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THE INFLUENCE OF JOB SATISFACTION AND
JOB-RELATED STRESS ON INTENTION TO LEAVE
AMONGST EMPLOYEES IN THE SIME DARBY MOTORS GROUP

by

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Thesis submitted to
School of Business Management, Universiti Utara Malaysia
in partial fulfilment of the requirement for
the Master of Human Resource Management
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ABSTRACT

This research explored the relationship between job satisfaction and job-related stress with turnover intention amongst the employees of Sime Darby Motor group of companies. It was conducted to achieve two main objectives: (i) to investigate the influence of job satisfaction on employees’ intention to leave; and (ii) to investigate the influence of job-related stress on employees’ intention to leave. This research involved the distribution of questionnaires to randomly-selected employees in the head office as well as seven other companies and their branches across Malaysia in the month of April 2016. The study used instruments based on Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction, adaptation of Tate, Whatley and Clugston (1997) to measure job-related stress and adaptation of Mobley, Horner and Hollingsworth (1978) to measure intention to leave. All data have been processed using the SPSS v22. The results of factor analysis, correlation analysis and subsequent regression analysis show that self-actualisation, rewards and engagement factors of job satisfaction as well as role-clarity and work-family conflict factors of job-related stress have significant relationship to intention to leave. Thus the study recommends that both job satisfaction and job-related stress have significance influence on employee’s intention to leave. For future research, it is suggested to compare the predictive validity of the model across wider population and different industries. The study can be improved by exploring moderating effects of generational cohorts in order to generalize a more reliable results.

Keywords: Job satisfaction, job-related stress, intention to leave, automotive industry
ABSTRAK


Katakunci: kepuasan kerja, tekanan berkaitan kerja, niat berhenti kerja, industri automotif
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‘Lest you lose heart and your power depart, and be patient and persevering; for God is with those who patiently persevere.’ (Surah Anfal:46)
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CHAPTER 1

INTRODUCTION

1.0 Introduction

In the advent of the twenty-first century, managing employee turnover effectively continues to be a crucial issue for organisations. There are views that high turnover is reflective of an effective organization as it can benefit if disruptive or low performing employees leave the organization. In their research on employee turnover and firm performance, Glebbeek and Bax (2004) questioned whether a high employee turnover is really harmful. They contended that there has been little study done on the impact of turnover and theorized that much research on the causes of turnover has been undertaken on the idea that turnover is costly to organisations and should therefore be possibly prevented. However, the long-held view has been that not only the financial cost impact of employee turnover is very high (Ivancevich, Konopaske and Matteson, 2014), but unmanaged turnover of staff strength disrupts social and interaction structure amongst those who stay (Mobley, 1977; Bergiel, Nguyen, Clenney and Taylor, 2009). As such, high turnover can be harmful if it generates high economic costs and disrupts business performance.

Employees leaving their organizations can be clustered into functional and dysfunctional turnover. According to Abbasi and Hollman (2008) when good-performing employees leave and poor-performing employee stay, such dysfunctional turnover can damage an organization through reduced innovation, inefficient services, slow execution of improvement plans and decreased productivity. When a staff member leaves a company,
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