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**RELATIONSHIP OF JOB STRESS AND ROLE  
CONFLICT WITH INTENTION TO LEAVE: THE CASE  
OF CAR SALESPERSON IN PERLIS**

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**UUM**  
Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)**

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INTENTION TO LEAVE: THE CASE OF CAR SALESPERSON IN PERLIS**

**By**



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**UUM**  
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(Management)



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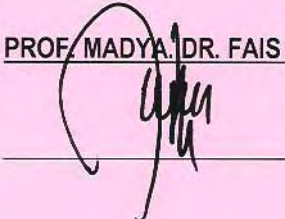
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## ABSTRACT

In today's organization environment, intention to leave among employees have become one of the important issues that have being highlighted. If an organization has high level of intention to leave among their employees, this will lead to high turnover rate. Besides, it will give a lot of negative impact to the organization and also affecting the organization's effectiveness and performance. This situation may occur because all the organization's operations are running by the employees, these employees extremely important to the organization and not easily replace by other people. So, organization's top management should have a good policy or strategy to retain the employees in order to ensure that their organization always can perform better. Car salesperson is the one who play the most important role in the automotive industry to improve the industry. Thus, it is important to understand the factors that will influence the intention to leave among car salesperson. The main objective of this study is to analyze the relationship between job stress and role conflict with the intention to leave among the car salesperson in Perlis. Data was collected by using the questionnaires that have been distributed to 95 respondents; the population included all automobile salespersons where altogether were 95 in their total numbers. Findings of the research revealed that one of variables having significant relationship with the intention to leave, which is job stress. The recommendations for the related issue and future research were also discussed.

**Keyword:** intention to leave, job stress, role conflict, car salesperson

## ABSTRAK

Dalam persekitaran organisasi hari ini, niat untuk meninggalkan organisasi pekerjaan dalam kalangan pekerja menjadi salah satu isu penting yang harus diketengahkan. Jika sesebuah organisasi mempunyai kadar purata yang tinggi pekerjanya yang berniat untuk meninggalkan pekerjaan, ini akan membawa kepada kadar lantik henti pekerja yang tinggi. Selain itu, ianya akan memberi kesan yang negatif kepada organisasi dan juga boleh menjejaskan keberkesanan dan prestasi organisasi. Situasi ini mungkin berlaku disebabkan segala operasi dalam organisasi dilakukan oleh pekerja dan perkerja merupakan orang yang amat penting dalam organisasi dan pekerja ini tidak mudah digantikan dengan orang lain. Jadi, pihak pengurusan atasan perlu mempunyai polisi dan strategi yang baik untuk memastikan pekerjanya boleh melakukan pekerjaan dengan baik dan memastikan organisasi sentiasa boleh melakukan yang lebih baik. Jurujual kereta adalah orang yang memainkan peranan penting dalam meningkatkan industry automotif. Oleh itu, adalah penting untuk memahami faktor-faktor yang mempengaruhi niat untuk meninggalkan pekerjaan dalam kalangan jurujual kereta. Objektif utama kajian ini adalah untuk menganalisis hubungan antara tekanan kerja dan peranan konflik dengan niat untuk meninggalkan pekerjaan dalam kalangan jurujual kereta di Perlis. Data telah dikumpulkan dengan menggunakan kajian soal selidik yang telah diedarkan kepada 95 responden; populasi ini merangkumi semua jurual kereta 95 orang yang terdapat di Perlis. Dapatan hasil kajian ini menunjukkan bahawa salah satu pemboleh ubah yang mempunyai hubungan yang signifikan dengan niat untuk meninggalkan pekerjaan ialah tekanan kerja. Cadangan untuk isu yang berkaitan dan kajian akan datang juga turut dibincangkan dalam kajian ini.

**Kata kunci:** niat untuk meninggalkan, tekanan kerja, peranan konflik, jurual kereta



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## **LIST OF ABBREVIATIONS**

UUM	Universiti Utara Malaysia
SBM	School of Business Management
MAA	Malaysian Automotive Association
SPSS	Statistical Package for the Social Sciences
JS	Job Stress
RC	Role Conflict
ITL	Intention to Leave





## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction to the study**

The purpose of this study is to analyse the factors that influence salesperson intention to leave a job especially about job stress and role conflict among car salespersons in Perlis. This chapter describes the background of the study as well as addresses the problem statement. Apart from that it also outlines the research questions, objectives of the study, significance of the study, scope of study, limitations, definition of key terms and the whole organization of the thesis.

### **1.1 Background of the study**

In this day and age, most of the researchers are continually fascinated with understanding the individual intention to quit work and leave the organization. The high thinking or feeling of intention to leave among employees might probably lead to the action of an employee to tender his or her resignation. This will eventually contribute to high turnover rate in the organization. If an organization has considerable turnover rate among employees, it will affect the company's effectiveness and performance (Erat, Erdil, Kiptaci and Comlek, 2012).

According to Elangovan (2001), the role which is played by employees is significant to an organization and hence if they have an intention to quit from job it could bring negative impact toward the performance and productivity of organization. Organizations that focusing on service and product deeply depend on the strategies and planning created by the employees, thus these employees play an important role to the organization and should not be easily replaced by others (Henry, 2007). By taking this into account, it is therefore crucial for the

management to keep the turnover rate as low as possible as this could retain its productive and talented employees.

Organizations have their respective targets and in order to achieve those targets, a huge sum of money have been invested for training, development, maintaining and also retaining purposes (Gberevbie, 2010). The circumstance of high employee turnover rate is costly to the organization as it will cause the company to spend money to recruit and training each new employee (Samuel & Chipunza, 2009). In addition, these new employees are lack of experience and generally at the outset of their working tenure their effectiveness and efficiency in performing their job are at minimal level. Thus, they could not afford to be productive as compared to the senior workers in the organization. In this relation, the top management of an organization must think of a strategy on how to reduce, if cannot abolish, the employees' turnover rate as a measure to avoid such as cost of recruitment, selection, training and retraining the new employees. Since high turnover rate of employees will affect the profitability and productivity of the organization (Samuel and Chipunza, 2009), all companies should pay attention to this issue to minimize the phenomenon of job quitting so that the high potential of employees continuity can be maintained. By doing this, the organization will be able to gain its competitive advantage within the industry where it is operating.

It is rather alarming to realise the reported statistic on turnover rates such as in the United States which indicates that employee turnover has been regarded as a national workplace crisis. It was reported that the overall number of workers tend to voluntarily change jobs has reached 2.1 million in April 2012. While in Malaysia, annual employees' turnover rate as reported in 2004 was approximately

16 percent. Worse still, based on more recent statistical information provided by the Hewitt Total Compensation Management Survey which was conducted in 2007, the average employee turnover rate was increased to 18 percent.

Tan (1995), describes the phenomenon of turnover as the numbers of employees who resign from the organization due to several reasons such as absenteeism, got a new job or dismissals. Emberland and Rundmo (2010), and Mishra and Bhatnagar (2010), explain that intention to leave is a thoughtful and mindful concern to resign from an organization, where actual turnover refers to actual behaviour of resignation by a person employed with an organization. Igbaria and Greenhaus (1992) state that every action must be preceded by an intention, and hence if a person has an intention to leave there is a likelihood that he or she will quit his or her job which eventually lead to the increasing the rate of employees' turnover.

Since, many researchers agreed that intention to leave is the strongest factor that lead to turnover and since employees' turnover is something that cannot be avoided (Weisberg, 1994), it is worth for researchers to investigate the factors behind that cause an intention to leave to be happened among employees. This can enable the researchers to gain an understanding of its occurrence and subsequently able to provide appropriate recommendations to the parties concerned.

Numerous researches have been conducted on the salespersons' behaviour by taking the intention to leave as their centre of analysis in their study (Sager & Johnson, 1989), and they come out with several results related to the factors that can cause an intention to leave among salesperson to be existed in the organization. Few antecedents were being analysed to determine their relationship with intention

to leave; for example, job stress (Chao, Jau, Liou & Kuo, 2015) and role conflict (Rizzo, House and Lirtzman, 1970).

In this study, we are focusing on an employee's intention to leave among car salesperson in Perlis. Although the topic of employee intention to leave an organization has always been the popular research area for the previous researchers, however there were not much research published based on the employee intention to leave that focus on car salespersons. We also focusing on new car distributing/selling companies because their management is different from second hand car dealers.

Our research purpose is to examine the key factors that will affect the employee intention to leave among the car salespersons in Perlis. There are several factors that affect the employee intention to leave in automotive industry. However the factors that were being analysed to determine their relationship with intention to leave in this study are job stress and role conflict.

## **1.2 Problem statement**

Automotive industry is one of the important economic sectors worldwide by revenue. This industry covers a wide range of businesses such as car designing, manufacturing and distributing/selling. As far as Malaysia is concerned, companies in this sector, both manufacturing and selling car companies, are seemed to gain profit and thus are able to generate income to our country. For instance, as reported by Malaysian Automotive Association (MAA), the number of cars sold were 64, 660 unit until December 2014, and these figures were seemed to be increased to 69,401 units in December 2015. (Pekema, 2015)

With respect to a car distributing/selling company in specific, the situation as mentioned above can be seen especially in the context of imported foreign car whereby according to Lim (2013), if a foreign companies want to export their vehicles to our country for sale, for example, Honda, Toyota, Nissan, Volkswagen and others, the company need to pay a high car tax to our country. The car tax includes of 30% import tax, 10% sales tax, excise duty tax, and as well as other taxes. This situation clearly indicates that selling foreign car in our country can generate more income which subsequently increase our country's economic growth.

There are many factors that can contribute to the sustainable of car selling/distributing company. One of these factors is sales workforce in which a group of employees from this category of workforce is considered as a backbone of a company. Employee in the sale workforce is normally known as salesperson and since this employee involves directly in the trade between the organization and the customer, he or she is said to be a key player in everyday company's business.

