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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

ZAHIDAH AKMAL GHAZALI



UUM

**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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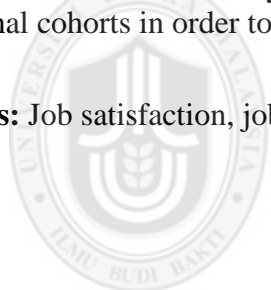
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ABSTRACT

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



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ABSTRAK

Kajian ini menerokai hubungan di antara kepuasan kerja dan tekanan berkaitan kerja dengan niat untuk berhenti kerja di kalangan kakitangan kumpulan syarikat di bawah Sime Darby Motor. Ia dilaksanakan dengan tujuan untuk mencapai dua objektif utama iaitu: (i) untuk mengkaji kesan kepuasan kerja terhadap niat pekerja untuk berhenti kerja; dan (ii) untuk mengkaji kesan tekanan berkaitan kerja terhadap niat pekerja untuk berhenti kerja. Kajian ini melibatkan pengedaran borang soal-selidik kepada kakitangan yang telah dipilih secara rawak di ibupejabat serta tujuh syarikat dan cawangan-cawangannya di seluruh Malaysia dalam bulan April 2016. Instrumen yang telah digunakan adalah berdasarkan Minnesota Satisfaction Questionnaire (MSQ) untuk mengukur kepuasan kerja, adaptasi Tate, Whatley and Clugston (1997) untuk mengukur tekanan berkaitan kerja serta adaptasi Mobley, Horner and Hollingsworth (1978) untuk mengukur niat berhenti kerja. Kesemua data telah diproses menggunakan SPSS v22. Keputusan-keputusan daripada analisa yang telah dijalankan menunjukkan bahawa faktor self-actualisation, rewards dan engagement dari kepuasan kerja serta faktor ketelusan-peranan dan konflik kerja-keluarga dari tekanan berkaitan kerja mempunyai hubungan yang signifikan terhadap niat untuk berhenti kerja. Oleh itu, kajian ini telah merumuskan bahawa kedua-dua pembolehubah kepuasan kerja dan tekanan berkaitan kerja mempunyai kesan yang signifikan terhadap keputusan pekerja untuk berhenti kerja. Untuk kajian akan datang, adalah dicadangkan supaya model prediktif ini digunakan terhadap populasi yang lebih besar atau mengambil kira industri lain. Kajian juga dapat diperbaiki lagi dengan mengambil kira efek moderasi kohort generasi untuk aplikasi yang lebih menyeluruh.

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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