

**JOB STRESS, QUALITY OF WORK LIFE, JOB SATISFACTION AND
TURNOVER INTENTION AMONG EXECUTIVE LEVEL EMPLOYEES OF
INTEL TECHNOLOGY SDN. BHD.**

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BY

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Othman Yeop Abdullah Graduate School of Business,
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Management.

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ABSTRACT

Employee turnover has always been a matter of concern for organizations. A large degree of employee turnover is highly detrimental to both the organization as well as the employees. The main objective of this study is to explore the factors that influence turnover intention among the executive level employees who are working in Intel Technology Sdn. Bhd. as well as to identify the most significant factor influencing turnover intention. Three independent variables namely job stress, quality of work life, and job satisfaction were examined to determine their relationship with dependent variable, which is turnover intention. A cross-sectional study was chosen for this study. A total of 155 respondents were involved in this study. Data were gathered through questionnaires and was being analysed using Statistical Package for Social Science (SPSS) version 19.0. This study applied descriptive statistics, reliability analysis and inferential analysis to examine the relationship among the variables. The multiple regression analysis of job stress shows that there is a significant and positive relationship on turnover intention. However, there is an insignificant and negative relationship between quality of work life and turnover intention. Besides that, job satisfaction has a significant and negative relationship on turnover intention. Findings of this study also suggested that job satisfaction is the most significant factor that influences turnover intention among executive level employees who worked at Intel Technology Sdn. Bhd. The implication of this study is that organization should take appropriate action during human resource planning as the determinants in increasing employee's satisfaction and reduce turnover intention. Future research should be including other factors like organizational politics and downsizing that might influence the turnover intention.

Keywords: job stress, quality of work life, job satisfaction, turnover intention, intel technology sdn. bhd.

ABSTRAK

Pekerja yang mempunyai keinginan untuk berhenti kerja sentiasa menjadi perhatian bagi setiap organisasi. Jumlah besar pekerja yang mempunyai keinginan untuk berhenti kerja akan merugikan kedua-dua organisasi dan pekerja. Objektif utama kajian ini adalah untuk meninjau faktor-faktor yang mempengaruhi keinginan untuk berhenti kerja di kalangan pekerja peringkat eksekutif yang bekerja di Intel Teknologi Sdn. Bhd. dan juga untuk mengenalpasti faktor yang paling mempengaruhi keinginan untuk berhenti kerja. Tiga pembolehubah bebas iaitu tekanan kerja, kualiti hidup kerja dan kepuasan kerja telah diuji untuk menentukan hubungan dengan pembolehubah bersandar iaitu keinginan untuk berhenti kerja. Kajian keratan rentas telah dipilih untuk kajian ini. Seramai 155 orang responden telah terlibat dalam kajian ini. Data dikumpulkan melalui soal selidik dan dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial, versi 19.0 (SPSS). Tambahan pula, kajian ini menggunakan statistik deskriptif, analisis kebolehpercayaan, dan analisis inferensi untuk mengkaji hubungan antara pembolehubah. Keputusan menunjukkan bahawa tekanan kerja mempunyai hubungan signifikan dan positif dengan keinginan untuk berhenti kerja. Manakala, pembolehubah kualiti hidup kerja menunjukkan hubungan negatif dan tidak mempunyai signifikan dengan keinginan untuk berhenti kerja. Selain itu, kepuasan kerja mempunyai hubungan signifikan dan negatif dengan keinginan untuk berhenti kerja. Seterusnya, hasil kajian menunjukkan bahawa kepuasan kerja adalah antara faktor yang paling mempengaruhi keinginan untuk berhenti kerja di kalangan pekerja peringkat eksekutif di Intel Teknologi Sdn. Bhd. Implikasi kajian ini adalah organisasi perlu mengambil tindakan sewajarnya dalam perancangan sumber manusia sebagai satu keazaman untuk meningkatkan kepuasan kerja dan mengurangkan jumlah pekerja yang mempunyai keinginan untuk berhenti kerja. Kajian masa depan perlu mengkaji faktor-faktor lain yang mempengaruhi keinginan untuk berhenti kerja seperti politik pengurusan dan pengecilan pekerja.

Kata kunci: tekanan kerja, kualiti hidup kerja, kepuasan kerja, keinginan untuk berhenti kerja, intel teknologi sdn. bhd.

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List Of Abbreviations

Description of Abbreviation	Abbreviation
Information Technology	IT
Human Resource	HR
Strategic Human Resource Management	SHRM
Standard Deviation	SD

CHAPTER 1

INTRODUCTION

1.1 Introduction

In this chapter, preliminary information regarding the background of the study, problem statement, research objectives, research questions, and significance of the study, scope of the study, definition of key terms and organization of the thesis of this study will be provided.

1.2 Background of the Study

Turnover intention has always been a major concern topic of today's organizations and it has become one of the critical and challenging issue for all types of business because of the negative implications towards management. There are many studies that have investigated issues concerning employees turnover, however the issue has not descent because it evolves around productivity which makes it a huge concern to organization managers (Bajwa et al., 2014). Therefore, the organization as well as the employee need to face the affect of a large degree of employees turnover intent (Jeswani & Dave, 2012). Besides that, Rahman et al. (2014) stated that highest turnover intention may cause high replacement cost and loss of profitability in form of indirectly or directly to organizations. In fact, both management and academician have been thinking and stressed with questions such as, 'what could be done good enough to inspire the employees to reduce turnover intention or turnover?' (Ferrell et al., 2008).

Recently, IT industry has become a main sector in Malaysian economic growth, where it is important as one of the strategies in forming an industrial economy and

followed by knowledge economy. In IT fields, turnover intention among high skilled employees has been given more concern by industry for several decades (Korunka et al., 2005). Positions in Information Technology remain as hot jobs due to organization's needs of skilled employees to strengthen their brand, reduce operations costs by improving technology efficiency and productivity. Currently, many views explain this dilemma. One view is that the IT work, especially in IT industries is surrounded by increasing complexity, rapid change and competitive environments (Randhawa, 2007). Therefore, IT industry need to face several barriers and challenges in terms of supply of employable employees (Kapurubandara, 2009). Supported by Hassan (2014) noted that the main reason employee turnover rate has increased in IT industry was due to high job demand and great opportunities that occur in marketplace.

Based on the Labor Market Information, Labor Department, Ministry of Human Resources Malaysia, the number of new job registrants of Malaysia were increased from 7,240 to 11,134 with the increase of 53.78% meanwhile, the number of active job registrants were increased from 337,475 to 435,421 with the increase of 29.02% as compared with the year of 2012 and 2013 respectively (Department of Statistic Malaysia, 2013). The figures showed that the increased number of job seekers reflected that they have the intention to look for a new job especially for those who were currently working in IT industry if there is any available job that offer higher pay, good organizational commitment, or may satisfy them. Hence, building a turnover model and reducing employees turnover intention is an important matter to the IT industry.

Based on Malaysian Employers Federation (MEF) survey conducted on executive positions, revealed that IT industries have witnessed high turnover during the past

years, whereby IT and Communication industry recorded the highest turnover rate, which showed 75.72% compare to other industries (The Star Online, 2012). According to the research, it is a difficult task to retain employees due to the demand and opportunity factor, which encourage employees to leave an organization. The top three reasons for the employees to leave an organization are due to better external opportunity in other workplaces (67.3%), limited development chances (46%) and continues further studies (38%). Besides that, Khatri et al. (1999) denoted that turnover intention is also one of the major problems for many industries in Asean countries such as Hong Kong, Singapore, Taiwan, Philippines besides Malaysia.

Moreover, there are several studies indicated that turnover is a complex phenomenon which brings negative effects to an organization, such as, it will cause high recruitment cost and employees morale become poor (Nadiri & Tanova, 2010), quality of product and service will reduce (Khatri et al., 1999), and poor customer relations (Jeswani & Dave, 2012). It also can affect the organization in term of financial cost, for example, the cost of replacement, cost of training, cost of separation and cost of recruiting new employees. Awang et al. (2013) pointed that if an organization faces difficulties with high turnover rate, it will lead to consequences such as, both employee and organization's productivity will be reduced, organizational efficiency will loss, and operational disruption will occur. Furthermore, discouragement of organizational membership also will be increased due to high turnover rate among the employees (Perez, 2008).

Intention can described as an actual behaviour and interest of each employee (Jeswani & Dave, 2012). Kaur et al. (2013) mention that turnover intention as the intention of an individual to voluntarily leave the organization or profession. In simple term, turnover intention is a probability that the employee will change his or

her job within a certain time period which will cause the actual turnover (Kaur et al., 2013).

Meanwhile, Samad (2006) highlighted that valuation on the background of turnover intention have underlined intent to quit rather than actual turnover as the outcome variable. This is because the employees have decided in advance to leave the organization. Samad (2006) specified that this is consistent along with attitude-behaviour theory which one's intention towards performing a specific behaviour is the close predictor of that behaviour. Therefore, Price (2001) proposed that turnover intentions paradigm as a substitute in measuring actual turnover.

According to Mahdi et al. (2012) further study regarding turnover intention among employees is more useful and practical because the actual quitting behaviour is more difficult to predict. Besides that, turnover intention not only useful to predict the actual turnover, it also gives great affect on job performance and commitment, whereby as pointed by Yorgun et al. (2009) employees who intent to quit will contribute to reducing employees productivity during period prior to actual turnover and also undermine industry's success.

Based on several studies done previously, more consideration has been given towards the factors that contribute to turnover intention (Awang et al., 2013). Furthermore, factors that could predict towards employees intention to leave are individual behavioural, organizational factors and attitudinal. Few literatures have also examined that job related factors, individual personality and external factors as determinants of employees turnover intention. Meanwhile, to have a better outcome from investigating employees intention to leave from their organization, cross sectional study is more applicable than longitudinal study (Bajwa et al., 2014).

1.3 Problem Statement

Employees are the main pillars and the most important factor in driving the success of the organization. They are the people who have the function and ability to organize and manage the outcome of one certain assignment. In the IT sector, employees are expected to demonstrate a very high performance in order to achieve the organization's mission, goal and objective for each year. As pointed by Wong (2013), the main contributing factors towards turnover intention among employees working in IT industry were high workload, high pressure for innovation and spending more time to cover their work.

Furthermore, based on survey conducted by Malaysian Employers Federation (MEF) in year 2010 and 2011, found that most of the employees in IT industry are very portable and they always look for other perfect opportunity in the career (The Star Online, 2012). In this situation, the employer will face difficulty to reduce the turnover rate among the employees. Meanwhile, Malaysian Trades Unions Congress (MTUC) secretary-general Abdul Halim Mansor stated that the high turnover rate among the employees could be due to high cost of living, whereby the employees will start leaving job if their salaries does not meet the cost of living (The Star Online, 2012). He also highlighted that skilled employees are the majority that willing to quit from their job (The Star Online, 2012).

Furthermore, according to survey done by Towers Watson's 2013 General Industry Total Rewards Survey, employees turnover rate in the service sector in Malaysia has increased from 12.3% in 2012 to 13.2% in 2013. The survey stated that the highest turnover rate takes place in IT industry. One of the major reasons for the high turnover rate was that employees felt that Malaysia's economy would remain stable

despite the uncertain global economy. According to the survey of Randstad World of Work Report in year 2013 and 2014, found that Malaysian are not just switching jobs to boost their careers but the decision to leave also hinged on uncompetitive salary, lack of recognition provided to employees and lack of trust from upper management (The Malaysian Insider, 2014).