Due to the fact that the salesperson is important in contributing to the performance of a company, an appropriate measure need to be taken in order to create a lively working environment that free from elements which could be a threat to the employee's job satisfaction (Nantsupawat, Kunaviktikul, Nantsupawat, Wichaikhum, Thienthong & Poghosyan, 2016). However, the nature of his or her work is said to be prone to stress. This is because the demands from a company that force the sale person to meet at certain level of sale target has caused him or her to be in a state of uncertainty and thus cause him or her to experience stress (Schwepker & Ingram, 2016).

Besides that, the car selling/distributing companies are competing with each other to capture the limited market. They are struggling to maximize the profit and at the same time try as much as possible to minimize the cost. The strategy of minimizing the cost has caused the company to lose or reduce certain assets and one of its reduction assets is the number of its salespersons. Consequently the variety of jobs in the company that need to be done accordingly are shared by limited retaining or remaining salespersons (Agnihotri, Vieira, Senra & Gabler, 2016). Hence, the role conflict might occur due to different kinds of jobs or responsibilities that a salesperson need to shoulder (Agnihotri, Gabler, Itani, Jaramillo, & Krush, 2017). Schuller, Aldag and Brief (1977), who evaluate the impact of role conflict concluded that role conflict can be associated with low satisfaction, low involvement, absenteeism, and tension of a person in which at the end can lead to his or her thinking to leave the company.

On one hand it is known that job stress and role conflict can be linked to employee's jobs dissatisfaction. While on the other hand job dissatisfaction can contribute to intention to leave among employees in organization. According to Branham (2005), there are several main causes of employees leaving the organization in which these causes include lack of recognition, limited career advancement, unsatisfactory job, poor management practices, dishonest management and valueless work culture.

Organization might face a predicament if turnover rate is substantial because losing the numbers of employees means that the vacancies must be replaced appropriately (and sometime immediately). As it is known that the process of hiring new employees particularly those with those with skill is costly (Sharma,

2016). Whether employees leave the organization on a voluntary basis by resignation or involuntary leave the organization because of termination by employer, turnover is potentially cost to the company and might also bring other negative impacts such as the employees' moral (that is moral of the retaining employees) and the smoothness of the company's operation (Serhat, Kitapci & Comez, 2017).

As it is known, intention to leave is a part of turnover in the organization. Generally an intention to leave is related to the motivation meaning that an employee who intend to quit the company is likely to have low motivation in doing their work. Consequently employee who has low motivation is said to be non-productive worker. If the turnover rate among car salespersons is keep increasing, it will not only affect productivity and profitability of the organization but also affects the economic growth of our country (Bankar, Kakade & More, 2016).

Based on the above arguments it is necessary to determine the existence of the thinking or feeling of intention to leave among employees and what factors that contribute to the occurrence of this psychological phenomenon. Thus, for this reason this study was conducted with the objectives and research questions as stated below.

### **1.3 Research Objectives**

The aim of this study is to find out whether or not the factors namely job stress and role conflict have their influences on intention to leave among car salespersons in Perlis. To simplify this, the following objectives have been addressed accordingly:

- 1) To examine the relationship between job stress and intention to leave among car salespersons.
- 2) To examine the relationship between role conflict and intention to leave among car salespersons.
- 3) To examine the simultaneously influence of job stress and role conflict on intention to leave among car salespersons.
- 4) To determine the different of gender and intention to leave among car salespersons
- 5) To determine the different of ethnicity and intention to leave among car salespersons.
- 6) To determine the different of level education and intention to leave among car salespersons.

#### **1.4 Research Questions**

The following research questions were also being established to enable the researcher to find the answers and consequently achieve the above research objectives:

- 1) Is there any relationship between job stress and intention to leave among car salespersons?
- 2) Is there any relationship between role conflicts and intention to leave among car salespersons?
- 3) Do job stress and role conflict simultaneously influence intention to leave among salespersons?
- 4) Is there any difference between male and female salespersons on their intention to leave the organization?



- 5) Is there any differences between salespersons' ethnicity on their intention to leave the organization?
- 6) Is there any differences between salespersons' levels of education on their intention to leave the organization?

### **1.5 Significance of Study**

Significance of this study can be seen from the theoretical and practical aspects. Regarding the theoretical aspect, there are two variables namely job stress and role conflict have been used to measure the relationship with intention to leave among salespersons in car selling company. Thus, it has produced a model that specifically been tested among salespersons of the car selling company in which to the researchers knowledge, this has never been done in the Malaysian context.

While in the matter of practical contribution, the findings of the study can create the awareness among the employers of the car selling and distributing company pertaining to job stress and role conflict which have adversarial effects which consequently lead to intention to leave.

### **1.6 Scope of the Study**

The study covered the issues of job stress and role conflict whereby these issues can affect the employees' retention in the car selling/distributing company. The respondents of this study were the employees from various car dealers in Perlis such as Honda, Toyota, Perodua, Proton, Nissan, Mitsubishi, Volkswagen, Haval and Ford. All respondents were selected with the criteria that respondents

understand Malay or English, as to avoid miscommunication and misunderstand any meaning in the items that were included in the questionnaire.

### **1.7 Limitation of the Study**

There were two limitations in conducting this study, in which one of these limitations is that it only focus in the state of Perlis which is the smallest state in Malaysia. This mean that the number of car selling/distributing companies in this state is incomparable with other states in Malaysia. Apart from that, the economic activity in Perlis is not as aggressive as other states such in Penang and Melaka. Hence, these factors can somehow or other limits the car selling business in this state in which only ten companies are found operating in the whole of Perlis. The small number of companies means the small number of the salespersons can be approached for the data collection purpose. In this regard, only 95 salespersons work with these companies and all of them were invited to be a respondents. The small number of respondents might somewhat affect the strength of the data validity.

Second limitation that researcher faced throughout the data collection process was the time constraint. The researcher was needed to conduct this study in accordance with the requirements of the conventional quantitative research process. As such a period of four months for this purpose was inadequate. The findings of this study could be much better if more time were given to perform the whole research process.

## **1.8 Definition of Key Terms**

### **1.8.1 Intention to Leave**

According to Purani and Sahadev, (2008); Weisbeg, (1994) intention to leave can be defined as an employee's planning to leave the current job and look onwards to find another job in the near future.

### **1.8.2 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, Amir, Osman & Mara, 2013).

### **1.8.3 Role Conflict**

Role conflict as defined by Boles and Bablin (1996), occurs when an employee feel unable to fulfil the work requirements. In this study, the requirements of work are related to the job scope and the policies of the work.

## **1.9 Organization of Study**

There are five (5) chapters that have been organized for this study. Chapter one (1) elaborates the whole idea of the study such as background of the study, problem statement, research questions, and objectives of the study, significance of the study, scope of study, limitations and definition of key terms.

Chapter two (2) is a literature review chapter in which it critically discusses the variables involved which are intention to leave, job stress and role conflict.

Besides, this chapter explains the underpinning theory that used to support the constructed framework.

Chapter three (3) further explains on the research methodology. It includes explanations on the study's theoretical framework and its hypotheses. It also describes the research design, data collection, instrument and measurement, validity and reliability of the data analysis, and correlation analysis between the independent variables and dependent variable.

Chapter four (4) presents the findings from the data analyses in which based on the finding of every analysis, this chapter determines whether to accept or reject any of the hypotheses that had been established in Chapter 3.

Finally, Chapter five (5) discusses the findings of the data analysis which also includes the implications of these findings. Apart from that, recommendations for the practitioners and the direction of the future related research are also being included in this chapter.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter reviews the literature to enlighten the concepts of employee's job stress, role conflict and turnover to leave. It also includes the critical discussions on the relationships of job stress and role conflict as independent variables with intention to leave as dependent variable. On top of that, Maslow theory is incorporated to support the constructed theoretical framework in which this framework is explained in Chapter 3.

### **2.1 Review of the Literature**

#### **2.1.1 Intention to Leave**

It cannot be denied that in the managing current organization the issue of employee turnover is said to be a major problem faced by organization. In an attempt to retain their respective employees, most organizations suffer from this situation and they try to do everything they can in order to keep their employees attached with the organization. Even though many actions have been taken to reduce employees from leaving the organization, the problem still exists. In order to reduce this problem, what needs to be considered first is about the behaviour of intention to leave which is the main predictor that leads to employee turnover. From the previous research it is understood that intention to leave is one of the biggest predictors and signal sign of employees' turnover (Griffeth et al., 2000; Porter & Steers, 1973; Rizwan, Jaskani, Ameen, Hussain, Farooq & Omair, 2013)

Purani and Sahadev (2008), as well as Weisbeg (1994), define intention to leave as employee's plan for intention to leave the current job and look onwards to find another more secure job in the near future. Most of employees willing to leave the company if they feel not secure about their current job or the job they are doing is no longer giving any benefit to them. According to Sagar's (1994) longitudinal study of salespeople, intention to leave was found to differentiate effectively between leavers and the people want to stay. Intention to leave also can be clarified as employee's attitude towards making their own decision to quit from the current job and organization (Awang et al., 2013).

Firth, Hom and Gaertner (2004), stated that intention to leave is the greatest immediate cause of actual behaviour. The research had found that, the higher rate of the employees decided to quit can lead to higher rate influence to her or him eager to leave the employment as soon as possible. It also supported by Gregory, Way, Lefort, Barrett and Parfrey (2007), whom the authors showed that behavioural intention to leave has the strongest predictor of the actual individual turnover and also can lead towards turnover decisions. Therefore, to reduce the amount of the employees intention to quit from the organization, the managements need to know the reason why the employee willing or determine to quit from their current job (Issa, Ahmad & Gelaidan, 2013).

