

**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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Thesis submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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In Partial Fulfilment of the Requirements for the Master of Human Resource  
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 kait 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**

<b>Description of Abbreviation</b>	<b>Abbreviation</b>
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 academicians 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

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