Besides that, Shamsuddin Bardan, Executive Director of Malaysian Employers Federation (MEF) indicated that almost an average of RM 25,000 to RM 30,000 was spend by employers just for replacing each employees who leave the organization, which includes advertising, new hiring, selection and training (The Star Online, 2012). Therefore, this gives a great impact to the organization because the high cost of turnover (Noor & Maad, 2009). Moreover, several steps have been taken to retain employees such as raise wages, succession planning and implementation of more activities such as private conversation section with the employee, but, the rate of turnover is still increasing from time to time (The Star Online, 2012).

Previously, many studies on factors that influence turnover intention were carried out. Such factors include job stress, workload and environment (Shore & Martin, 1989), value attainment, job satisfaction and positive mood (George, 1996), personality and job satisfaction (Dole & Schroeder, 2001), job burnout and engagement (Lee & Shin, 2005), emotional exhaustion (Knudsen et al., 2006), leader member exchange and occupational self-efficacy (Schyns et al., 2007), clinical supervision and emotional exhaustion (Knudsen et al., 2008), perceived family supportive work culture and affective commitment (Ahmad & Omar, 2010), intrinsic motivation and job autonomy (Galletta et al., 2011), organizational learning culture and job satisfaction (Emami et al., 2012), organizational commitment and perceived organizational support (Hussain & Asif, 2012), disengagement and exhaustion (Ford

et al., 2012), psychological well-being (Amin & Akbar, 2013), job satisfaction, job stress, organization commitment, job enrichment and person organization fit (Awang et al., 2013), workload, compensation and benefits and job conditions (Khan & Du, 2014), job stress, emotional labour and emotional intelligence (Ogunbamila, 2014), quality of work life, job satisfaction and job commitment (Chinomona & Dhurup, 2014).

Grounded along the above variables, this study specifically gives focus on few selected variables, which are job stress, quality of work life and job satisfaction because these variables explains more about employees behaviour and attitude. Therefore, these variables are more relevant to test their influence on employee turnover intention because the results may give clearer insights on how the organization can retain their employee. Even though, the variables have been used in several previous studies, yet there are no proper outcomes to solve turnover rate in any organizations. Furthermore, the findings from these previous studies are inconclusive and mixed.

1.4 Research Questions

Based on the discussion above, and to accomplish the objective of this study, four research questions have been developed:

1. Is there any relationship between job stress and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.?
2. Is there any relationship between quality of work life and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.?
3. Is there any relationship between job satisfaction and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.?

4. Which among the variables are the most significant factors that describe turnover intention?

1.5 Research Objectives

The primary purpose of this study is to identify the factors influencing the turnover intention in organization. The specific objectives of this study are as follows:

1. To identify the relationship between job stress and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.
2. To investigate the relationship between quality of work life and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.
3. To identify the relationship between job satisfaction and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.
4. To examine which among the variables is the most significant factors that clarify turnover intention.

1.6 Significance of the Study

The main intention of this study is to investigate the relationship between job stress, quality of work, job satisfaction and turnover intention in IT industry. Based on theoretical insight, the purpose of this study is to provide some insight on the job stress, quality of work life, and job satisfaction on turnover intention. By incorporating this three independent variables, findings in this study would develop the existing knowledge in the area of turnover intention studies.

Moreover, based on practical insight, the findings from this study would be beneficial and valuable for both the organizations and also scholars. According to organization's point of view, the finding will help employers to actively drive their

current organizational policies to retain their employees and help to save their operations cost effectively. Besides that, through the designated questionnaire, it will also provide the insight information which will then, help and support the organization to identify and improve their organizational retention plan productively. Furthermore, the result of this study will help to provide valuable insight information of turnover intention, that hope to be able to support the IT industry for sustaining their employees and business market in the current market.

In term of scholar, this study will help other researcher to understand the reason behind of the high turnover trend that occurred among employees in IT industry. Although there are many studies had been done to test the relationship but less study conducted in IT industry. The study is expected to be as reference for future researcher in employee turnover's studies in order to identify what kind of investment for employees development that may increase the employee commitment and satisfaction in the organization.

1.7 Scope of the Study

The purpose of this research is to determine and gain better understanding of the relationships between job stress, quality of work life, job satisfaction and their influence on turnover intention among the executive level employees working in Intel Technology Sdn. Bhd. The main reason why Intel Technology Sdn. Bhd. chosen for this study because of being a well-known an IT Centre and plays an important role as one stop centre for a wide range of IT activities. Therefore, highly skilled employees needed to develop the business, which will be an ongoing long term basis.

Furthermore, only three independent variables will be given more attention in this study such as job stress, quality of work life and job satisfaction meanwhile, the dependent variable is turnover intention. Nevertheless, the result of this study can be linked appropriately to Information Technology (IT) industries. As a reference to the present study, data collection will be between March 2015 to April 2015.

1.8 Definition of Key Terms

Table 1.1

Definition of Variables

TERMS	DEFINITION
Turnover Intention	According to Jeswani and Dave (2012) turnover intention refers to the employee decided voluntarily to quit or leave from their profession or organization to pursue for job opportunities in other organization.
Job Stress	Job stress is defined as a harmful physical and emotional behaviour towards their current job due to the environment of workplace does not fit with the employee abilities (Awang et al., 2013).
Quality of work life	According to Mosadeghrad (2013) quality of working life refers to an employees satisfaction with their working life balance.
Job satisfaction	Shah et al. (2012) is an employees attitude or emotional feeling towards their current activities, responsibilities and achievement.

1.9 Organization of the Thesis

In the first part of Chapter 1, the study has introduced the generality of the topic clearly. Then, followed by background of the study, problem statement, research questions, research objectives, and significance of the study and scope of the study

have been identified and explained in this chapter. In chapter 2, literature review on the dependent variable (turnover intention) and the independent variables (job stress, quality of work life and job satisfaction) of previous studies were critically analyzed. Chapter 3, explain the methodology applied in the present study. The theoretical framework, hypotheses development, measurements, and statistical tools to analyze the results are highlighted in this chapter. In chapter 4, the data analysis and findings of the study are discussed. Last but not least, Chapter 5 covers the discussion, implications, recommendation for future study, limitations and conclusion in the end of this study.

1.10 Conclusion

This chapter has presented an overview concerning the various aspects such as background of the study, problem of statement, research questions, research objectives, significance of the study, scope of the study, and organization of the thesis. Thus, in chapter 2, the researcher will discuss the related literature of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss the literature review of the study. The variables that affect turnover intention (dependent variable) among employees will be discussed in this chapter, such as job stress, quality of work life, and job satisfaction (independent variables).

2.2 Turnover Intention

Turnover intention can be clarified as employees attitude towards making their own decision to quit from the job and organization (Awang et al., 2013). According to Firth et al. (2004), stated that turnover intention is the greatest immediate causes of actual behaviour. The research has found that, the higher average of the employees decided to quit can lead to higher average influence to she or he eager to leave the employment as possible. Backed up by Gregory et al. (2007) showed that, behavioural intention to quit has the strongest predictor of the actual individual turnover and also conceived that it can be vital antecedent towards turnover decisions. Therefore, to reduce the amount of the employees intention to quit the organization, the employment need to step forward to know the purpose why the employee willing or determined to quit (Issa et al., 2013).

Majority of researcher has specified the term of 'turnover intention' into several elements. According to Spereitzer and Mishra (2002), turnover intention can be defined as an employees volunteer to leave from the organization due to explore for better opportunities. Price (2001) has stated that turnover intention is a movement of

the individual across the boundary of an employment. In addition, Hendries (2004) has also stated that turnover intention can be categorized into two elements, which are resigning from his or her job voluntary because of their own decision due to job stress or dissatisfaction with the current position and involuntary leaving referred to the employer will terminate or discharge the employee due to involvement in misconduct or redundancy. Moreover, Qureshi et al. (2013) argued that majority of employees that involve in voluntary turnover intention are the high skilled employees, which comprising of executive level employees.

According to Cuskelly and Boag (2001), turnover intention referring to the employees, who have decided to resign from the organization. Moreover, Sousa-Poza (2004) defined 'intent to leave' as the likelihood of the individual preparing themselves to quit from current position within a certain period of time, whereby it shows direct sign to actual turnover. However, Perez (2008) indicated that turnover intention can be reduce, if the employees received a good care, encouragement and supervisor support, job security, comfortable working environment and offered flexibility job in the organization.

Recently, most of the organizations focused on employee turnover consequence, however, there is only little study that observed the actual impact of the contextual turnover (Scotter, 2000). According to Scotter (2000), suggested that there is linkage between the contextual turnover and basic turnover. He explained that the contextual turnover is an optional attitude that shows the willingness of the employees to contribute and communicate among the co-workers in the organization, and the basic turnover described as the consumption of series of behaviours intention. He also indicated that the lower levels of turnover appear to be as a linkage with the highest level of contribution, while the higher levels of the turnover appears to be as a

linkage with the lower levels of the contribution. Therefore, having higher satisfaction might lead to reduce the number of turnover among the employees (Issa et al., 2013).

According to Zimmerman and Darnold (2009), turnover intention is one's behavioural intention, which isolate from the current position or job. Based on several studies, the relationship between attitudes and behavioural intention towards the organizations has been shown significantly (Alam & Mohammad, 2010). Therefore, Simo et al. (2010) suggested that longitudinal studies of sales people where intention to leave can be separated the person between the leavers and stayers, while Barak et al. (2001) argue that turnover intention is more realistic to do cross-sectional research rather than longitudinal research by looking into whether the employees intent to quit.

2.2.1 Intention to Leave and Actual Turnover

Liu and Onwuegbuzie (2012) indicated that turnover intention is an awareness and thoughtful willfulness of an individual to quit from the present job. However, Weng and McElroy (2012) stated that it is an employee wish or voluntary to leave the organization. Based on several previous studies, obviously exposed that employees actual intention strongly correlated to their purpose of quitting the job.

Heilmann et al. (2008) pointed out that many attempt have been made to understand clearly the issues surrounding the turnover intention and also the implications to both the organization and employees. Hence, she suggested that traditional model should apply and focus especially in measuring a person's attitude towards intention to give and how dissatisfaction occur towards the person's withdrawal. Moreover, Griffeth

et al. (2005) has instigated to address this issue by using valuation in term of external employment chances.

Therefore, it is important to be more concern with employee withdrawal procedure. Even though several studies provided theoretical or empirical studies on the employees withdrawal procedure, there should be more investigation carried out to determine the differences and similarities among the concepts of withdrawal intention and procedure (Cameli, 2005). Moreover, Cameli (2005) mentioned that to get successful results, organization should focus and put more efforts on examining the multidimensionality of withdrawal intention, however, this has been not verified before. This supported by Hanisch and Hulin (1991) concluded that there is difference of job withdrawal which consist of several behaviours, for example, absenteeism and late going to work, which will cause to the employee to have intention to leave the organization.

A similar finding was reported by Mobley et al. (1978), that intentions offer a better understanding of turnover since they involve one's insight and decision. However, Chiu and Francesco (2003), observed that there is no ordinary explanation regarding the reason people choose to quit from the organization. The organizational theorists were more apprehensive in explaining the reason why the employees intent to leave the organization because it may lead to the overall of the organization performance and also the organization have to face with the higher cost. Furthermore, the efficacy of the organization may drop due to large of number employees deciding to voluntarily resigning from the organization. Moreover, the organizations need to face high expenses for recruiting and giving training for the new employees.