Spereitzer and Mishra (2002), look intention to leave from different angle where to them this behavioural occurs when an employee voluntarily wants to leave the organization due to interest to explore for better opportunities or get better offer from another organization. In addition, Hendrie (2004), had also stated that intention to leave can be categorized into two elements, which are

resigning from his or her job voluntarily because of their own decision due to job stress or unsatisfied with the current position while on the other hand involuntary leaving referred to the action of an employer to terminate employee due to involvement in misconduct or fraud. Moreover, Qureshi, Iftikhar, Abbas, Hassan, Khan and Zaman, (2013) argued that majority of employees who involve in voluntary intention to leave are the high skilled employees, which comprise executive or lower level employees.

The previous researchers stated that intention to leave is associated with the quality of the salesperson–supervisor relationship. Furthermore, salesperson are more likely tend to voluntarily leave when they are unsatisfied with their supervisor (Nonis, Sager & Kumar 1996), and when they believe that their supervisor cannot be trusted (Mulki, Jaramillo, and Locander 2006).

In addressing the issue of lower intention to leave, Brashear, Bellenger, Boles, and Barksdale (2006), argues that managers who create trust that invest in positive outcomes for the salespersons eventually result in organizational commitment and lower turnover. While Ingram, Laforge and Schwepker (2007), suggest that the supervisor’s leadership style at least somewhat explains the quality of the salesperson and supervisor relationship.

### **2.1.2 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 be defined as the employees’ reaction

towards working condition which directly involves employees physical and psychosocial. In addition, Khan, Aqeel and Riaz (2014), note that job stress can be viewed as an unpleasant situation or position at work environment which affect employees' overall performance in the organization. There are few categories of stressor such as time pressure, high job demand, role overload, role ambiguity, work-family conflict, noise 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 bad 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 and organizational domains, 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), classifies stressor as psychosocial and physical. Psychosocial refers to working condition which includes job insecurity, job control, job demands and harassment. Besides that, physical stressors refers to repetitive movements of the employees which includes ergonomic contacts and noise. Nahar, Hossain, Rahman and Bairagi (2013) indicate job stress as the emotional state or response of the employees at their workplace that happens when the requirement of the jobs exceed the capabilities and needs of an individual. In other words, due to high expectation in job demand it can cause high stress among employees. Chiu (2005), states that normally the employees who experience stress will feel passive, anger, sleeplessness, absences from work and have high intention to quit from job,



eventually this may lead to negative outcomes for the organization commitment. There are also other factors involve in employees' job stress such as heavy workload, inflexibility working hours, job insecurity, low pay and low quality of the management (Naqvi, Khan, Kant & Khan, 2013).

Nevertheless, some studies had explained stress from different perspective 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 capabilities (Bashir & Ramay, 2010). Khan et al. (2014), point out that higher job stress can bring great and positive effect on overall organizational outcome. This is supported by Qureshi et al. (2013), who state that organizational outcomes such as poor commitment, job dissatisfaction, and low performance due to the stress can influence the employees to leave voluntarily from their organization.

Similarly, Naqvi et al. (2013), argues that high job stress can negatively affect employees' productivity as well as on employees' behavioural, physical and mental. Based on studies done previously, job stress had shown positive relationship with job satisfaction. Lee and Johnson (1991), indicate that job satisfaction has a direct effect on job stress. In other words, the employee may feel more stress and depress due to dissatisfaction with their working environment and this will lead to profoundly incline towards leaving the organization. Besides that, Pradana and Salehudin (2013) found that workload negatively affects job satisfaction and positively influences both work-life balance and work related stress. Research conducted 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), shows that the level of job performance of the employee will be reduced dramatically when the level of role ambiguity become higher. The claim was supported by Rahman et al. (2012), who argues that most of the employees feel stressful with their job due to upper management pressure, working long hours, heavy workload and deadline of the work. Thus, these factors were found to have positive relationship with job stress and employees performance. The study further demonstrates that when the employees feel stress for a long period of time, then it leads to reduction in the employees' well being physically and psychologically. However, Bashir and Ramany (2010), found 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,) recommend that organization should present a supportive system within their working environment to ensure their employee working in comfortable zone.

Similarly, Affum-Osei, Agyekum, Addo and Asante (2014), found that the majority of employees working in small and medium enterprises contribute high level of job stress where total of 104 respondents 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) points out that job stress due to 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), state that because of female employees multi commitment of jobs and family they are more stressful with their jobs compared to male employees. This is supported by Mostafai et al. (2012), and Khuwaja, Qureshi, Andrades, Fatmi and Khuwaja (2003) in which the authors claim that women are more stressful compared with men.

### **2.1.3 Role Conflict**

Role conflict occurs when the workers feel unable to fulfil and meet the work requirements (Boles and Bablin, 1996). In this study, the requirements of work are related to the supervisor, job scope and the policies of the work. Rizzo, House and Lirtzman (1970), describe four different types of role conflict. First type of conflict is described as a conflict between the internal organizational expectations of the individual and their role behaviors; this is considered in person-role conflict. The second type is a conflict associated with time, resources or ability of the individual to fulfill the role; this is known as intrasender role conflict. The third type of conflict is called intersender role conflict and it occurs when the role expectations and the organizational demands are incompatible. The fourth type of conflict occurs when there are multiple roles for the same individual but the role behaviour require different and incompatible behaviour, this type of role conflict is known as role overload.

Role conflict is majorly caused by the absence of some factors such as consistency, congruence, and differentiation. The role conflict which is also known as the role stress is said to be related to the work environment, is happened when the job needs to be done, the task to be accomplished, and the duty to be assigned to the employees are not clearly defined, described and specified.

James (2003), in his study states that role conflict actually is the difference between the role assigned to the employees and their actual performance. Role conflict is actually an ambiguity of roles in which two conflicting tasks is said to be occurred. For example, when a salesperson is unclear either to generate an account or to change the territory assigned to him, the role conflict occurs. Both activities need to be done at one time and a person is not being able to decide which job need to be given a priority, this may give rise to role conflict (James, 2003). When the area of professional selling is considered, the role conflict must be overcome and resolved. This is possible by designing the properly defined job activities.

Role conflict could contribute to the existence of job dissatisfaction among employees and this unsatisfied feeling could be the most dangerous and risky for the organizations and for the employees as well (Behrman, Douglas, & William, 1984). Besides that, the role conflict can also be linked with stress. The stress that arise by role conflict has already been recognized and discussed in the literatures (Fisher, Cynthia, & Richard, 1983). Netemeyer et al., (1996), claims that role conflict that occurs among salespersons is also being discussed in the literature. The role conflict or role ambiguity takes place when the perceived task for the individual, to be accomplished is very unclear that

eventually put one's mind into doubt which work to be given a preference and when the work need to be done.

Previous research stated that salespersons are particularly prone to experience role conflict and role ambiguity in their workplace (Netemeyer, Brashear-Alejandro & Boles 2004; Walker, Churchill & Ford 1975). This is because normally when salespersons performing their jobs they have to cope with multiple expectations from customers and management (Dubinsky & Mattson 1979; Walker, Churchill, & Ford 1975). Walker, Churchill, and Ford (1975), argue that the occurrence of role conflict come from the belief by the salesperson that group expectations and demands are unable to get along and cannot be simultaneously satisfied.

#### **2.1.4 The relationship between Job Stress and Intention to Leave**

Stress has become one of the biggest problems among employees in the organization which can lead to low morale, absenteeism and increased turnover rate (Nahar et al., 2013). Stress is one of the major factors frequently related with the intention to leave among employee. According to Hasin and Omar (2007) that there is strong correlation relationship between job stress and intention to leave. They also stated that increasing the level of job stress can influence the employees' intention to leave from the organization. Chao, Jou, Liao and Kuo, (2013), argue that workplace stress (workload, role conflict, family factors and working environment) directly influence intention to leave. In their study of health care workers in rural Taiwan, they suggested that stress

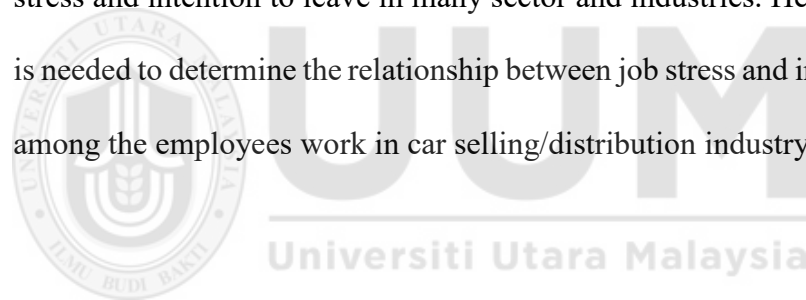
must be first of all reduced at the workplace in order to lessen the turnover rate among the employees.

Apart from that, job stress also gives great impact towards intention to leave among the employees (Qureshi et al., 2013 & Pradana & Salehudin, 2013). Therefore to reduce the turnover rate organizations should put an effort to retain their intellectual capital, which can decrease job stress (Qureshi et al., 2013). According to Khan et al. (2014), there is positive relationship between job stress and intention to leave among the lecturers, in which the findings their research show that the level of stress and intent to leave jobs is high among the unmarried lecturers compared to married lecturers. This is condition happened because of poor relation between colleagues and less social support from their family.

Kafashpoor (2013), had studied the effect of job stress on intention to leave with the mediating role as job satisfaction among the nurses, whereby the finding shows that there is a positive relationship between job stress and intention to leave. Besides that, Applebaum, Fowler, Fiedler, Osinubi and Robson (2010), reviewed the relationship between perceived stress, odor, noise, color, light, job satisfaction and intention to leave. They concluded that there is positive impact of workplace stress and influence job satisfaction and intention to leave. Similarly Mosadeghrad (2013), also states that the major factors that get higher scoring is stress among the employees are time pressure, lower pay, job insecurity, lack of benefits, job insecurity, lack of staff and supervision, workload and poor quality of work. He concluded that job stress among employees shows higher and positively impact with intention to leave.

