
- High Stress
- Moderate

- Low Stress
- Very Low Stress

32.) Lack of opportunity for advancement.

- Very High Stress
- High Stress
- Moderate
- Low Stress
- Very Low Stress

**Part B : JOB SATISFACTION - MINNESOTA
SATISFACTION QUESTIONNAIRE (MSQ)**

Instructions:- For each item, please indicate your level of satisfaction by tick the appropriate response.

33.) Being able to keep busy all the time.

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

34.) The chance to work alone on the job.

- Very Dissatisfied
- Dissatisfied
- Neutral

- Satisfied
- Very Satisfied

35.) The chance to do different things from time to time.

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

36.) The chance to be "somebody" in the Community/ Organization.

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

37.) The way my boss handles his/her workers

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

38.) The competence of my supervisor in making decisions

- Very Dissatisfied
- Dissatisfied

- () Neutral
- () Satisfied
- () Very Satisfied

39.) Being able to do things that don't go against my conscience

- () Very Dissatisfied
- () Dissatisfied
- () Neutral
- () Satisfied
- () Very Satisfied

40.) The way my job provides for steady employment

- () Very Dissatisfied
- () Dissatisfied
- () Neutral
- () Satisfied
- () Very Satisfied

41.) The chance to do things for other people

- () Very Dissatisfied
- () Dissatisfied
- () Neutral
- () Satisfied
- () Very Satisfied

42.) The chance to tell people what to do

- () Very Dissatisfied

- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

43.) The chance to do something that makes use of my abilities

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

44.) The way company policies are put into practice

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

45.) My pay and the amount of work I do

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

46.) The chances for advancement on this job

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

47.) The freedom to use my own judgment

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

48.) The chance to try my own methods of doing the job

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

49.) The working conditions

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

50.) The way my co-workers get along with each other

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

51.) The praise I get for doing a good job

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

52.) The feeling of accomplishment I get from the job

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

Part C - Work Life Effectiveness Questionnaire

Instruction: - Please answer to the question base on your knowledge / experience about WLE at Intel .

53.) What does WLE stands for

- Work Life Effectiveness

- Work Load Efficiency
- Work Life Efficiency

54.) Are you agree that the programs and activities under WLE can helps employee to reduce their work stress?

- Yes
- No

55.) How frequent you use the WLE program or facilities?

- Every day
- Once a week
- Once a month
- Never

56.) Do you feel that the WLE programs you joint or facilities you used helps to reduce your stress level?

- Yes
- No

57.) In your opinion, do we have sufficient WLE programs and facilities for employees?

- Yes
- No

Part D :- Demographic Data

Instructions :-Please complete all the questions below:-

58.) What is your age range?

- () Less than 25 years old
- () 25 ~ 34 years old
- () 35 ~ 44 years old
- () 45 ~ 54 years old
- () 55 years old and over

59.) Your gender

- () Male
- () Female

60.) Your highest education level.

- () SPM and Below
- () Certificate
- () Diploma
- () Bachelor's Degree
- () Master's Degree
- () PHD

61.) Your length of service.

- () Less than 5 years
- () 5 years ~ 9 years
- () 10 years ~ 14 years
- () 15 years ~ 19 years
- () 20 years and above

62.) Your job position.

- Exempt
- Non Exempt

63.) Your work location

- Penang
- Kulim

64.) Your department ?

- Accounting / Finance / Banking
- Administration / Clerical / Reception
- Architecture / Design / Engineering
- Buying / Purchasing
- Consulting
- Customer Service
- Health Care
- Human resources management
- Management (Senior / Corporate)
- News / Information
- Planning
- Production
- Sales / Marketing
- Student
- Other

Thank You!

Thank you for taking our survey. Your response is very important to us.