Hence, turnover intention is considered as a final platform before the actual turnover, such as, quitting or resigning. As withdrawal intentions are recognized as one of the strongest predictor of employees actual behaviour, it may lead to make clearer understanding about the withdrawal procedure. In addition, the actual turnover has a significant concern for both the organization and employees. Thus, withdrawal procedure has a significant in various dimensions and it also considered as the mutual sets of antecedents about the withdrawal behaviour as well as to provide the clearest explanation regarding the employees withdrawal procedure.

2.2.2 Variables Related to Turnover Intention

Nowadays, turnover intentions have been given more concerns by Human Resources Department managers. The issue has been given more attention by HR managers compare with the issue of recruiting new employees. Awang et al. (2013), indicated that there are various factors that influences turnover intention, such as dissatisfaction in salary, job insecurity, and lack of supervisor support. In addition, Hom et al. (2008) stated that other variables also influence turnover intention, which are performance, sex, education, interest and absenteeism. Based on his study, it was found that the female employees are more often involve in quitting their job compared with their male counterparts.

However, some studies argued that female employees are more satisfied with their job rather than male employees. For instance, Ma and McMillan (1999) established that female especially teachers were more satisfied with their work if compared to male teachers. They also stated that female teachers feel more satisfied with their job because of their expectation of justice and equity in their working environment is lesser and also the value which they place on organizational rewards is lower.

Besides, Valentine (2001) indicated that many of studies focused on individual attitude and turnover intention, such as, job satisfaction and organizational commitment.

Moreover, Tella et al. (2007) recommended that job satisfaction and effective commitment commonly affect turnover intention. They also found that there are variables, such as workload, job satisfaction, job stress and salary that positively influence turnover intention. Besides that, according to Purani and Sahadev (2007) the employee will stay longer in the organization, if the level of job satisfaction is higher. They also concluded that other demographics variables should be considered when finding the relationship between job satisfaction and intention to leave.

According to Randhawa (2007) demographics variables, such as age, designation, and qualification has negative relationship and significantly on turnover intention. This results illustration that this variable have a great impact on employees to quit from their organization. Furthermore, Perez (2008) highlighted that age has a negative significant to turnover intention. He indicated that the longer employees stay in the organization, the lower employees consider to leave the organization. Besides that, majority of the employees leave their job and organizations due to other job opportunity offers them a better career development and extraordinary pay (Westlund & Honnan, 2008).

Previous studies also indicated that because of the responsibilities and the opportunities of the work activities, the employees can feel inspired the sense of belonging into the work environment (Galleta et al., 2011). This might contribute to reducing the turnover rates. He also exposed that the significance of intrinsic motivation towards effective commitment, whereby effective commitment plays as

moderator between turnover intention and intrinsic motivation relationships. As conclusion, he said that if the employees improve the sense of belonging and well-motivated towards their workplace, it will negatively signify with turnover intention because the employees feel satisfied with their job.

Turnover happened in many organizations due to dissatisfaction of the employee with some aspect of working condition, such as co-worker or job, or other aspect of the individual, such as lack of performance or absenteeism (Bigliadi et al., 2005). The high rate of turnover can effect the organizational effectiveness. Carmeli (2005) found that organizational culture plays important role to reduce the employees absenteeism and avoid the employees from withdrawal on their job and organization.

2.3 Job Stress

Presently, there are several literature that has concentrated on exploring job stress because this might give the biggest implication on an individual performance and also in organizational commitment outcomes. According to Lee and Chuang (2010) job stress can defined as the employees reaction towards working condition which directly involves employees physical and psychosocial. In addition, Khan et al. (2014) noted that job stress can be viewed as an unpleasant situation or position at work environment which affect on employees overall performance in the organization. There are several categories of stressor which are role overload, role ambiguity, high job demand, noise, time pressure, work-family conflict and lack of time (Qasim et al., 2014). Safaria (2013) has pointed out that those variables can increase high job stress which can bring risk to the individual's health condition and even injury.

According to Rechter (2012) job stress refers to the situation where the demands of the job is not matched with the resources provided to get the job completed. Resources can be seen as individual itself or the organizational, for instance, individual's resources such as education level, skills, experience, while organizational resources such as staffing level, machinery and raw materials. Moreover, Rechter (2012) classified stressor as psychosocial and physical. Psychosocial refers to working condition which includes job demands, job insecurity, harassment and job control. Besides that, physical stressors refers to repetitive movements of the employees which includes ergonomic exposures and noise.

Nahar et al. (2013) indicated job stress as the emotional state or response of the employees in their workplace that happens when the requirement of the jobs exceed the capabilities and needs of the individual. In other words, due to high expectation in job demand can cause high stress among the employees. Chiu (2005) stated that normally the employees who is involved in stress will feel passive, anger, sleeplessness, absences from work and have high intention to quit from organization, while this may lead to negative outcome for the organization commitment. There are other factors also involves in employees job stress such as heavy workload, job insecurity, low pay, inflexibility working hours, and low quality of the management (Naqvi et al., 2013).

Nevertheless, some studies have defined stress in different angle and these explanations have been revised elsewhere. Job stress can be viewed as a dynamic relationship between the individual reaction towards work condition characteristics which can cause poor fit between work demand and individual's abilities (Bashir & Ramay, 2010). Khan et al. (2014) pointed out that higher job stress can bring great affect on overall organizational outcome. This is supported by Qureshi et al. (2013)

which stated organizational outcome such as job dissatisfaction, poor commitment and low performance because of the stress can influence the employees to leave voluntarily from their organization.

Similarly, Naqvi et al. (2013) stated that high job stress can negatively effect on employees productivity as well as on employees behavioural, physical and mentally. Based on studies done previously, job stress shown positive relationship with job satisfaction. Lee and Johnson (1991) indicated that job satisfaction has a direct effect on job stress. In other words, the employee may feel more stress and depressed due to dissatisfaction with their working environment and have a biggest chances to quit from the organization. Besides, Pradana and Salehudin (2013) founds that workload negatively affects job satisfaction and positively influence both work-life balance and work related stress. Research done by Khan et al. (2014) shows that there is also a negative relationship between job stress and job performance, job satisfaction and life satisfaction.

Furthermore, evidence from research by June and Mahmood (2011) found that the level of job performance of the employee will be reduced dramatically when the level of role ambiguity gets higher. The claim was supported by Rahman et al. (2012) that most of the employees feel stressful with their jobs due to working long hours, heavy workload, upper management pressure and deadline. Thus, these factors were found to have positive relationship with job stress and employees performance. The study further demonstrated that when the employees feel stressed for a long period of time, then it leads to reduction in the employees well being physically and psychologically. However, Bashir and Ramany (2010) founds that there is negative relationship between job stress and job performance. Their study pointed out that increasing job stress will greatly affect job performance which is also found to be

negatively influence job stress. Therefore, Bashir and Ramany (2010) recommended that organization should present a supportive system within their working environment.

Similarly, Affum-Osei et al. (2014) found that the majority of employees working in small and medium enterprises contribute high level of job stress where total of 104 respondent representing 46.2% were highly stressed out of 225 respondents. Therefore, the results showed that there is a substantial relationship between job stress and employees performance. Furthermore, Vanishree (2014) pointed out that job stress about workload, work conflict and work ambiguity among the small and medium enterprises employees can cause poor attention, mental illness and poor skill in decision making. Besides that, Baker et al. (2007) stated that the female employees are more stressful with their jobs compared to male employees because female employees need to emphasis with their multi commitment towards both their jobs and family. Supported by Mostafai et al. (2012) and Khuwaja et al. (2003) stated that women are more stressful compared with men.

2.3.1 The relationship between Job Stress and Turnover Intention.

Stress has become one of the major problems among employees in the organization which can lead to absenteeism, reduce commitment and increased turnover rate (Nahar et al., 2013). Stress is one of the factors frequently related with the intention to quit. According to Hasin and Omar (2007) that there is strong relationship between job stress and turnover intention. They also stated that increasing the level of job stress can influence the employees intention to quit form their organization. Supported by Chao et al. (2013) that workplace stress (workload, role conflict, family factors and working environment) directly influence turnover intention. In

their study of health care workers in rural Taiwan, suggested that to reduce the turnover rate among the employees the only choice is to take appropriate action to reduce workplace stress in first place. Consequently, more consideration should be applied to work stress factors in rural healthcare strategy making (Chao et al., 2013).

Furthermore, job stress (workload and workplace environment) also gives great impact towards intention to leave among the employees from their jobs (Qureshi et al., 2013 & Pradana & Salehudin, 2013). Organizations should take steps to retain their intellectual capital, which can decrease job stress and ultimately this will reduce the turnover rate (Qureshi et al., 2013). Qasim et al. (2014) proved that a safe and healthy working environment can reduce the turnover rate in the organization. According to Khan et al. (2014) founds that there is positive relationship between job stress and turnover intention among the lecturers, while the findings found that the level of stress and intent to quit jobs is high among the unmarried leturers compared to married lecturers. This is because of poor relation between peer and less social support from their family is less.

Kafashpoor et al. (2013) have studied the affect of job stress on turnover intention with the mediating role of job satisfaction and effective commitment among the 242 nurses in Mashhad's public hospital, whereby the finding shows that there is a direct and positive relationship between job stress and turnover intention. Besides that, Applebaum et al. (2010) reviewed the relationship between perceived stress, noise, color, odor, light, job satisfaction and turnover intention. They concluded that there is positive impact of workplace stress and influence job satisfaction and eventually intention to leave. Also, Mosadeghrad (2013) indicated that the major factors that scores higher stress among the employees are lower pay, workload, lack of benefits, time pressure, job insecurity, lack of staff, poor quality of work, and lack of

supervision. He concluded that job stress among employees in Isfahan hospitals showed higher and positively associated with intent to quit, while quality of work life showed negatively related to turnover intention.

In another study by Rageb et al. (2013) on analysis of job stress among staff member in college of management and technology and results shows that role conflict and role overload has a greater effect on turnover intention compared to role ambiguity and role novelty. Moreover, Chathurani and Sangarandanya (2008) conducted a study on non-managerial employees in manufacturing industry in Sri Lanka and founds that there is higher level of stress among the employees. Arshadi and Damiri (2013) assessed 286 employees of Iranian National Drilling Company where a negative relationship with job performance, however, the finding shows strong positive relationship between job stress and turnover intention. According to Cote and Morgan (2002) point out that stress is about emotion that reduce work satisfaction and increase employees turnover intention.

According to Yin-Fah (2010) concludes that there is a substantial relationship between job stress and turnover intention among private sector employees in Petaling district. The outcomes of the findings also shows that younger employees were clearly receiving the highest turnover intention rate than older employees. Therefore, employer should play important role in reducing stress, for instance, establish motivation, advising and inducements (Rahman et al., 2014). Besides that, Panatik et al. (2012) stated that peer support plays an essential role in turnover intention and also found that there is a high perception about peer support can reduce turnover rate. In another study, Javed et al. (2014) investigate the variables of role conflict, work life balance and job stress on turnover intention among employees in private sector bank of Pakistan and the result showed that job stress and role conflict has a greater

impact and positively related to employees intent to quit, however, relationship between work life balance and turnover intention showed insignificant association. The job stress leads to turnover intention because of the culture of the organization towards workload, unclear of the job and job demand whereby it show higher in private banks compared to public banks.