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 show that younger employees were clearly showing 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, Badri, Rajab, Rahman and Shah, (2012), state that peer support plays an important role in intention to leave and also found that a high perception about peer support can reduce turnover rate.

Most of past studies showed that there is positive relationships between job stress and intention to leave in many sector and industries. Hence, more effort is needed to determine the relationship between job stress and intention to leave among the employees work in car selling/distribution industry.

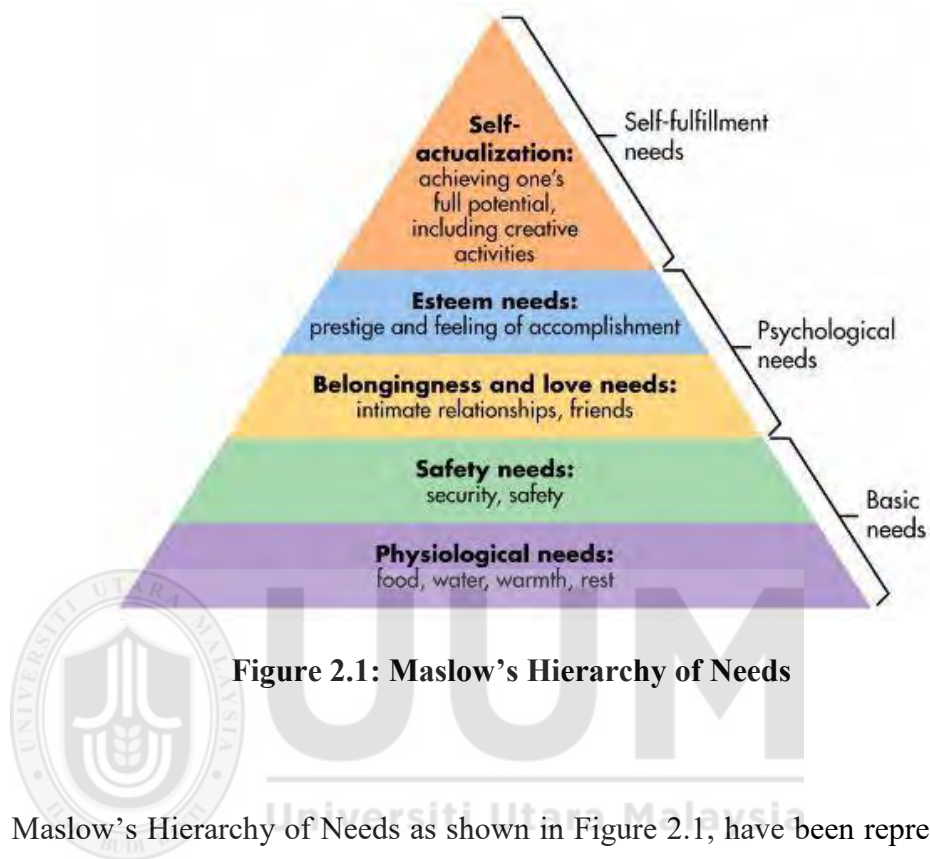


### **2.3 Underpinning Theory**

Theory of Maslow's Hierarchy of Needs by Abraham Maslow (1943) has been widely used as one of the competing models in exploring basic human need. This theory explains about needs and motivation of an individual. Indeed, Maslow's ideas surrounding the Hierarchy of Needs, concerning the responsibility of employers to provide a comfortable workplace environment that encourages and enables employees to fulfil their own unique potential.

Maslow (1943), states that people are motivated to achieve certain needs and that some needs take priority over others. Our most basic need is for physical

survival, and this will be the first thing that motivates our behaviour. Once that level is fulfilled the next level up is what motivates us, and so on.



**Figure 2.1: Maslow's Hierarchy of Needs**

Maslow's Hierarchy of Needs as shown in Figure 2.1, have been represented in a hierarchical pyramid with five levels. Starting with the lower level is Physiological needs is a basic needs in our life, for example water, food, etc. Next is Safety needs is our security. Belongingness/love needs that explains about love, intimacy, family, friendship and esteem need is more about achievement, feeling of accomplishment, respects each other, confidence, self-esteem and more. The upper most level is self-actualization is under category self-fulfilment needs that explains about realizing personal potential, problem solving, creativity and more.



The association of Maslow Theory with this study can be seen in terms of physiological needs this can be seen where the working environment of car salespersons there is very stressful due to the limited time for breaks which mean they are being pressure to work long hours. Hence, in terms of safety needs most of the car salesperson did not clear about their duties and responsibility that can be lead they will not getting their job done. Sometimes, they have to neglect some task because they have too much to do at work.

Besides that, in terms of belongingness and love needs every works that there are doing and get difficulty some of the co-workers are willing to help them. When there are working in teamwork, bullying among salesperson can be prevent. In terms of esteem needs, most of salespersons are focusing to achieve their target. Sometimes managers will give and divide some task to their workers and to make it the task is done the salesperson must work in team but a few salesperson that have no responsibility will neglect the task and spread the work to others and it will arise friction or anger between colleagues. Self-actualization can be related directly to the present day challenges and opportunities for employers and organizations.

## **2.4 Summary**

The review of the literatures in this chapter has provided a crystal clear about the meaning of job stress, role conflict and intention to leave that are common among employees in the organization. It has also proven the association of these psychological phenomena (job stress and role conflict) with an intention to leave. This chapter also describes the Maslow' theory of hierarchical needs which serves as an underpinning

theory. Two levels of the theory namely physiological needs and safety/security needs can be linked to, or supports the theoretical framework of this study.



## CHAPTER 3: METHODOLOGY

### 3.0 Introduction

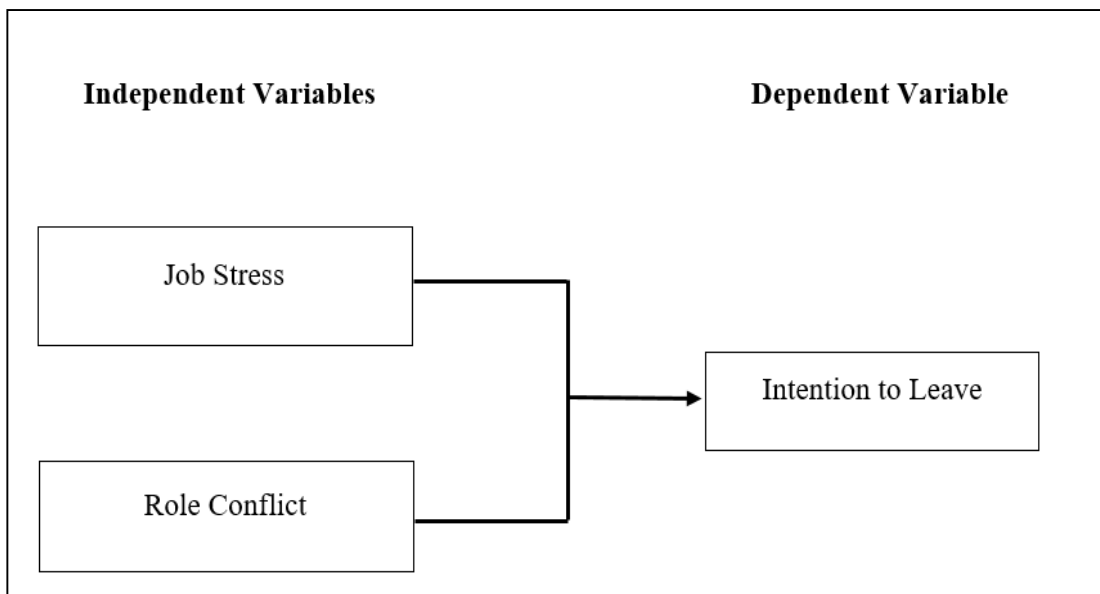
This chapter illustrates the methodology used in conducting this study and it focuses on the research framework, hypothesis development, research design, operational definition of each variable, instrumentation and also data collection procedure.

### 3.1 Theoretical Framework

The focus of this study is to examine the impact of job stress and role conflict towards intention to leave among car salesperson in Perlis. Accordingly, the theoretical framework as depicted in figure 3.1 was established to show the relationship of independent variables namely job stress and role conflict with dependent variable that is intention to leave.



Figure 3.1: Theoretical Framework



The above theoretical framework indicates the relationship of job stress and role conflict with intention to leave. Specifically for the relationship between job stress and intention to leave, this argument is supported by Chiu (2005), where the author claims that an individual who has an intention to quit was due to stress. As for role conflict and its association with intention to leave by Boles and Bablin (1996), state that role conflict occurs when the workers unable to fulfil the work requirements and expectation. Therefore the following hypotheses were established to test the relationship between job stress, role conflict and intention to leave among car salespersons.

### **3.2 Hypotheses**

**H1:** There is a significant relationship between job stress and intention to leave among car salespersons.

**H2:** There is a significant relationship between role conflict and intention to leave among car salespersons.

**H3:** Job stress and role conflict will simultaneously influence intention to leave among salesperson.

**H4:** There is different between male and female salesperson in terms of intention to leave.

**H5:** There is different between Malay, Chinese, Indian and Siamese car salesperson in terms of intention to leave.

**H6:** There is different in terms of having intention to leave between the car salesperson with the different levels of education.

### **3.3 Research Design**

According to Sekaran and Bougie (2016), research design is a plan or strategies that related to the collection, measurement and analysis of data in order to answering research questions that developed for the study. Besides, this can be done by using different approaches and techniques. This section discusses further on the type of study, data sources, unit of analysis and population frame.

#### **3.3.1 Type of Study**

This study can be categorized under quantitative design which investigates the relationship between the independent variables (job stress and role conflict) and the dependent variables (intention to leave).