Furthermore, Hang-yue et al. (2005) collected a sample from 887 professional clergy in Hong Kong and the analysis showed that the role stressor have affect on both job satisfaction and emotional exhaustion which lead to employees intent to leave their organization. Manzoor et al. (2011) examined the level of stress among the faculty members including management role, performance pressure, workload, and role ambiguity variables and result showed that employees were mostly satisfied with their job. However, Yoon and Kim (2010) concluded that turnover intention is positively related with work stress, burnout, and working position on turnover intention due to organizational climate, work environment, organizational system, and depersonalization. Therefore, when the employees experience job stress, likelihood of turnover increase.

Most of past studies show that there is positive relationships between job stress and turnover intention in various sector and industries. Hence, more effort is needed to determine the relationship between job stress and turnover intention among the employees work in Information Technology (IT) industry.

2.4 Quality of Work Life

According to Mageswari and Prabhu (2012), quality of work life can be viewed as a person's life work style. In other words, it can be said that a person's emotional regarding all the dimensions of their work, including interpersonal relations, whereby

it is fundamental sense in a person's life. Besides, Sharma and Verma (2013) have defined quality of work life as a preserving good working environment which could maintain employee satisfaction with an intention to refining better workplace condition for employees. Thus, the working environment is an important element areas of concern in quality of work life, whereby many of the organization getting wide spread consideration for their involvement to motivation tool, job satisfaction, productivity, and organizational success (Das & Gope, 2013).

Quality of work life formerly conceptualized by Walton (1975) and he originally proposed quality of work life into eight different aspects which related to equally compensation, safe and healthy working environment, develop human capacities, social relevance of work, social integration in the organization, opportunity for continued growth and security, work and total life space and constituonalism in organization. However, various studies have defined dimensions of quality of work life differently.

Narehan et al. (2014) stated that based on studies done previously, most of the studies have proved that quality of work life was the most essential factor that each organization should give more consideration. According to Adhikari and Gautam (2010) indicated that a better quality of work life edge will support towards social requirements and fulfill technical of job in the organization. Nevertheless, Islam (2012) expressed that quality work life is a vital concept that might be interrupted due to dysfunction of mind set. Supported by Saraji and Dargahi (2006) stated that dissatisfaction with the quality of work life may disturb employees regardless of their position and prestige.

Meanwhile, VishnuPriya et al. (2012) highlighted that those who enjoy doing their job will have high quality of work life, while those who are dissatisfied with their job are said to have low quality of work life. In other words, it is more referring to the level of satisfaction or dissatisfaction with their career. Supported by Valarmathi and Bhalakarishnan (2013) stated that if the employees feel that the quality of work life is not balanced, they may leave or quit from the job and pursue for better quality of work life. There are various researcher has constantly shown that employee feel more happier with their job due to better quality of work life and contribute to have less stress, less absent and the employees more engaged in their work.

Therefore, to sustain better quality of work life among the employees in the organization, employer should expand more programs which can raise employees satisfaction, emphasizes their learning with the environment and help them to be tolerance with the changes (Mirkamali & Thani, 2011). Moreover, Priyadarshini and Bhagat (2014) argued that implementation of some alternative programs will improve the quality of professional as well as employees personal life by maintaining a balanced work life strategy, which will encourage a variety ways to decrease level of stress and increase satisfaction of the employees. Supported by Sirgy et al. (2008) concluded that quality of work life programs will improve employee's quality of work life in the organization.

Currently, quality of work life receiving more attention due to it is likely affect on work performance of the employees and organizational success (Devi, 2012). Although previous studies presented that higher level of quality of work life is not only important for organizations to attract and maintain the employees but also to achieve sustainable growth (Hian & Enstein, 1990). Most of the explanations on quality of work life aims at reaching the effective study environment that meets both

the personal and organisational needs and included the value of well-being, job satisfaction, health, job security and competency development (Devi, 2012).

Furthermore, the quality of work life has well-defined as a degree to which the workers able to satisfy with their personal needs through their experiences at the working place (Igbaria et al., 1994). In simple term, quality of work life is about an employee can be expressed as the effective reaction of both the objective and also experience characteristics in working environment (Mehr & Saeidi, 2014). In the general management discipline, most of researchers often linked the quality of work life towards work-related outcomes such as employee enrolment effort, lower absenteeism, productivity and organizational performance (Danna & Griffin, 1999, Worley, 2005, Leopold, 2005, & Daud, 2010). While, the cause towards non-performance due to lack of technology, unskilled employees, turnover, absenteeism, yet the hidden cause of all these troubles is only on 'quality of work life' (Sharma & Verma, 2013).

As summary, there are several studies have been examined quality of work life dimensions varied significantly not only across countries but also among the researchers. Also, from the literature above, it can be summarized that quality work life involves satisfaction towards work, participative management and improve the workplace environment and overall it may be seen as a broad-ranging concept. Based on quality of work life study done previously, there are very less study has been undertaken in IT industry (Nanjundeswaraswamy & Swamy, 2015).

2.4.1 Relationship between Quality of Work Life and Turnover Intention

May et al. (1999) suggested that better quality of work offered is possible to gain involvement in hiring and retaining valued workforce. Participation of the employees

will become more committed to the organizations when their earlier expectation are met (Chang, 1999). Therefore, based on several researches done previously presented that there is strong relationship between quality of work life and turnover intention. This supported by Almalki et al. (2012) study, where findings stated that turnover intention was significantly linked to quality of work life. A majority of employees was dissatisfied or dislike with their work life and the organizational environment. Thus, they advised that creating and maintaining a healthy work life for elementary health care nurses is very significant to improve their workplace satisfaction, reduce turnover, raise productivity and improve nursing care productivity.

Besides that, Chinomona and Dhurup (2014) found that there is positive correlation between the quality of working life and turnover intention. Furthermore, they have suggested that the management level of organization can reduce the turnover intention among employees by improving the quality of working life through increasing employees satisfaction of working condition, equal compensation, organizational policies, promotion opportunities and equal growth. However, Mosadeghrad et al. (2011) in the study found that quality of work life negatively related to turnover intention, but since job stress has a strong correlation with employee's quality of work life and turnover intention, they have suggested that the management should apply the right human resources policies to rise employees quality of work life and reduce subsequent turnover. Supported by Mosadeghrad (2013) indicated that improving quality of work life will ultimately lead to increased job satisfaction and also recommended that attention should given to organizational change programmes to the employees.

2.5 Job Satisfaction

Job satisfaction refers to an individual's emotional reaction towards his or her workplace condition (Dole & Schroeder, 2001). According to Cai and Zhou (2009) and Shah et al. (2012) defining job satisfaction is defined as the employees perception about the workplace environment including the overall satisfaction of psychological and physical. Job satisfaction also can defined as the present to which person derives desire from a task (Hasin & Omar, 2007). The desire includes pay, promotion, supervisor support, and management value (Awang et al., 2013). Raddaha et al. (2012) identify job satisfaction as the individual feelings on their current job and organization in certain criteria such as good benefits, opportunity for advancement and working condition. Therefore, job satisfaction has a greater impact to the both organization and employees because if the employees satisfied with their work, then only the employees able to provide better performance, full commitment towards organizational and better personality (Tan, 2009 & Ahmad et al., 2010).

Furthermore, according to Ellenbecker (2004), job satisfaction can defined into two dimension. Firstly, intrinsic satisfaction which refers to the task directly link with satisfaction, such as autonomy, sense of good control, relationship co-workers, self-esteem, feedback and achievement. Secondly, extrinsic satisfaction which refers task indirectly link with satisfaction, such as stress, working hours, pay and benefits, work activities and opportunities for advancement. Steven (2005) recommended that when studying on job satisfaction outcome, the researcher should be more focused in multiple variables rather than using a single measure of job satisfaction because it will be unreliable.

In today's global business environment, most of the organization consider job satisfaction as a critical issue because they believe that it can affect on employees behavioural outcome. According to Chinomona and Dhurup (2014), there are several researchers' support the association between job satisfaction and turnover intention. Robbins and Judge (2007) found that the employees who are dissatisfied with their job will lead to high intention to quit from their organization and search for better opportunities. This supported by Raddaha et al. (2012) study, which reported that the nurses in public hospital intent to leave their workplace because of disappointed with their pay and benefits. The results also similar with Chinomona and Dhurup (2014) study on small and medium enterprise employees, whereby job satisfaction strongly related with turnover intention.

Baloch (2009) have designed study to find the relationship between pay, family work conflict, promotion, co-worker support, supervision, working hours, and work family conflict on job satisfaction, however, the results shows that pay, supervision, promotion and co-workers has a positive relationship on job satisfaction. Similarly, Amiri et al. (2010) analyse for the affect of work condition, training, co-workers, promotion, supervisors and demographics variables (job experience, education, age, gender and position) variables on job satisfaction. Moreover, the results shows that demographics variable were insignificant while the relationship with co-workers and supervisor, and promotion shows greater affect on overall job satisfaction.

Furthermore, outcome of the study by Emami et al. (2012) found that job satisfaction has a strong negative significant with employees turnover (-0.46). Some studies argued that there is identifiable relationship between job satisfaction and job stress. According to Ahsan et al. (2009) confirmed that there is negative relationship

between job satisfaction and job stress. Recently, Bhatti et al. (2012) founds that job characteristics positively correlated with job satisfaction.

Ultimately, job security also found to be having an unfavourable impression on job satisfaction. According to Fatimah et al. (2012) job security plays important role for those using their skills during their work-time and also for those who are employed in public sector. According to the SHRM's (2012) survey, job security is the main concern among the employees rather than size of the organisation and demographic factors. The survey also indicated that male employees give more concern on job security as a job satisfaction variable than female employees. The job security elements usually linked to external factors, such as, industry changes, downsizing and adopt with new technologies (Sharopshire & Kadlec, 2012). Furthermore, job security may absolutely relate to a country's economic growth and market requirement (Murrar & Hamad, 2013).

2.5.1 Relationship between Job Satisfaction and Turnover Intention

Most studies were found to concentrate on job satisfaction as a main variable in finding the association between job satisfaction and turnover intention in any organization. Some researcher found that high level of job satisfaction can reflect positive reaction towards workplace and also directly affect on employees intent to leave (Emami et al., 2012, Awang et al., 2013, and Rahman et al., 2014). Similarly, Tsourela et al. (2008) and Kampkotter (2014) pointed out that job satisfaction has greater impact on employees performance as well as their workplace satisfaction. According to Rahman and Iqbal (2013) found that there is positive relationship between job satisfaction and employees turnover at private commercial bank in Bangladesh.

According to Emami et al. (2012) satisfaction refer to an effective reaction to certain characteristics of the job and denotes the pleasant expressive in the workplace. All these causes directly influences job performance and commitment in their organization (Gamage & Buddhika, 2013). As a result, employee satisfaction will be increased and intent to leave will be reduced (Dole & Schroeder, 2001). Therefore, the employer should give more attention on employees needs and supports, which may encourage them to stay in the organization (Chai & Zhou, 2009).

Lambert (2006) stated that many of the studies done previously have greater support to the relationship between job satisfaction and turnover intention. One of it is from Peterson et al. (2014) where they have found that there is significant negative relationship between social support from supervisor and co-worker, job demand, self-efficiency related to job dissatisfaction, while job demand were shown significantly related to turnover intention. They also found that self-efficiency is the leading dimension in newly graduated nurses' on intent to quit.

Mbah and Ikemefuna (2012) in their study found that the higher job satisfaction have less likely turnover intention, consequently referring to earlier literature that an individual with a high satisfaction with the job will lead to a positive attitude towards the work, while the individual who is dissatisfied with the job will lead to negative attitude in their work. As a result, they stated that the employees who are satisfied with their job will stay in the organization. Therefore, based on their study, it was established that implementation of pay structure, favourable work environment and well-organized supervisor not only performed as tactics to reduces the employees turnover rate, but also company retention strategy should be given importance to reduce the employees turnover.

Based on the survey that have been conducted with 300 employees in IT industry, Gamage and Buddhika (2013) concluded that job satisfaction with compensation, supervisor, job variety, co-worker and working condition have strong negative relationship with turnover intention among IT professionals in Sri Lanka, with an average magnitude of about -0.626. It was found that job satisfaction has also negatively associated turnover intention and actual turnover (Jeswani & Dave, 2012). Issa et al. (2013) also discovered that job satisfaction has a negative relationship with turnover intention among salesperson in Amman. Their study also found that pay satisfaction as a dominant factors of job satisfaction, which in line with Maslow Theory, whereby explains employees need to fulfilling their physiological needs before fulfill other needs. Hence, to survive and have a better live, employees need good salary.

In conclusion, there are arguments on relatively low significance of the relationship between job satisfaction and turnover intention. Nevertheless, most of the empirical studies shows that there is a strong negative relationship between job satisfaction and turnover intention among employees.

Overall, the relationships shows a mixed result between the three variables such as job stress, quality of work life, job satisfaction and turnover intention were not explicitly discussed and examined, thus the current study is aimed to provide a better and through explanation and discussion.

2.6 The Underpinning Theory

2.6.1 Social Exchange Theory

Essentially, social exchange theory refers to the concept which commonly used by organizational researchers to identify the motivational basis, employee attitudes and

behaviour. This theory mainly focuses one party contribution and benefits to one another, and it aims to build commitment and mutuality rule. Thus, social exchange gives importance on the relationship between the employees and their organizations which depends more on the trade and loyalty for returns such as livelihood, income and recognition.

Cropanzola and Mitchell (2005) has highlighted that employee assessment of the quality of their exchange relationship with the organization is defined by their attitudes and behaviour. According to Harris et al. (2009) this theory exchange the resources between the employers and the employees which might have both positive and negative outcome. Besides that, the theory obviously stated that there is also crystal clear implication for withdrawal behaviour. According to the support received previously from some of the organizations and it is leaders interact to predict employees's withdrawal behaviour such as turnover intention, absenteeism and lateness. Hence, exchange relationship gives more importance to better perceived quality, for example if the returns received from the other party are high, then this will motivate individuals to maintain the relationship with another party (Van Knippenberg et al., 2007).

According to Rhoades and Eisenberger (2002), management support to their employees was negatively related towards withdrawal behaviour which includes turnover intention, absenteeism and lateness. Similarly, Van Knippenberg et al. (2007) established that supervisor supports were negatively related to withdrawal behaviour including turnover intention, absenteeism, and lateness among employees. It can be concluded that when the employees received high compliment and support from their organization and satisfied with the relationship, they will be motivated to preserve their relationship and improve themselves in performing work effectively.

However, if the employees received low support and needs, they will be dissatisfied with the relationship and this may cause withdrawal from the relationship either by quitting their job or by other forms of withdrawal behaviour such as lateness and absenteeism (Van Knippenberg et al., 2007).

Besides that, this theory explained that, management have the capability to provide better quality of work life, whereby can encourage and motivate their employees in different manners when the employees are not empowered and lack of motivation which related to their work (Harris et al., 2009). In conclusion, social exchange process have clearly explained withdrawal behaviour and motivation of employees to be effective in the organization. Positive evaluation of the social exchange relationship may create a psychological causes which can prevent withdrawal from the job, as well as the quality of social exchange. When social exchange is high, it will lead to high commitment because the norm of reciprocity will motivate and encourage involvement and commitment within the organization (Van Knippenberg et al., 2007). In other word, if the social exchange is lower, it will cause low commitment and motivation.

2.7 Conclusion

This chapter has presented a review of literature that focuses on the relationship between job stress, quality of work life, job satisfaction on their turnover intention. In the following chapter, the study will describe in detail the procedures and methodology, which is used for data collection and analysis in this study.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter explains the research design and method used to obtain the required data for answering the research questions. The purpose of this study is to determine the relationship between job stress, quality of work life, job satisfaction and turnover intention among the executive level employees of Intel Technology Sdn. Bhd. In this regard, this chapter will deliberate on the research framework, hypotheses development, research design, measurement of variables, population and sampling, pretest, data collection procedures, and techniques of data analysis.

3.2 Research Framework

Figure 3.1 illustrates the theoretical framework for this study which is adapted from Kaur et al. (2013). There are three independent variables for this study which are job stress, quality of work life, and job satisfaction and one dependent variable which is, turnover intention. The theoretical framework of this study is underpinned by the Social Exchange Theory. The theory used in this study to gain a better understanding on the relationship between job stress, quality of work life, job satisfaction and turnover intention.

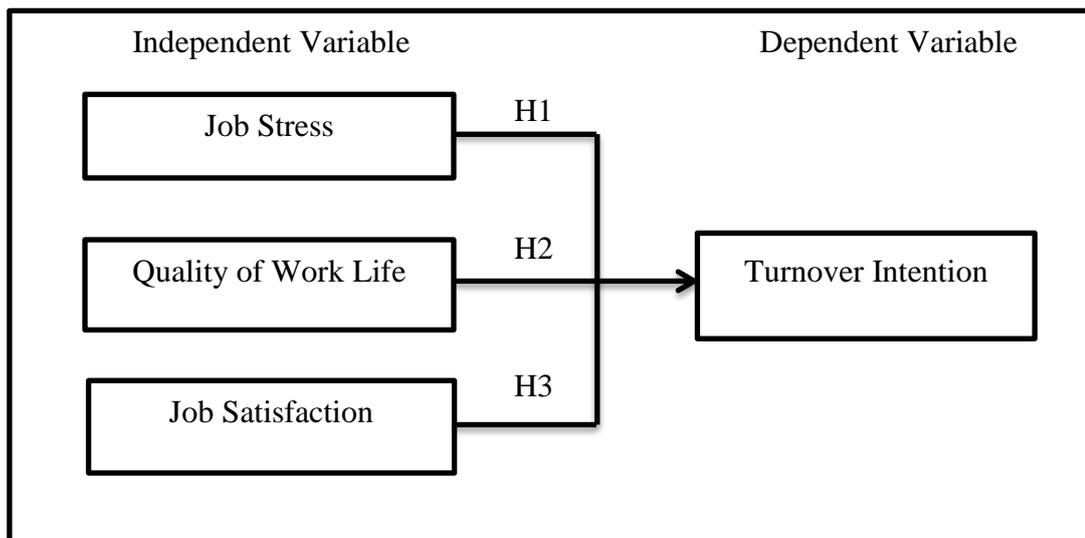


Figure 3.1 *Theoretical Framework*

3.3 Hypotheses Development

As summary, there are three hypotheses proposed for this study:

3.3.1 Hypotheses 1: Job stress has a positive relationship on turnover intention.

A study conducted by Hasin and Omar (2007) found that job stress has significant and positive relationship on turnover intention. Supported by Kafashpoor (2013) examined that job stress have major affect on turnover intention and job satisfaction. Beside that, according to the study carried out by Chen et al. (2011) shows that the relationship between job stress and turnover intention is significant, whereby an employee's likelihood to leave the organization if the level of job stress increased. Few of the researcher such as Pradana and Salehudin, (2013), Khan et al. (2014), Chao et al. (2013), and Qureshi et al. (2013) found there is positive and significant relationship between job stress and turnover intention.

3.3.2 Hypotheses 2: Quality of work life has a negative relationship on turnover intention.

A study done by Mosadeghrad et al. (2011) found that quality of work life negatively related to turnover intention. Besides that, May et al. (1999) suggested that most of the organization are providing well enough quality of work life due to increase leverage in retaining valuable employees. Supported by Chang (1999) indicated that the employees become more involved in their job or organization when their expectation are met. Furthermore, Surienty et al. (2014) also found there is negative relationship between quality of work life and turnover intention. They also pointed that employees who have high satisfaction with the quality of work life, the less number of employees who intent to leave the organization.

3.3.3 Hypotheses 3: Job satisfaction has a negative relationship on turnover intention.

Mbah et al. (2012) in their study found that higher job satisfaction will reduce the turnover intention, consequently referring to earlier literature that an employee with a high satisfaction with the job will contribute to a positive behavior towards the work. Gamage and Buddhika (2013) concluded that job satisfaction have strong negative relationship with turnover intention. The finding also shows similiary with the study done by Peterson et al. (2014), Issa et al. (2013), Emami et al. (2012) and Jeswani and Dave (2012), whereby found that job satisfaction has negative relationship with turnover intention and actual turnover. As conclusion, if the employees have high job satisfaction in their workplace, the amount of turnover intention can be reduce dramatically.

3.4 Research Design

Generally, there are two types of research design, which are qualitative and quantitative research design. In this study, a quantitative research design was used. Chua (2012) have clearly expressed that quantitative research design involves numerical data and the data analyzed by using statistical methods, which are descriptive statistics and inferential statistics. He also pointed that quantitative research design enable one to “answer questions about relationship among the measured variables with the purpose of predicting, controlling phenomena and explaining”. The advantages of using this research design is much easier to conduct, as well as save cost and time in analyzing the data.

Further, cross-sectional research method was used for this study. The data were collected, analyzed, summarized statistically and the conclusion was drawn at one specific point in time. This study adopted a cross-sectional method for the data collection process because of less biased and more accurate (Sekaran & Bougie, 2010). Besides that, cross-sectional study is more applicable to used compared to longitudinal study because of time constraints to collect the data. Even though, longitudinal study provides the cause-effect results, yet it takes more time to gain the results. Therefore, longitudinal study is not appropriate for this study

3.5 Measurement of Variables

The layout of the questionnaire is in simple form, therefore the respondents can understand and answer it quickly without taking much time. Section A contains demographic profile namely gender, age, race, marital status, highest education, current position, length of employment, department and monthly income. Section B, C, D and E contains measures of job stress, quality of work life, job satisfaction, and

turnover intention. These questionnaires were distributed in English and Malay, which contains 57 questions and are divided into 5 sections as stated in Table 3.1:

Table 3.1

Questionnaire Section and Description

Questionnaire Section	Description
Section A	This section comprises of 9 items of respondent's demographic profile such as gender, age, race, marital status, education level, current position, length of employment, department, and monthly income.
Section B	This section comprises of 13 items measuring job stress.
Section C	This section comprises of 12 items measuring quality of work life.
Section D	This section comprises of 20 items measuring job satisfaction.
Section E	This section comprises of 3 items measuring turnover intention.

The following section explains the instrument used to measure the variables in this study.

3.6 Independent Variables

The following subsections expose the instrument of the independent variables for this study, such as job stress, quality of work life and job satisfaction.

3.6.1 Job Stress

This measurement consists of 13 items to measure employee's perceived job related psychological stress, such as time (feeling of being under constant pressure) and anxiety (job related feeling anxiety). The instrument obtained from Fields (2002).