#### **3.3.2 Source of Data**

Data collection process involved the collection of data through the questionnaires that were distributed to the identified respondents. The questionnaires consist of three sections which are Section A, B, C and D. Section A of questionnaire is related to the demographic information that is the basic personal information of the respondents. While, section B and C comprises questions that related to independent variables of job stress and role conflict. Finally Section D, consists of the questions on an intention to leave that is under the dependent variable of this study.

#### **3.3.3 Unit of Analysis**

According to Sekaran and Bougie (2013), unit of analysis refers to the level of aggregation of the data collected for the data analysis stage. With regard to this study, unit of analysis involved individual salesperson from car selling companies which operate their businesses in Perlis. The data that have been

collected from each individual were analysed and each respondent response was treated as individual data sources.

### 3.3.4 Population Frame

Population is entire group of people, events or things that researcher desires to investigate (Sekaran & Bougie, 2013). The population for this study is car salesperson in Perlis. This targeted population included all automobile salesperson where altogether were 95 in their total numbers. Since the size of the population is relatively small, the researcher had decided to include all the salespersons in Perlis as respondents. Hence, the process of sampling from the whole population was not applied in this research.

**Table 3.1: Number of Car Salesperson Population and Proportion**

Company	Number of Salesperson	Sample's Proportion
Proton (Idaman Suri)	8	8.4%
Proton (Medan Sepakat)	12	12.6%
Perodua	16	16.8%
Honda	12	12.6%
Toyota	8	8.4%
Nissan	11	11.6%
Volkswagen	9	9.5%
Mitsubishi	8	8.4%
Haval	4	4.3%
Ford	7	7.4%
<b>Total</b>	<b>95</b>	<b>100%</b>

### 3.3 Measurement

As it is known questionnaire was used to collect the data in this study. A questionnaire, as defined by Sekaran and Bougie (2013), is a set of questions developed to record the respondents' answers, usually within rather closely defined alternatives, and designed

to collect large numbers of quantitative data. A set of an arranged questionnaires which is placed under an instrument is subsequently being measured. In this study, the questions related to demographic was self-developed, while the other questions on independent variables and dependent variable were taken and adapted from the instruments as described in the subsequent paragraphs. This is summarised in the Table 3.2.

**Table 3.2: Summarizing of the measurement**

Category	Instruments	Coding	Items
<b>Section A</b> Demographic	Self-Developed	A1-A6	6 Items
<b>Section B</b> Job Stress	Adapted from De Sio et. all (2016)	B1-B10	10 Items
<b>Section C</b> Role Conflict	Adapted from Rizzo, House & Lirtzman (1970)	C1-C9	9 Items
<b>Section D</b> Intention to Leave	Adapted from Lee (2008)	D1-D6	6 Items

### 3.3.1 Demographic

Demographic measurement used to capture salesperson's demographic data. The demographic questions include the information pertaining to gender, ethnicity, age, monthly salary, the highest education level and services length.

These information had been chosen by researchers as they are related to the issues of job stress and role conflict among salesperson. Besides that, it is part of the objectives of this study in which the researchers wanted to determine the difference in terms of having an intention to leave among salesperson based on their demographic differences. The total question in this section are seven items.

### 3.3.2 Intention to Leave

Intention to leave was measured by using the six (6) items by Lee (2008). Five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) was provided to the respondents to indicate their level agreeableness. All the six questions were directly asked the respondents about their feeling of intention to leave the job and these questions were operationalised as in the Table 3.4 below.

**Table 3.3: Operational Definition and items for intention to leave**

Variable	Operational Definition	Items/Measures
Intention to Leave	Intention to leave refers to individuals perceived likelihood that they will be staying or leaving the organization	1) I often thinking quitting my job
		2) I am actively seeking for another job
		3) I intend to leave the organization in the near future.
		4) In the last few months, I have seriously thought about seeking for a new job.
		5) I feel happy working in this organization
		6) As soon as I can find a better job, I will quit this organization

Sources: Lee (2008)



### 3.3.3 Job Stress

Job stress was measured by using the ten (10) items by De Sio, Cedrone, Greco, Di Traglia, Sanità, Mandolesi, and Stansfeld (2016). Five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) was also provided to the respondents to choose their best level of agreeableness. All the ten questions were operationalised as in the Table 3.5 below.

**Table 3.4: Operational definition and items for job stress**

Variable	Operational Definition	Items/Measures
Job Stress	An individual reaction to the characteristics towards of being under constant pressure and feeling worry	1. I am unable to take sufficient breaks 2. There is friction or anger between colleagues 3. I know how to do about getting my job done 4. I am pressured to work long hours 5. I am clear what my duties and responsibilities 6. I have to neglect some tasks because I have too much to do 7. If work gets difficult, my colleagues will help me 8. I am subject to bullying at work 9. I am aware of others being subject to bullying at work 10. I am clear what is expected of me at work

Sources: De Sio, Cedrone, Greco, Di Traglia, Sanità, Mandolesi, & Stansfeld (2016)

### 3.3.4 Role Conflict

Finally, regarding the dependent variable of the role conflict, it was measured by using the nine (9) items developed by Rizzo, House, Lirtzman (1970). The same Five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) as

applied to other variables in this study was used to let the respondent indicate their level agreeableness. All the nine questions of the role conflict were operationalised as in the table 3.6 below.

**Table 3.5: Operational Definition and items for role conflict**

Variable	Operational Definition	Items/Measures
Role Conflict	When the workers feel unable to fulfill the work requirements and meet expectation	<ol style="list-style-type: none"> <li>1. I have to do things that should be done differently</li> <li>2. I have to "feel my way" in performing my duties.</li> <li>3. I work with two or more groups who operate quite differently</li> <li>4. I work under incompatible policies and guidelines</li> <li>5. I work on unnecessary things</li> <li>6. I have to work under vague directives or orders</li> <li>7. Explanation is clear of what has to be done</li> <li>8. I do not know if my work will be acceptable to my boss</li> <li>9. I receive incompatible requests from two or more people</li> </ol>

Sources: Rizzo, House & Lirtzman (1970)

### 3.4 Data Collection Procedure

There are several options available for the researchers in order to clarify the data collected from the respondents (Zikmund, Babin, Carr & Griffin, 2012) which include by email, self-administer, post and more. As for this particular study, self-administered procedure was applied in the process of distributing and retrieving the questionnaires

from the selected respondents. This method is the most suitable one as this helps in the speed of distribution and response process.

The questionnaire design that using the five point Likert Scale enables the respondents to choose their level of agreeableness at every question asked. This design encourages the respondents to be more honest, open when answering the questions, based on their perception, belief, characteristic, or even reflected from their past and present attitude (Neuman, 2000).

For this study purpose, 95 questionnaires were distributed to the respondents which consist of the salespersons come from car selling/distributing companies.

### **3.5 Data Analysis Techniques**

Several data analysis techniques were applied in order to obtain the outputs besides determining the connection among the related variables (Neuman, 2000). For this study, statistical analysis was conducted by using the Statistical Package for the Social Sciences (SPSS) version 21. The analysis techniques involved are as follows:

#### **3.5.1 Descriptive Analysis**

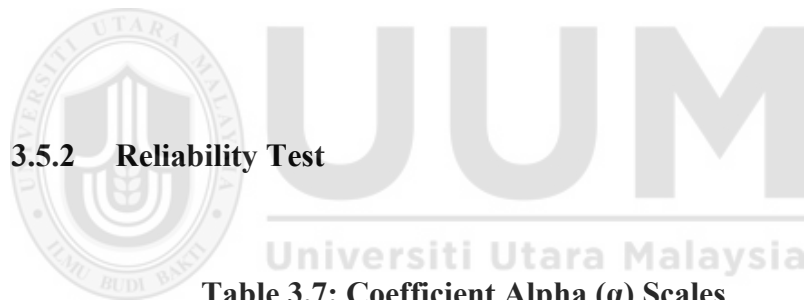
According to Sekaran and Bougie (2013), descriptive analysis helps in describing the attribute of individual, occasions or situations; besides enabling the researcher to understand more about the variables and characteristics involved in the study. Frequency analysis as a part of descriptive analysis had been used in describing the attributes or characteristics of the respondents. For this particular study, it included the gender, ethnicity, salary, age, education and service length.

Table 3.6 shows the level of mean based on the score gained from the descriptive analysis where score of 1.00 to 2.33 is considered as low, 2.34 to 3.67 is moderate and score of 3.68 to 5.00 is categorized as high level.

**Table 3.6: Frequency Mean Analysis**

Range in scales	Consistency/ Reliability
0.80 - 0.99	Very Good
0.70 - 0.80	Good
0.60 - 0.70	Fair
0.60 and below	Poor

Source: Sekaran & Bougie (2013)



### 3.5.2 Reliability Test

**Table 3.7: Coefficient Alpha ( $\alpha$ ) Scales**

Mean Score	Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

Source: Zikmund, Babin, Carr & Griffin (2010)

Application of reliability test is to measure the data stability and consistency in order to ensure that the data is good and reliable for the study. Cronbach's Alpha method used to test the data consistency that have been using, besides, closer the Cronbach's Alpha to 1, this indicates that it provides higher

reliability and internal consistency (Sekaran & Bougie, 2013). Those with value that is between 0.70 until 0.80 is considered as good or acceptable reliability level, values ranged between 0.6 to 0.7 considered as fair whereby value lesser than 0.6 showing poor reliability and consistency.