Researcher such as Arshadi and Damiri (2013), Shabir et al. (2014), and Elangovan (2001) have used this instrument in their study and they found Coefficient Alpha was .86, .91, and .88, which makes this instrument valid and more reliable. The five-point Likert scale (1= strongly disagree to 5= strongly agree) is used. The items for job stress are listed in Table 3.2:

Table 3.2

Operational Definition and Items for Job Stress Variable

Variable	Operational Definition	Items
Job stress	An individual reaction to the characteristics towards of being under constant pressure and feeling worry.	<ol style="list-style-type: none"> 1. I feel working here makes it hard to spend enough time with my family. 2. I spend so much time at working place. 3. I spend less time for other activities since working here. 4. I have to much of work and too little time to do it in. 5. I feel like I never have a day off. 6. I frequently get the feeling that I am 'married' to the company. 7. I sometime dread the telephone ringing at home because the call might be job-related. 8. Too many of people at my level in the company get burned out by job demand. 9. I have feel fidgety or nervous as a result of my job. 10. My job gets to me more than it should. 11. Sometimes when I think about my job I feel like myself so burden. 12. I feel guilty when I take time off from job. 13. There are lots of times when my job drives me right up the wall.

Source: Fields (2002)

3.6.2 Quality of Work Life

The measurement used for quality of work life was developed by Porter (1968). The instruments was obtained from Sirgy (2001), whereby it consists of five major employees's needs satisfaction such as health and safety, economic and family, social, esteem and actualization. This measurement contains 12 items to measure needs of respondent's wellbeing in their workplace. The quality scale was also found to be reliable ranging from .78 to .80. The five-point Likert scale (1= strongly disagree to 5= strongly agree) is used in this questionnaires. The items for the quality of work life variable are listed in Table 3.3:

Table 3.3

Operational Definition and Items for Quality of Work Life Variable

Variable	Operational Definition	Items
Quality of Work Life	Quality of work life referred to employee satisfaction with a various of needs through activities, resources and outcome by involve in the at their workplace.	<ol style="list-style-type: none"> 1. The feeling of security in my position. 2. The opportunity in my position to give assistance to other people. 3. The opportunity to develop close associations and friendship in my position. 4. The feeling of self-esteem obtained from my position. 5. The prestige of my position within the firm (that is, the regard received from others in the firm). 6. The prestige of my position outside the firm (that is, the regard received from others not in the firm). 7. The authority connected with my present position. 8. The opportunity for independent thought and action in my position. 9. The opportunity, in my position, for participate in the setting of goals. 10. The feeling of worthwhile accomplishment in my position. 11. The opportunity for personal

growth and development in the my position.

12. The feeling of self-fulfilment obtained from my position (that is, the feeling of being able to use one's own unique capabilities, realizing one's potentialities).
-

Source: Sirgy (2001)

3.6.3 Job Satisfaction

The measurement used for job satisfaction was developed by Weiss, Dawis, England and Lofquist (1967) which produced high reliable results in job satisfaction studies (Cranny et al., 1992). Twenty of these items frequently used to measure the general job satisfaction. Those 20 items are referred from Minnesota Satisfaction Questionnaire (MSQ). The instrument was obtained from Fields (2002). The items can be separated into a 12 subscale for intrinsic satisfaction (such as satisfaction with the chance to use abilities and feeling of accomplishment from the job) and an 8 item subscale measuring extrinsic satisfaction (such as satisfaction with pay, chances for advancement, and supervision). Based on previous studies by Huber et al. (1992), Hart (1999), and Wong et al. (1998), Coefficient Alpha values for this 20-item MSQ ranged from .85 to .91. MSQ has the advantage of versatility, which has long and short form, as well as covering the overall measures. The five-point Likert scale (1= strongly disagree to 5= strongly agree) is used. The items for the job satisfaction variable are listed in Table 3.4:

Table 3.4

Operational Definition and Items for Job Satisfaction Variable

Variable	Operational Definition	Items
Job Satisfaction	A general reaction that the employee hold about their job	<ol style="list-style-type: none">1. I have the chance to do different things from time to time.2. I have the opportunity to try my own methods of doing the job.

satisfaction, which explain more about what makes the employee satisfied with their job and what makes them feel dissatisfied with the their work.

3. I have the ability to do things that do not go against my conscious.
 4. I have the chance to do things for other people.
 5. I have the chance to tell people what to do.
 6. Being able to keep busy all the time.
 7. I get the feeling of accomplishment I get from the job.
 8. The chance to do something that makes use of my abilities.
 9. I feel satisfied with the extent to which my job gives me a definite place in community.
 10. I have the opportunity to work alone on my job.
 11. I have freedom to use my own judgement.
 12. I feel that my pay is fair for the amount of work that I perform.
 13. I feel satisfied with the working conditions in the organization.
 14. I feel satisfied with the way that the job provides for steady employment.
 15. I feel satisfied with the competence of my supervisor in making decision.
 16. I feel satisfied with the way my manager handle his men.
 17. I feel satisfied with the recognition I get for a job well done.
 18. I am satisfied with the chance for advancement on this organization.
 19. I feel satisfied with the way my co-workers get along with one another.
 20. I am satisfied with the way work policies in this organization are put into practices.
-

Source: Fields (2002)

3.7 Dependent Variable

The following subsection expose the instrument for the dependent variable for this study.

3.7.1 Turnover Intention

The measurement for turnover intention was adapted from Cammani, Fichman, Jenkins and Klesh (1983) (cited in Chen et al., 1998). The measures contain 3 items scale of turnover intention. The internal consistency Coefficient Alpha for this scale was 0.78 (Chen et al., 1998). Research done by Rahman et al. (2014) also found Cronbach Alpha value .75 and Chantzoglou et al. (2011) indicate results of .80 which makes this instrument more reliable. The five-point Likert scale (1= strongly disagree to 5= strongly agree) is used. The items for the turnover intention variable are listed in Table 3.5:

Table 3.5

Operational Definition and Items for Turnover Intention Dimensions

Variable	Operational Definition	Items
Turnover Intention	The action of the employees either to leave their organization or stay.	<ol style="list-style-type: none">1. I often think of leaving my organization.2. It is very possible that I will look for new job next year.3. If i may choose again, I will choose to work for the current organization.

Souce: Chen et al. (1998)

3.8 Population and Sampling

The target population in this study is all the executive level employees working in Intel Technology Sdn. Bhd., Kulim Hi-Tech Park, Kedah. The researcher gives focus on this group of population because the Malaysian Employers Federation (2013) survey highlighted that this group of employees represent the highest average yearly turnover rate which carried 75% within a year. Therefore, targeting this group of employees would be the most suitable to determine the rationale behind turnover in Information Technology (IT) industry.

According to the sampling frame, there is a total of 320 employees who work at executive level in the Intel Technology Sdn. Bhd. The sample size is determined based on a given population size table from Krejcie and Morgan (1970). Therefore, the appropriate sample size for given population of 320 is accurately 175(n). In this regards, the researcher has hand over 175 questionnaires to the HR Manager who took responsibility to distribute the questionnaires to the executive level employees.

One of the important elements of the survey process is to determine the sample. There are various methods of selecting the sample and they are categorized as probability and non-probability (Sekaran, 2003). Therefore, the researcher has decided to choose non-probability, which is purposive sampling for this study. A purposive sampling is used to focus on particular characteristics among the population that are interested, who are willing to participate in the research. Additionally, this survey only considers local employees and all the foreign employees are excluded.

Moreover, this sampling method is very suitable and useful for various situations whereby, you can easily reach the targeted sample quickly and the proportionality of sampling are not given much concern. Therefore, the researcher can classify the respondents who likely to provide the data that are detailed and related to the research questions.

3.9 Pretest

A pretest was conducted on 15th March 2015. All the items stated in English and Malay by the researcher and was counter checked by the supervisor. Respondents are requested to give feedback based on the questionnaires to ensure there are no ambiguities arise out of the questions asked in the questionnaire. Besides that, the

researcher would be able to know whether the items used understandable by the respondents. Thus, several improvements have been made on the items based on the feedback received from the respondents.

One day was allocated to complete the pretest. The respondents were chosen randomly among the postgraduate students at School of Business, UUM. Ten respondents were involved during the pretest. The researcher distributed and collected the questionnaires by hand from the respondents.

3.10 Data Collection Procedures

Questionnaire are used as the main tool to collect data from the respondents. According to Schermerhorn et al. (2000) questionnaires can save cost and the facts of anonymity among respondents will be preserved which can lead to a more truthful responses.

Before the questionnaires were distributed to the employees, the researcher have contacted a the few targeted industries by giving a cover letter and sample of questionnaire to the Human Resource Manager asking for permission. As a result, only Intel Technology Sdn. Bhd. have responded and agreed to participate in this study. Therefore, the researcher has hand over 175 questionnaires to the HR Manager on 6th April 2015. The questionnaire were written in English and Malay. The respondents were given 15 minutes to complete the questionnaire. After two weeks, the researcher went back to collect the questionnaires from the HR Manager.

3.11 Techniques of Data Analysis

The data collected from the respondents were analysed by using Statistical Package for Social Sciences (SPSS) version 19.0 software. All the item were coded before

entered in the computer. The results were summarized using descriptive analysis (frequency, percentage, and mean), and inferential statistics (Cronbach's Alpha, Pearson Correlation and Multi-Regression).

Section A of the questionnaire, namely demographics characteristics such as gender, age, marital status, race, highest academic qualification, current position, length of employment, department and monthly income were analysed with descriptive analysis such as frequencies, percentage and mean. Moreover, Cronbach's Alpha coefficients were computed to examine the consistency and reliability of the instrument (Cavana et al., 2001).

Furthermore, Pearson Correlation Analysis were used in this study to test the degree of linear relationship between dependent and independent variables of this study. Finally, Multiple Regression Analysis were used in the study to test the hypotheses developed for the study.

3.12 Conclusion

This chapter discusses on the method used in this study which include the introduction, research framework, hypotheses development, research design, measurement for the dependent variable as well as independent variables, population and sampling, data collection procedures, and the techniques of data analysis. In addition, the pretest also presented in this chapter as it act as an evidence for the better understanding of the questions before the actual data collection conducted. Therefore, the next chapter will discuss the findings of this study.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter covers the results of the study by using descriptive statistics (frequency, percentage, and mean), and inferential analysis (Cronbach's Alpha, Pearson Correlation and Multiple Regression). The analysis began with descriptive statistics where this analysis presented the respondent's demographic characteristics such as gender, age, marital status, race, highest education qualification, current position, length of employment in this company, department and monthly income. The analysis continued by using reliability analysis and correlation analysis. Last but not least, multi regression analysis used to study the relationship between independent variables such as job stress, quality of work life, job satisfaction and the turnover intention as the dependent variable.

4.2 Response rate

Questionnaires were distributed to 175 executive employees working in Intel Technology Sdn. Bhd., Kulim Hi-Tech Park, Kedah. Out of 175 questionnaires distributed to the executive employees, 158 questionnaires were returned, which constituted 90.30% response rate. Out of these 158 questionnaires, 3 (1.71%) were incompleting. Thus, only 155 questionnaires which constituted 88.60% were used for further analysis. According to Hair et al. (2006), a response rate above 50% are usually considered acceptable, however it is more desirable if the response rate is 80% and above. Therefore, 88.60% response rate is desirable and suitable to be used in this study.

4.3 Respondents' Demographic Characteristics

The respondent's demographic details are shown in Table 4.1. The frequency analysis described that 87 (56.1%) respondents were females and the rest are males. The majority of the respondents were between the age of 30 to 39 years old (43.9%), and 94 respondents were married (60.6%). Most of the executive level employees in this study are Malay, which consists 63 or 40.6% respondents.

Majority of the respondents (66.5%) had bachelor degree. In terms of current position, junior executive position made up the majority and shows the highest respondents, which consists 57 or 36.8%. In term of length of employment, 75 respondents (48.4%) had more than 5 years of length of employment in this industry. Most of the respondents work in sales department which represents 43 or 27.7%. Moreover, majority of the respondents earning fall between RM3,000-RM3,999, which presented 73 respondents or 47.1%.

Table 4.1

Profile of Respondents

Demographic	Characteristic	Frequency	Percentage (%)
Gender	Male	68	43.9
	Female	87	56.1
Age	19-29	64	41.3
	30-39	68	43.9
	40-49	22	14.2
	50-60	1	0.6
Marital Status	Single	61	39.4
	Married	94	60.6
Race	Malay	63	40.6
	Chinese	46	29.7
	Indian	46	29.7
Education	Master Degree	8	5.2
	Bachelor Degree	103	66.5
	Certificate/ Diploma	44	28.4

Current position	Senior Manager	13	8.4
	Manager	14	9.0
	Assistant Manager	33	21.3
	Senior Executive	38	24.5
	Junior Executive	57	36.8
Length of employment	<2	21	13.5
	2-5	36	23.2
	5-9	75	48.8
	9-13	22	14.2
	>13	1	0.6
Department	Service	39	25.2
	Technical	37	23.9
	Sales	43	27.7
	Operations	36	23.2
Income	2,000-2,999	58	37.4
	3,000-3,999	73	47.1
	4,000-4,999	20	12.9
	>5,000	4	2.6
Total		155	100

4.4 Reliability Analysis

Cronbach's Alpha refers to coefficient of reliability. Sekaran (2010) pointed that reliability coefficient will indicate how well the items in the set are positively correlated each other. The closer and better reliability coefficient gets to 1 and those values more .80 are considered as good. While, 0.70 is considered acceptable and reliability value less than .60 represents to be poor (Sekaran, 2003). In this study, a reliability analysis was carried out for each independent variables and dependent variable which are presented in Table 4.2.

Table 4.2

Summary of Reliability Analysis

Variables	Number of Items	Drop items	Cronbach's Alpha
DEPENDENT VARIABLE			
Turnover Intention	3	1	0.855

INDEPENDENT VARIABLES

Job Stress	13	0.879
Quality of Work Life	12	0.810
Job Satisfaction	20	0.837

Table 4.2 above shows the results of Cronbach's Alpha for reliability test of the variables. Third item of the turnover intention variable was deleted from the scale due to negative correlation with other items. Based on the task recommended if deleted one (1) item, this will increase the Cronbach's Alpha value. Therefore, the result of turnover intention variable shows Cronbach's Alpha value is reliability, which consist 0.855 after deleted (1) item.

Moreover, job stress has the greatest Cronbach's Alpha value of 0.879, followed by job satisfaction comprising Cronbach's Alpha value of 0.837 and quality of work life comprising Cronbach's Alpha value of 0.837. As, an overall, the independent variables and dependent variable shows Cronbach's Alpha value above 0.80 (see table 4.2), which considered as reliable and acceptable for further analysis.

4.5 Descriptive Analysis

Descriptive analysis refers to the mean and standard deviation for the dependent and independent variables which are presented in Table 4.3.

Table 4.3*Descriptive Statistics of the Dependent and Independent Variables*

Variable	Mean	Standard Deviation
Turnover Intention	3.058	1.162
Job Stress	2.745	0.686

Quality of Work Life	3.778	0.455
Job Satisfaction	3.625	0.432

All the variables are evaluated based on a 5-point scale. Table 4.3 shows the mean value for turnover intention (M= 3.058), job stress (M=2.745), quality of work life (M=3.778), and job satisfaction (M=3.625).

Besides mean, the standard deviation which was used to measure the dispersion of interval and ratio scale, offers an index of the spread of distribution or the variability in the data. The table 4.3 above shows that the standard deviation for turnover intention (SD=1.162), followed by job stress (SD=0.686), quality of work life (SD=0.455) and job satisfaction (SD=0.432).

4.6 Correlation Analysis

This part will present the results of the Pearson Correlation Statistical analysis to identify the relationship between the independent variables (job stress, quality of work life and job satisfaction) and dependent variable (turnover intention). Table 4.4 below shows correlation results between turnover intention, job stress, quality of work life and job satisfaction.

As shown in Table 4.4, there were significant and positive relationship between job stress and turnover intention ($r = .478^{**}$, $n = 155$, $p \leq 0.01$). However, quality of work life has no significant and found to have negative relationship on turnover intention ($r = -.443^{**}$, $n = 155$, $p \leq 0.01$). Followed by, job satisfaction has significant and negative relationship on turnover intention ($r = -.672^{**}$, $n = 155$, $p \leq 0.01$).

Table 4.4

Correlation Results between Turnover Intention, Job Stress, Quality of Work Life and Job Satisfaction

Variables	TI	JS	QWL	JST
Turnover Intention (TI)	1			
Job Stres (JS)	.478**	1		
Quality of Work Life (QWL)	-.443**	-.173*	1	
Job Satisfaction (JS)	-.672**	-.322**	.619**	1

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

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

4.7 Multiple Regression Analysis of the Variables

The Multiple Regression Analysis was performed to test the hypotheses developed in thi study. The results is shown in Table 4.5.

4.7.1 Multiple Regression Results of Job Stress, Quality of Work Life, Job Satisfaction on Turnover Intention

Multiple Regression analysis is used in this study for predicting the value of turnover intention (dependent variable) for given value of job stress, quality of work life and job satisfaction (independent variables). In Table 4.5 shows, the value of R-square presents that 53.0% of the variation in turnover intention is identified by turnover intention factors such as job stress, quality of work life and job satisfaction. The F value is an indicator on how well the model fits in overall, which is $F= 56.744$ (see table 4.5).

The Beta value of .294, $p \leq 0.05$ and $-.543$, $p \leq 0.05$ (see table 4.5) presents job stress and job satisfaction respectively indicate that there is a significant relationship with turnover intention. The Beta value for quality of work life presents $-.056$, $p \geq 0.05$

(see table 4.5) and shows there is no significant relationship on turnover intention. In other words, job stress and job satisfaction is more useful to predict the turnover intention of the executive level employees as compared to quality of work life.

Overall, three main hypotheses were developed and tested. The results showed that out of the three hypotheses, only two hypotheses were accepted, namely job stress and job satisfaction (H1 and H3), however quality of work life was not accepted (H2).

Table 4.5

Multiple Regression Results of Job Stress, Quality of Work Life and Job Satisfaction on Turnover Intention.

	Unstandardized		Standardized	T	Sig
	Coefficients		Coefficients		
Model	B	Std. Error	Beta		
Constant	7.513	.753		9.977	.000
Job Stress	.497	.100	.294	4.986	.000*
Quality of Work life	-.142	.181	-.056	-.785	.434
Job Satisfaction	-1.458	.199	-.543	-7.338	.000*

Dependent Variable: Turnover Intention

R Square = .530

F = 56.744

*p≤0.05

4.8 Summary of Hypotheses Testing

The following Table 4.6 presented the summary of the hypothesis testing:

Table 4.6

Summary of Hypotheses Testing

Hypotheses	Results
H1 There is a positive relationship between job stress and turnover intention.	Accepted
H2 There is a negative relationship between quality of work life and turnover intention.	Not Accepted
H3 There is a negative relationship between job satisfaction and turnover intention.	Accepted

4.9 Conclusion

Overall, the chapter covered the analysis results of the study. As a summary, the results of the study showed that job stress have a positive relationship with turnover intention. However, quality of work life does not influence turnover intention, while and job satisfaction have a strong negative relationship with turnover intention. The results also stated that, only two hypotheses proposed in the study were accepted out of three hypotheses (H1 and H3 were accepted, but not H2). Additionally, the multiple regression result also showed that job satisfaction is the most influential factor of turnover intention. Furthermore, discussion based on the research objectives, implications, recommendations for future study, limitations and conclusion will be discussed in the next chapter.

CHAPTER 5

DISCUSSION, RECOMMENDATIONS, AND CONCLUSION

5.1 Introduction

This chapter will be concluded with further discussion based on the research objective developed. Implications, recommendations for future study, and limitations of the study will be discussed and will be ended with the conclusion.

5.2 Discussion

The purpose of the this study is to examine the relationship between independent variables such as job stress, quality of work life and job satisfaction on the dependent variable, which is turnover intention in Intel Technology Sdn. Bhd. Furthermore, this study will identify which among variables is the most significant factors that clarify turnover intention.

This study uses a cross-sectional research design. Respondents comprised of 155 executive level employees. Pretest was carried out before the actual data collection. The data collected consisting of items that presents job stress, quality of work life, job satisfaction, and turnover intention. A five-point Likert Scale was used in this study to measure the variables. Moreover, the demographic information consists of respondent's gender, age, marital status, race, highest education, current position, length of employment, department and monthly income.

In this chapter, the results of descriptive analysis, reliability analysis, and inferential analysis such as Pearson Correlation and Multiple Regression were used. This results are useful for the organization to determine the appropriate planning before or after an employee decides to leave the organization.

The following section will discuss the research objective and a comparison with the researches done previously.

5.2.1 Objective 1: To identify the relationship between job stress and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.

According to Table 4.4 and 4.5, Correlation and Multiple Regression results shows there is a significant and positive relationship between job stress and turnover intention which is ($r = .478^{**}$, $n = 155$, $p \leq 0.01$) and ($\beta = .294$, $p \leq 0.05$). Therefore, job stress does significantly related on turnover intention.

Job stress is significantly influence turnover intention and should be given more consideration in organization especially among executive level employees in this study. Looking at the demographic profile of the respondents, female employees with married status are the largest group under this study compared to male employees. Married female employees with mobility constraints, family responsibilities, and conflicting roles will find themselves difficult to manage both family and job related issues. Hence, it will lead to stress and as consequences intention to quit.

Furthermore, age group of the employees may contribute to job stress as well. Majority fall under age group of 30-39 and hold position as executive level. Basically, they are young and vibrant, more energetic and always set goals to be achieved. They are more prone to job stress in order to accomplish personal and organizational goals. The length of employment affect the level of job stress among the employees at the Intel Technology Sdn. Bhd., whereby majority of employees at executive level worked around more than five to nine years. Year by year the employee responsibilities were increased. Almost, all the executive position hold heavy responsibility, handle work under high pressure environment and high risk.

Hence, if the employees are unable to handle the pressure, then it may lead to intent to quit from their job and look for other opportunities.

The findings of this study is similar to the study done by Qureshi et al. (2013), Awang et al. (2013), Noor and Maad (2009), and Hasin and Omar (2007), whereby job stress significantly influence turnover intention. The similar studies have indicated that stressful work will increase the desire and feelings to quit from the organization. In simple term, higher job stress will result in higher turnover in job. Usually, highly skilled IT executives are sees their career with great commitment which might lead the intention to leave from their work. Therefore, employees who experience high level pressure or stress are more likely to look for other job opportunities and not prefer to work with current organization especially employees in professional and executive levels. Hence, social exchange theory offers helpful insight into explaining how work relation by providing social support in ways to moderate stress and increase coping ability.

5.2.2 Objective 2: To identify the relationship between quality of work life and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.

The second research objective is to identify the relationship between quality of work life and turnover intention. Correlation result shown in Table 4.4 presented that there is negative relationship between quality of work life and turnover intention ($r = -.443^{**}$, $n = 155$, $p \leq 0.01$), however the Multiple Regression result as revealed in Table 4.5 shows insignificant relationship between quality of work life and turnover intention ($\beta = -.056$, $p \geq 0.05$). As, an overall, it can be said that quality of work life does not influence turnover intention.