### **3.5.3 Correlation Analysis**

Correlation techniques helps in detecting the importance, solidity and the direction between the independent variables (job stress and role conflict) and the dependent variable (intention to leave). There are four assumptions that relied before the analysis take place, which are scale of measurement, normality, linearity and homoscedasticity. Essentially, the data must be interval or ratio in nature and the relationships between the variables are linear. Correlation coefficient could range from -1.00 to 1.00 and the correlation value of 0 indicates that there is no relationship exists between the variables. The correlation value of 1.0 specified that the connection is existed with an optimal positive correlation, whereby the correlation of -1.0 showed that the connection is an optimal negative correlation. Correlation of  $\pm 0.01$  to  $\pm 0.09$  means that there is very low correlation,  $\pm 0.10$  to  $\pm 0.29$  represents low correlation,  $\pm 0.30$  to  $\pm 0.49$  indicates moderate correlation,  $\pm 0.50$  to  $\pm 0.69$  specified a high correlation and  $\pm 0.70$  or  $\pm 1.00$  showed a very high correlation.

**Table 3.8: Interpretation of Strength of Correlation**

Correlation value, r	Strength of relationship
$\pm 0.70$ or higher	Very High
$\pm 0.50$ to $\pm 0.69$	High
$\pm 0.30$ to $\pm 0.49$	Moderate
$\pm 0.10$ to $\pm 0.29$	Low
$\pm 0.01$ to $\pm 0.09$	Very Low
0.00	No Relationship

Source: Pallant (2013)

#### **3.5.4 Multiple Regressions Analysis**

This technique used when the particular study involved more than one independent variables and multiple regression analysis will help in determining and which one of the factors is the most significant besides explaining the variance in dependent variable.

According to Neuman (2000), this analysis used for two main reasons which are calculating R-Squared and detecting the contribution of each variable. R-squared explains on how the independent variables affecting or related to the dependent variable, thus, helps in explaining the nature, direction and relationship between the independent variables (job stress and role conflict) and dependent variable (intention to leave).

### **3.6 Summary**

This chapter has explained several important aspects in the methodology that was carried out for this study. It discussed in details the methodology and data collection that were in this study. Besides that, the research design also has been described together with an explanation of the instruments measurement and how the data were analysed in accordance with the statistical requirements.



## **CHAPTER 4: FINDINGS**

### **4.0 Introduction**

This chapter discusses the findings of the study that has been conducted through the survey. The data collected from the respondents have been analyzed by using the Statistical Package for the Social Sciences (SPSS). Results of the data analysis were obtained using two statistical tools. It begins with the explanation of the descriptive statistics where analysis included respondents' frequency analysis. The second tool is the inferential statistic which was used to perform reliability test, Pearson's correlation analysis and multiple regressions analysis to test the established hypotheses.

### **4.1 Respondents' Frequency Analysis**

Frequency analysis has been performed to analyse the demographic segmentation information of the selected respondents. 95 sets of questionnaire were distributed to the 95 respondents and all of them had responded accordingly. Thus, it shows that the researcher was managed to obtain 100% completed questionnaires and this enable the researcher to perform the analysis without much difficulty. The respondents demographic were described by frequency and percentage values. Table 4.1 indicates the detail of respondent profile



**Table 4.1: Frequency of Respondents Demographic Profile**

Variable	Frequency	Percentage (%)
<b>Gender</b>		
Male	60	63.2
Female	35	36.8
Total	95	100
<b>Ethnicity</b>		
Chinese	19	20
Malay	65	68.4
India	6	6.3
Siamese	5	5.3
Total	95	100
<b>Salary</b>		
below 1000	2	2.1
RM1000-RM1999	15	15.8
RM2000-RM2999	40	42.1
RM3000-RM4999	24	25.3
RM5000-RM7999	12	12.6
RM8000-RM9999	2	2.1
Total	95	100
<b>Age</b>		
Below 25	13	13.7
25 to 34 years old	45	47.4
35 to 44 years old	31	32.6
45 to 54 years old	4	4.2
Above 54 years old	2	2.1
Total	95	100
<b>Education</b>		
SPM	29	30.5
STPM	11	11.6
Diploma	31	32.6
Degree	24	25.3
Total	95	100
<b>Length of Service</b>		
Less than 6 month	13	13.7
6 month to less than 1 year	18	18.9
1 years to less than 3 years	34	35.8
3 years to less than 5 years	18	18.9
5 years to less than 7 years	8	8.4
7 years and above	4	4.2
Total	95	100

Based on the table of the demographic profile of this study, most of the respondents are male with 60 (63.2%) and female shows a number 35 (36.8%) from the total number of respondents. The second variable to be discussed is the ethnicity of respondents who participated in the study. As we can see, majority of respondent came from Malay group with 65 (68.4%) of respondents are Malays. This was followed by Chinese with 19 (20.0%) of total respondents. Then followed by India with 6 (6.3%) and the lower is Siamese with 5 (5.3%) of them covered the total respondents. According to the result, it shows that the Malay group is the most dominant group in this study.

A largest respondent is from salary group range of RM2000 to RM2999 which involved 40 (42.1%) participants and second largest respondent is from salary range RM3000 to RM4999 which involved 24 (25.3%) follow by RM1000 to RM1999 with 15 (15.8%), salary range RM5000 to RM7999 with 12 (12.6%) and the lower is the salary range below RM1000 2 (2.1%) and RM8000 to RM9999 with 2 (2.1%).

The range of age between 25 to 34 years old represent the higher percentage shows 45 (47.4%) followed by range age between 35 to 44 years old with 31 (32.6%), below 25 years old with 13 (13.7%), between 45 to 54 years old with 4 (4.2%) and the lower is the range above 54 years old with the 2 (2.1%).

Regarding the respondents based on education background, the higher respondents have Diploma with 31 (32.6%). The second largest respondenst have *Sijil Tinggi Malaysia* (SPM) with 29 (30.5) and follow by background Degree education with 24 (25.3%) and lastly *Sijil Tinggi Pelajaran Malaysia* (STPM) with 11 (11.6%)

The last variable tested is to check the length of service for all of the respondents. According to the result, majority of respondents have worked 1 years to less than 3 years, which has taken 34 (35.8%) of total respondents. This was followed by respondents who have worked 3 years to less than 5 years with 18 (18.9%) and range 6 month to less than 1 years with 18 (18.9%) of total respondents covered by them.

The next group consist of the respondents who work less than 6 month which comprise 13 (13.7%) of total respondents. The remaining of respondents came from group of 5 years to less than 7 years with 8 (8.4%) of total respondents and the lower service length is from respondents from group who worked for 7 years and above with 4 (4.2%). As we can see, most of respondents have working experience of 1 years to less than 3 years.

#### 4.2 Descriptive Analysis

**Table 4.2: Summary of Descriptive Analysis (N =200)**

Variable	Mean	Standard Deviation	Skewness	Kurtosis
<b>Dependent Variable</b>				
Intention to leave	3.62	0.552	-0.568	0.535
<b>Independent Variable</b>				
Job Stress	3.48	0.375	0.122	0.814
Role Conflict	3.41	0.383	-0.121	-0.703

The purpose of using descriptive analysis is to explore the data that have been collected and to see a pattern and general trend in a data set. The details of descriptive analysis is shown in Table 4.2.

The dependent variable, intention to leave scored a high level of mean with 3.62. Meanwhile, on the independent variable, job stress scored the high level of mean with 3.48 and the role conflict scored mean with 3.41. As for the standard deviation, the results obtained shows that all of the instruments used scored less than 1.00 which indicate that the dissimilarities in respondents judgments is small (Sekaran & Bougie, 2013). Intention to leave as the dependent variable has the standard deviation of 0.535 whereby, standard deviation for the independent variables inclusive job stress are 0.375 and role conflict are 0.383. Job stress scored the lowest standard deviation among the overall variables.

Table 4.2 also shows the skewness result of each variables involved in this research. Skewness result for the dependent variable shows negative value is -0.568, following by the independent variables skewness value; job stress showed a positive skewness with 0.122 and role conflict showed a negative skewness with -0.121 respectively. The skewness result for both dependent and independent variables is between -1 and +1 which indicates that all the respective values obtained are near to normal (normal = 0).

For the kurtosis analysis, intention to leave shows a positive result of 0.535 and independent variables; job stress showed positive result with 0.814 respectively. However, different result obtained for role conflict dimension where obtained negative value of -0.073. From the results, kurtosis values obtained for both dependent and independent variables are excellent as the values are still between -3 and +3. The normal kurtosis value would be 0 and this indicates that the kurtosis curve is not seemed to be very high or not very sloping.

### 4.3 Reliability Analysis

**Table 4.3: Reliability Statistic of Variables**

Variable	Number of Items	Cronbach's Alpha
<b>Dependent Variable</b>		
Intention to leave	6	0.84
<b>Independent Variable</b>		
Job Stress	10	0.67
Role Conflict	9	0.60

Cronbach's Alpha or Coefficient Alpha has been used in order to analyze reliability of items use in the questionnaire in explaining the variables used for this research purpose. Details and values of Cronbach's alpha for each instruments used in the questionnaire are showed in Table 4.3 above. The result for the reliability analysis showed that dependent variable instruments relied under range "very good" and independent variables job stress relied under the range of "good" and role conflict relied under range "fair".

The highest Cronbach's alpha value among the independent variables was obtained by job stress variable with 0.67; following with role conflict variable with 0.60. Whereby, Cronbach's alpha for the dependent variable, intention to leave is 0.84.

#### 4.4 Pearson's Correlation Analysis

**Table 4.4: Pearson's Correlation between the Constructs**

	Stress	Conflict	ITL
1 Job Stress	1		
2 Role Conflict	.218*	1	
3 Intention to leave	.473**	0.160	1

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

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

A bivariate Pearson's correlation coefficient was computed to assess the relationship between the independent variables (job stress and role conflict) and the dependent variable (intention to leave). Based on the correlation result in Table 4.4, it can be seen that there is a positive correlation between the job stress and intention to leave ( $r = 0.473$ ,  $p < 0.05$ ) which indicates that there is a relationship between these two variables. However, according to the correlation table by Pallant (2013), the relationship is categorized as moderate as the value of 0.473 is between the ranges of  $\pm 0.30$  to  $\pm 0.49$ .

As for the second independent variable, the result shows that there is no correlation between the role conflict and intention to leave ( $r=0.16$ ,  $p<0.01$ ) and this variable also being categorized under low correlation according to Pallant (2013). Among the independent variables, job stress showed the strongest correlation with the dependent variable, intention to leave by the correlation value of 0.473 as compared to role conflict variables.

As a conclusion, all these relationships have been tested using the correlation bivariate test. There is significant negative and positive relationship between

variables, depend on their relationship As mentioned in the tables, job stress have significant relationship with intention to leave while on contrary, the role conflict has no significant relationship with intention to leave.

#### 4.5 Multiple Regression Analysis

**Table 4.5: Multiple Regression Analysis**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.498a	.248	.232	.48342	.248	15.175	2	92	.000

a. Predictors: (Constant), conflict, stress

b. Dependent Variable: ITL

**ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.093	2	3.546	15.175	.000 <sup>b</sup>
Residual	21.500	92	.234		
Total	28.592	94			

a. Dependent Variable: ITL

b. Predictors: (Constant), conflict, stress

**Coefficients Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.112	.543		2.048	.043
1 stress	.664	.125	.490	5.323	.000
conflict	.047	.119	.036	.394	.695

a. Dependent Variable: ITL

\*p<0.1, \*\*p<0.05, \*\*\*p<0.01

Multiple regressions are an extension of bivariate correlation. The result of regression is an equation that represents the best prediction of a dependent variable from several independent variables. Hypotheses once again will be test using multiple regressions to predict the relationships among all the variables in this studies.

According to Neuman (2000), this analysis used for two main reasons which are calculating R-Squared and detecting the contribution of each variable. R-squared will explain on how the independent variables affecting or related to the dependent variable, thus, helps in explaining the nature, direction and relationship between the independent variables (job stress and role conflict) and dependent variable (intention to leave). Details on the multiple regression analysis are being showed in Table 4.5.

Based on the result in Table 4.5, R square result of 0.248 specified that only 24.8% of the variance in dependent variable (intention to leave) explained by the independent variables (job stress and role conflict) which is a small percentage. Meanwhile, from the ANOVA, it can be concluded that there was a statistically significant interaction at the significance level of 0.000 ( $p < 0.05$ ). Coefficient analysis showed that only job stress have the significant relationship with the dependent variable (intention to leave) which are job stress ( $p = 0.000$ ) where the significance level is less than 0.01 ( $p < 0.01$ ). There is insignificant relationship between the independent variable (role conflict) with the dependent variable (intention to leave) which are role conflict ( $p = 0.695$ ) since the significance level is more than 0.1 ( $p > 0.1$ ). Regarding the beta analysis, all variables show the positive beta values which are job stress ( $\beta = 0.490$ ) and role conflict ( $B = 0.036$ ).



Results on the hypotheses testing are discussed below and summary of hypothesis testing is presented in Table 4.

**H1: There is a significant relationship between job stress and intention to leave among car salesperson.**

Beta ( $\beta$ ) value of job stress dimension showed positive value with 0.490, the t value is 5.323 ( $t > 1.645$ ) and significance value is 0.000 ( $p < 0.01$ ). Since the t value is more than 1.645 and significance value is less than 0.01, this concluded that job stress does have a significant relationship with the dependent variable, intention to leave. Hypothesis 1 is accepted.

**H2: There is a significant relationship between role conflict and intention to leave among car salesperson.**

The beta value of role conflict dimension is a positive with 0.036. The t value should be more than 1.645, however, this variable scored a positive t value (0.394) and the significance value (0.695), is more than 0.1 which indicates that role conflict do not have significant relationship with the intention to leave. Hypothesis 2 is rejected.

**H3: Job stress and role conflict will simultaneously influence intention to leave among salesperson.**

Beta ( $\beta$ ) value of job stress dimension showed positive value with 0.490, the t value is 5.323 ( $t > 1.645$ ) and significance value is 0.000 ( $p < 0.01$ ). The beta value of role conflict dimension is a positive with 0.036 ( $t > 1.645$ ). The t value

should more than 1.645. It indicates that only job stress is significant and influence the intention to leave. Hypothesis 3 is rejected.

**H4: There is different between male and female salesperson in terms of intention to leave.**

**Table 4.6: intention to leave between genders**

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
ITL	MALE	60	3.5917	.52204	.06740
	FEMALE	35	3.6667	.60364	.10203

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
ITL	Equal variances assumed	1.329	.252	-.637	93	.525
	Equal variances not assumed			-.613	63.206	.542

An independent t-test was conducted to compare intention to leave for male and female respondents. Table 4.6 shows that with male respondents mean is 3.5917 and female respondents mean 3.6667 had difference perception level intention to leave. There is no significance within the gender and intention to leave. Therefore this hypothesis 3 is rejected.

**H5: There is different between Malay, Chinese, Indian and Siamese car salesperson in terms of intention to leave.**

**Table 4.7: Intention to leave between ethnicity**

**ANOVA**

ITL	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.342	3	2.114	8.646	.000
Within Groups	22.250	91	.245		
Total	28.592	94			

An Analysis of Variance (ANOVA) test was conducted to compare the intention to leave between ethnicity categories of respondents. The result of ANOVA based on Table 4.7 shown significant value (0.000), less than 0.01 with indicate that statistically is significant among ethnicity and intention to leave. Therefore, this hypothesis 4 is accepted.

**H6: There is different in terms of having intention to leave between the car salesperson with the different levels of education.**

**Table 4.8: intention to leave between educations**

**ANOVA**

ITL	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.715	3	.905	3.182	.028
Within Groups	25.878	91	.284		
Total	28.592	94			

An Analysis of Variance (ANOVA) test was conducted to compare the intention to leave between education categories of respondents. The result of ANOVA based on Table 4.8 shown that significant value (0.028), less than 0.05

with indicate that statistically is significant among education and intention to leave. Therefore, this hypothesis 5 is accepted.

#### 4.6 Hypothesis Testing

**Table 4. 9: Summary of hypothesis testing**

Hypothesis	Description	Result
H1	There is a significant relationship between job stress and intention to leave among car salesperson.	Accepted
H2	There is a significant relationship between role conflict and intention to leave among car salespersons	Rejected
H3	Job stress and role conflict will simultaneously influence intention to leave among salesperson.	Rejected
H4	There is different between male and female salesperson in terms of intention to leave.	Rejected
H5	There is different between Malay, Chinese, Indian and Siamese in term of intention to leave.	Accepted
H6	There is different in terms of having intention to leave between the car salesperson with the different levels of education.	Accepted

#### **4.7 Summary**

This chapter presents the research findings based on the statistical analysis that has been conducted in testing the hypotheses that have been developed at the earlier stage of the study. The analyses that have been used are descriptive analysis, reliability test, Pearson's correlation analysis and multiple regressions analysis. The summary of findings, discussions, limitations, recommendations and conclusion are presented in following chapter.



## **CHAPTER 5: CONCLUSION AND RECOMMENDATION**

### **5.0 Introduction**

The purpose of this final chapter is to discuss and elaborate the conclusion of the study. The result of this study as reported in chapter four is discussed in this chapter based on the research's objectives as stated earlier. This chapter also presents the limitation, and recommendations for practitioner and suggestion for the future direction of a research.

### **5.1 Summary of the Findings**

The aim of this study is to examine the relationship of independent variables namely job stress and role conflict with the dependent variable that is an intention to leave among the car salespersons. In relation to this, a theoretical framework was constructed in which the framework was based on the reviews of literature that have been performed appropriately. On top of that, theory of Hierarchical Needs as proposed by Abraham Maslow has been incorporated in the review of literature with the purpose to provide a support to the theoretical framework of this study.

Apart from that, this study also attempted to determine the difference in terms of gender, ethnicity and educational background in having the feeling of intention to leave among the car salespersons. These aspects of demographic were also being included in the analyses as their different characteristic (that is between male and female; Malay, Chinese, Indian and Siamese; SPM, STPM, diploma and university degree), were obviously existed in the car selling companies in Perlis. This was included with the purpose to find the answer to the question of whether or not the diversity factors among salespersons in car companies can be associated to the difference in feeling of intention to leave.

Six hypotheses were developed and tested to determine whether or not the established research objectives are met and the research questions are answered accordingly.

Based on the analyses of collected data which were reported in the previous chapter only three hypotheses have been accepted and two hypotheses have been rejected. The findings of the analyses are discussed further in the following subtopics.

## **5.2 Discussions**

The first objective of the study is to examine the relationship between job stress and intention to leave among salesperson and it was found that there is a positive (moderate) relationship between these independent variable and dependent variable. In other word, job stress is significantly affecting or influencing the intention to leave among the car salesperson in Perlis. Therefore the hypothesis which states that there is a significant relationship between job stress and intention to leave among car salespersons is substantiated. However, the influence is said to be moderate. This situation is explained by Sekaran and Bougie (2013) who states that a moderate and high correlation between the two variables can give an impact of significant relationship in the regression analysis stage. The results showed that there is a significant relationship between the job stress and intention to leave among car salesperson in Perlis. This is consistent with the conclusion obtained by Chiu (2005) stated that employee that more involved in stress are more tend to quit from organization.

With regard to the second objective of this study that is to examine the relationship between role conflicts and intention to leave among car salesperson. Role conflict as a second independent variable has shown no correlation with the intention to leave. This

was proven from the correlation and multiple regression analyses which mean that the second hypothesis of the study that state there is a significant relationship between role conflict and intention to leave among car salespersons cannot be substantiated.

While for the third objective, that is to determine the simultaneous influence of job stress or role conflict on intention to leave among car salespersons in Perlis, since the output of the multiple regression shows that the relation between role conflict and intention to leave is not significant, it is at once provides an indication that job stress is most significant factor.