Quality of work life basically is all about employee involvement, which consists of methods to motivate employees to participate in decision making. This help in building in good relationship. This study has found that majority of the employees stay longer with Intel Technology Sdn. Bhd. more than 5 years and they are not directly influence by quality of work life. Besides that, it could possibly due to the current state of quality of work life in the Intel Technology Sdn. Bhd., which indicate quit satisfactory level of quality of work life at the moment (as indicated in the mean value for quality of work life of 3.78, which in above moderate).

Therefore, it is important for the Intel Technology Sdn. Bhd. to provide quality of work life to the executive level employees as it not only reduces turnover but also helps in reduced absenteeism and improved job satisfaction. Quality of work life will positively nurture a more flexible, loyal, and motivated workforce, which are essential in determining the IT industry's competitiveness.

Previously study done by Mosadeghrad et al. (2011) also shows similar finding with this study, whereby insignificant and negative relationship was found between quality of work life and turnover intention.

5.2.3 Objective 3: To identify the relationship between job satisfaction and turnover intention among executive level employees' in Intel Technology Sdn. Bhd.

The third research objective is to identify the relationship between job satisfaction and turnover intention. Table 4.4 and 4.5 shows the Correlation and Multiple Regression results which reveals that there is significant and negative relationship between job satisfaction and turnover intention ($r = -.672^{**}$, $n = 155$, $p \leq 0.01$) and ($\beta = -.543$, $p \leq 0.05$). The findings demonstrated that job satisfaction and turnover

intention were inversely, whereby when job satisfaction is high among the employees, the turnover intention will be reduced.

In Intel Technology Sdn. Bhd. context, majority of the employees from executive level feel happy with their job (as indicated by the mean result of job satisfaction which is above moderate) and willing to give flexible effort in achieving business vision. Therefore, it will lead to increased organization performance and the level of turnover intention will be reduced. Supported by the Social Exchange Theory, which suggests that the exchange of resources between the employees and the employers will predict the positive and negative sides outcome (Harris et al., 2009). This theory also has clear picture of implications for withdrawal behaviour such as turnover intention.

Based on respondents' profile, most of the executive level employees in Intel Technology Sdn. Bhd. received a better pay equal to their job involvement and the finding itself showed that most of executive employees received more than RM 3,000 and above per month. This might contribute to increase their satisfaction and reduce turnover intention.

The finding of this study was in line with Rahman et al. (2014), Peterson et al. (2014), Gamage and Buddhika (2013), Issa et al. (2013), Jeswani and Dave (2012) and Mbah et al. (2012), whereby it shows that there is significant and negative relationship between job satisfaction and turnover intention. The findings indicated that high satisfaction among executive have lower tendency to quit from their job.

5.2.4 Objective 4: To examine which among variables is the most significant factors that clarify turnover intention.

The researcher have used the Beta value in comparing the involvement of each independent variables in order to clarify the most significant factors influencing the turnover intention among existing executive level employees in Intel Technology Sdn. Bhd. Based on the Multiple Regression analysis, job satisfaction carries greatest factor which is (Beta = -.543, $p \leq 0.05$). Hence, the study concluded that among the three independent variables such as job stress, quality of work life and job satisfaction, job satisfaction is the most significant factor on turnover intention.

According to Chiu and Francesco (2003) and Elangovan (2001) indicated that the relationship between job satisfaction and turnover intention has been well known for the past few years. Usually, unsatisfied employees will slow down their job performance and eventually leave from their jobs. In this situation, the consequences on organization's success are favourable especially if those were skilled employees. However, the essentials of job satisfaction and turnover intention are common regardless of who, where and when applied, the literature on the relationship between job satisfaction and turnover intention shows that the facets and merits differs among organization, industries, field as well as countries. The finding in Mahdi et al. (2012), which is similar with this study shows there is a negative relationship between job satisfaction (extrinsic and intrinsic) and turnover intention. Last but not least, organization has the biggest responsibilities whereby they should provide more encouragements and offers equal needs to all the employees to increase their satisfaction and reduce the turnover intention.

5.3 Implications of Research Findings

The results from this study revealed that job satisfaction and job stress are the predictors of turnover intention among IT executive level employees. Job satisfaction was found to be the most important influence of turnover intention. Based on this results, it is hoped that the management can do something to improve the current situation.

According to previous studies, job satisfaction is the main key that contributes towards turnover intention among the employees. Therefore, Intel Technology Sdn. Bhd. need to accept the challenges and seek for the way to increase employee's satisfaction in order to make sure their business stay competitive. Hence, the researcher suggests that Intel Technology Sdn. Bhd. can implement a Loyalty Rewards Program. This reward is for those employees who have achieved their job's goal within the specified period of time. The reward can be in form of promotion or monetary. In this study, majority of the employees are comprising of Generation Y (see Table 4.1), whereby this generation group are more concerned about getting a good or positive feedback from their employer compared to financial aspects. Hence, a note of gratitude from their employer is much needed to appreciate their hard work.

Besides that, Intel Technology Sdn. Bhd. can consider a executive development programs by using innovative and hands on learning experience such as job specific project work and leadership and executive coaching. These programs can provide excitement and satisfaction at various stages of employee development, whereby such programs can identified talent employees early on, and provides opportunities for learning. Furthermore, a executive development programs helps provides both immediate and ongoing benefits. The employees can apply new skills and knowledge

straight way. Moreover, the programs also help the employees become a stronger leader with greater capacity for finding new approaches and leading change, whereby qualities and skills that will serve well enough throughout their career. Therefore, these programs also can lead to employees job satisfaction and flexibility.

Moreover, based on findings in this study, majority of IT executive employees getting high pressure or stress because of time pressure and anxiety feeling. This may lead to lack of motivation, commitment towards work and the confidence level will be reduced dramatically. This not only effect the health and well-being of the employee, but also affect organization's productivity if the job related stress is increased.

Therefore, the Intel Technology Sdn. Bhd. should give some support on healthy lifestyle, whereby the management should provide wellness forum which can help to reduce stress among the employees such as physical exercise and a balanced home and work life practices. Besides that, the Intel Technology Sdn. Bhd. also should create a stress management policy in consultation with the employees such as providing confidential service to the employees to discuss further regarding problems that cause difficulties in their job and organization.

Different people have different kind of stress symptoms reaction. Therefore, researcher suggests that the great way to reduce stress in workplace is by involving employee to participate in team building or team outing. Most of the organization rarely schedule team building by giving some reasons like lack of interest and time. However, most of the employees will get excited with the idea and it helps to increase their happiness and productivity. Team building or team outing allows the employees to feel connected to their organization and feel like they are safe from the

issues troubling them in work life and home life. Besides that, the employees also will realise that the management is giving their best in caring for the welfare of their employees at work.

Furthermore, Intel Technology Sdn. Bhd. should provide a relaxing space in the workplace. Sometime employees need 15 minutes to relax, re-group and disengage from general work related interactions. Therefore, employer should provide a quiet room, or a chill out zone where employees can spend 15 minutes with their thoughts. After taking a short break from distractions, employee often feel refreshed and re-energized to tackle the rest of the day. Overall, it can help reduce job stress dramatically.

Even though, quality of work was found insignificant result influence turnover intention in this study, however the result from the finding should be treated cautiously. Quality of work life also plays an important role in employee's satisfaction and intention to quit, whereby if the employees feel dissatisfied with their quality of work life, it will directly lead to intention to leave the organization. In other words, if higher quality of work life in the workplace will cause to higher retention and satisfaction among the employees. Hence, the employers should improve the working relations especially between employers and employees by adopting proper business ethics which can help to increase more quality of work life. For example, Intel Technology Sdn. Bhd. can consider about employee job design such as working from home. Supported by Zeytinoglu et al. (2010), pointed that employers who prefer to offer family support program such as offer opportunities to the employees to work from home. This program can attract high skilled employees to their organization, family conflict can be reduced, job satisfaction and commitment will be increased, and lateness, absenteeism and turnover will be

reduced dramatically. Therefore, an enjoyable working environment needed in the organization because it promotes happiness and wellness as well as productivity. It also may create win-win situation, whereby the employees will be motivated and become more productive, while the employers can increase their profitability. Therefore, employer can retain their employees and can reduce the number of turnover in their organization.

5.4 Recommendations for Future Study

Based on the finding of this study, the researcher found several aspects that need for further research. Some suggestions are given below:

- 1) The sample size should be larger because large sample might produce better findings of the study. Data collection period should be longer, therefore more employees will be able to participate in the study.
- 2) This study is based on cross-sectional study, therefore for future study, researcher should consider the longitudinal study. Longitudinal study is more suitable to be used because it will be able to detect the changes in the characteristics of the target population. Besides that, the results from a longitudinal study will be more reliable and can add more information to the research.
- 3) This study only focused on IT industry at Intel Technology Sdn. Bhd., Kulim Hi-Tech Park in Kedah. Therefore, future study needed in other IT industry in different states in Malaysia and also test the approach in other areas such as in government sector and multi-national companies to determine whether the hypotheses of the present study are valid for difference setting.

- 4) More factors should be extended and investigated from the present study's conceptual framework such as organizational politics and downsizing, which can cause turnover intention. It is important to the management of IT industries to clarify which factors contribute to turnover intention and look for solutions to reduce the dissatisfaction among employees.

5.5 Limitations of the Study

By completing this study, the researcher found some limitations. There are several limitation as stated as below:

- 1) This study did not involve all the level of employees working at Intel Technology Sdn. Bhd., but only executive level employees who are working as Senior Manager, Manager, Assistant Manager, Senior Executive and Junior Executive. Thus, this study could not be generalized to other IT industries in other states.
- 2) The sample size of this study was quite small. This is because of during the data collection, most of the respondents were fully occupied with current projects in their department. This limitation may reduce the ability of generalizing the findings to other organizational backgrounds. A larger sample might give different implications and the finding will be more generalizable.
- 3) Due to time constraint to complete this study, the data was collected through questionnaires only. No interview section were conducted. The researcher feels that questionnaire is the most appropriate tool in order to find data for this study.

- 4) The availability of relevant resources to support the study is not available. For example, the researcher request for the name list of employees who worked at executive level, however Human Resource Manager refused to release the record due to confidentiality.
- 5) In this study, only three variables which is job stress, quality of work life and job satisfaction were used. The findings obtained suggests that independent variables that was chosen in this study are not adequate to explain overall factors that affect turnover intention. Therefore, there are other factors that may contribute to clarify the turnover intention such as organizational politics and downsizing.

Although there are several limitations present in this study, this study does provide insight to the existing body of knowledge of job stress, quality of work life and job satisfaction (independent variables) and turnover intention (dependent variable), whereby it is a great involvement by the organization towards providing equal resources or benefits that can increase the level of satisfaction among the executive level employees and maintain turnover rate especially in IT industry.

5.6 Conclusion

This study was conducted to examine whether job stress, quality of work life, and job satisfaction influence turnover intention among executive level employees working at Intel Technology Sdn. Bhd. The study found that job stress, quality of work life, and job satisfaction collectively explain turnover intention about 53%, which is considered as a good explanation power. Out of the three hypotheses proposed in the study, only two hypotheses were accepted, namely job stress and turnover intention and job satisfaction and turnover intention, but not quality of work and turnover

intention. Furthermore, several implications are highlighted and limitations of the study to organization was also addressed. Suggestion for future research was highlighted in order to improve the current situation.

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