Objectives four to six are about determining the difference in having a feeling of intention to leave among salesperson based on gender, ethnicity and level of education.

Firstly for the fourth objective, that is to examine the difference between male and female in terms of intention to leave, the result of analysis shows that there is no significant difference between these two genders. Hence, the hypothesis which states that there is different between male and female salesperson in terms of intention to leave is rejected.

While for the fifth objective, that is to examine the difference between levels of education among car salespersons in terms of intention to leave, it was found that there is significant difference between the levels concerned. Hence, the hypothesis which states that there is different between levels of education among salesperson is accepted.

Finally, the sixth objective which is to examine the difference between Malay, Chinese, Indian and Siamese in terms of intention to leave, the result of the analysis as shown that there is a significant different between these ethnics. Therefore, the hypothesis which stated that there is different between ethnicity among car salesperson in terms of intention to leave is accepted.



### **5.3 Implications**

This study managed to measure the relationship of job stress and role conflict with intention to leave among salespersons in car selling companies. Thus, it can be said that this study has developed a model that specifically explain the factors that cause the existence of psychological phenomenon of intention to leave among salesperson of the car selling companies. As a matter of fact, to the researcher's knowledge the related study that involve car salespersons has yet to be conducted in the Malaysian context. By taking this argument into account, it can be said that this study is able to fill the gap of the research on intention to leave in particular and turnover in general among the car salesperson.

From the other side of spectrum, this study is able to create an awareness among the employers of the car selling and distributing companies pertaining to job stress and role conflict. The occurrence of job stress and role conflict could lead to other negative consequences in the organization such as intention to leave among employees.

### **5.4 Recommendations**

Future direction of the research should look from the aspect of the scope of study on an intention to leave. The scope should be widen by involving salespersons from other geographical areas in Malaysia. It will be more interesting if the salespersons from big cities such as Kuala Lumpur, Penang and Johore Bahru involve in the future research because activities these cities which include business activities are more challenging. As such, the work of the salespersons in these areas will be more stressful and role conflict will be more apparent which consequently lead to intention to leave among them.

Besides that, future researchers should look into the testing of other constructs such as working environment and personality to determine their relationships with intention to leave. Leadership styles can also be considered to test a moderating effect between the relationship of job stress and role conflict with intention to leave. While construct such as burnout can be made as a mediating variable between job stress and role conflict and intention to leave among car salespersons.

As for the car selling/distributing companies, the management of the companies should revive the working hours schedule in which fixed time working hours is not suitable for the salespersons since they are not doing routine office jobs that normally done by the clerical staff. Instead the flexitime should be implemented by the companies in which through this system the salespersons will be given a freedom to choose their working time at their own convenience as long as it is not less than eight hours conventional working time. As a matter of fact, how much time one salesperson works is not a matter, conversely it is the issue of productivity should be made as a focal point by the management of car selling/distributing companies.

It should be noted that business in car selling/distributing is one of the businesses that is very challenging. Stiff competition in this business arena is common and thus every company will mobilise their respective employees including salespersons to work at the optimal level in order to attain its business sustainability. Consequently, this strategy needs employees to work harder and hence it might have affected the employees' well being such as experiencing stress. Worse still if severe stress occurs as this type of stress might lead to certain chronic disease such as heart problem, stroke, cancer so on and so forth.

To reduce or remedy the predicaments as mentioned in the above paragraph, the companies should think of providing some trainings that focus on ways to cope with stress among the salespersons. Apart from that, the companies should also rectify the issue of role conflict by clarifying all task structures that are in an ambiguity state. The tasks ambiguity can lead to role conflict and this phenomenon of role conflict is quite common in car selling/distributing company where for instance a salesperson is required to perform multitasks such as doing the sale and promotion which are his or her core jobs. Besides that, he or she needs to do clerical job at the company's office and also have to deal with officials from outside organizations especially road and transport department for vehicle ownership certificate (VOC) registration, car plate number booking, road tax etc. The salesperson is required to go to various banks for the purpose of assisting the customers to apply car loan.



## **5.5 Conclusion**

The phenomenon of employees' turnover is something that can be a detriment to the organization. The precedent of this turnover is an intention to leave among employees. The occurrence of employees' turnover is something that should be avoided by the management whatsoever as it is costly to the organization. Hence, in order to prevent this phenomenon from happen or continuously happen the management should first of all curb the existence of intention to leave among employees.

Specifically among the salespersons of car selling/distribution, this study has indeed managed to prove that job stress is related to the existence of an intention to leave among them (the salespersons in Perlis). However, role conflict has proven to be on

the other way round. Therefore, an appropriate measures as what has been suggested in this research report should be taken by the management of the companies concerned. As for the role conflict, since the relation of this variable with intention to leave is insignificant with regard to this study, the future research can consider again to examine this variable in the wider scope of study by involving larger size of population.



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## **APPENDIX A: Research Questionnaire**

### **Research Questionnaire**



### **ASSESSING THE INTENTION TO LEAVE AMONG SALESPERSON IN PERLIS**

---

Dear Respondent,

This survey is conducted in order to analyze the relationship between job stress, role conflict and intention to leave towards creating and triggering the turnover intention among salesperson in Perlis. Your cooperation in answering these research questions is really appreciated as this will help the completion of the research, All information given will be keep strictly confidential and for the purpose of this research only.

Thank you for your valuable time, attention and cooperation.

Regards,

Noorhidayah Binti Ismail

(MSc Management)

Othman Yeop Abdullah (OYA)

School of Business

### Section A: Demographics Profile

Please tick (✓) according the answer in the box that best represents you.

1. **Gender:** (     ) Male    (     ) Female

2. **Marital Status:**

(     ) Single                      (     ) Married

3. **Ethnicity:**

(     ) Chinese            (     ) Indian  
(     ) Malay            (     ) Others (Please Specify)\_\_\_\_\_

4. **Age:**

(     ) Below 25  
(     ) Between 25 years old to 34 years old  
(     ) Between 35 years old to 44 years old  
(     ) Between 45 years old to 54 years old  
(     ) Above 54 years old

5. **Monthly Salary:**

(     ) Below RM1000  
(     ) RM1000-RM1999  
(     ) RM2000-RM2999  
(     ) RM3000-RM4999  
(     ) RM5000-RM7999  
(     ) RM8000-RM9999  
(     ) RM10000-RM14 999  
(     ) Above RM15 000

**6. Highest Level of Education:**

- (        ) SPM
- (        ) STPM
- (        ) Diploma
- (        ) Degree
- (        ) Master
- (        ) PHD

**7. Service Length:**

- (        ) Less than 6 months
- (        ) Exactly 6 months to less than 1 year
- (        ) Exactly 1 year to less than 3 years
- (        ) Exactly 3 years to less than 5 years
- (        ) Exactly 5 years to less than 7 years
- (        ) More than 7 years





### **Section B: Independent Variables**

Please indicate the degrees of your agreement or disagreement towards the statement below by placing the ( / ) upon your response according to the following options:

<b>Strongly Disagree / Sangat Tidak Setuju</b>	<b>Disagree / Tidak Setuju</b>	<b>Neutral</b>	<b>Agree / Setuju</b>	<b>Strongly Agree / Sangat Setuju</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### **(A) JOB STRESS**

<b>Description</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. I am unable to take sufficient breaks					
2. There is friction or anger between colleagues					
3. I know how to do about getting my job done					
4. I am pressured to work long hours					
5. I am clear what my duties and responsibilities					
6. I have to neglect some tasks because I have too much to do					
7. If work gets difficult, my colleagues will help me					
8. I am subject to bullying at work					
9. I am aware of others being subject to bullying at work					
10. I am clear what is expected of me at work					

**(B) ROLE CONFLICT**

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
1. I have to do things that should be done differently					
2. I have to "feel my way" in performing my duties.					
3. I work with two or more groups who operate quite differently					
4. I work under incompatible policies and guidelines					
5. I work on unnecessary things					
6. I have to work under vague directives or orders					
7. Explanation is clear of what has to be done					
8. I do not know if my work will be acceptable to my boss					
9. I receive incompatible requests from two or more people					

**(C) INTENTION TO LEAVE**

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
1. I often thinking quitting my job					
2. I am actively seeking for another job					
3. I intend to leave the organization in the near future.					
4. In the last few months, I have seriously thought about seeking for a new job.					
5. I feel happy working in this organization					
6. As soon as I can find a better job, I will quit this organization					

**Your time and participation is much appreciated. Thank you.**

## APPENDIX 2: Statistical Analysis Output

### I) Reliability Test

#### 1. Reliability result for all variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.751	23

#### 2. Reliability result for IV 1: Job Stress

Reliability Statistics	
Cronbach's Alpha	N of Items
.667	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
sufficient breaks	24.54	9.804	.493	.603
friction or anger between colleagues	24.78	10.195	.385	.630
getting my job done	24.00	10.851	.347	.640
pressured to work long hours	24.29	9.253	.517	.592
clear my duties and responsibilities	24.09	11.023	.335	.643
neglect some tasks bcoz have to much to do	24.69	10.725	.331	.643
work difficult, colleagues will help me	24.34	10.375	.280	.659
subject to bullying	25.78	10.536	.228	.670

#### 3. Reliability result for IV 2: Role Conflict

Cronbach's Alpha	N of Items
.563	8

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
feel my way to perform my duties	23.37	9.193	.376	.498
work with two or more groups	23.76	9.419	.201	.558
work under incompatible policies and guidelines	24.82	10.191	.118	.580
work on unnecessary things	24.19	8.623	.382	.489
work under vague directives or orders	23.74	8.962	.402	.488
explanation is clear of what has to be done	23.49	9.912	.280	.530
work acceptable by boss	23.63	9.427	.301	.521
receive incompatible request from two or more people	24.06	9.847	.167	.569

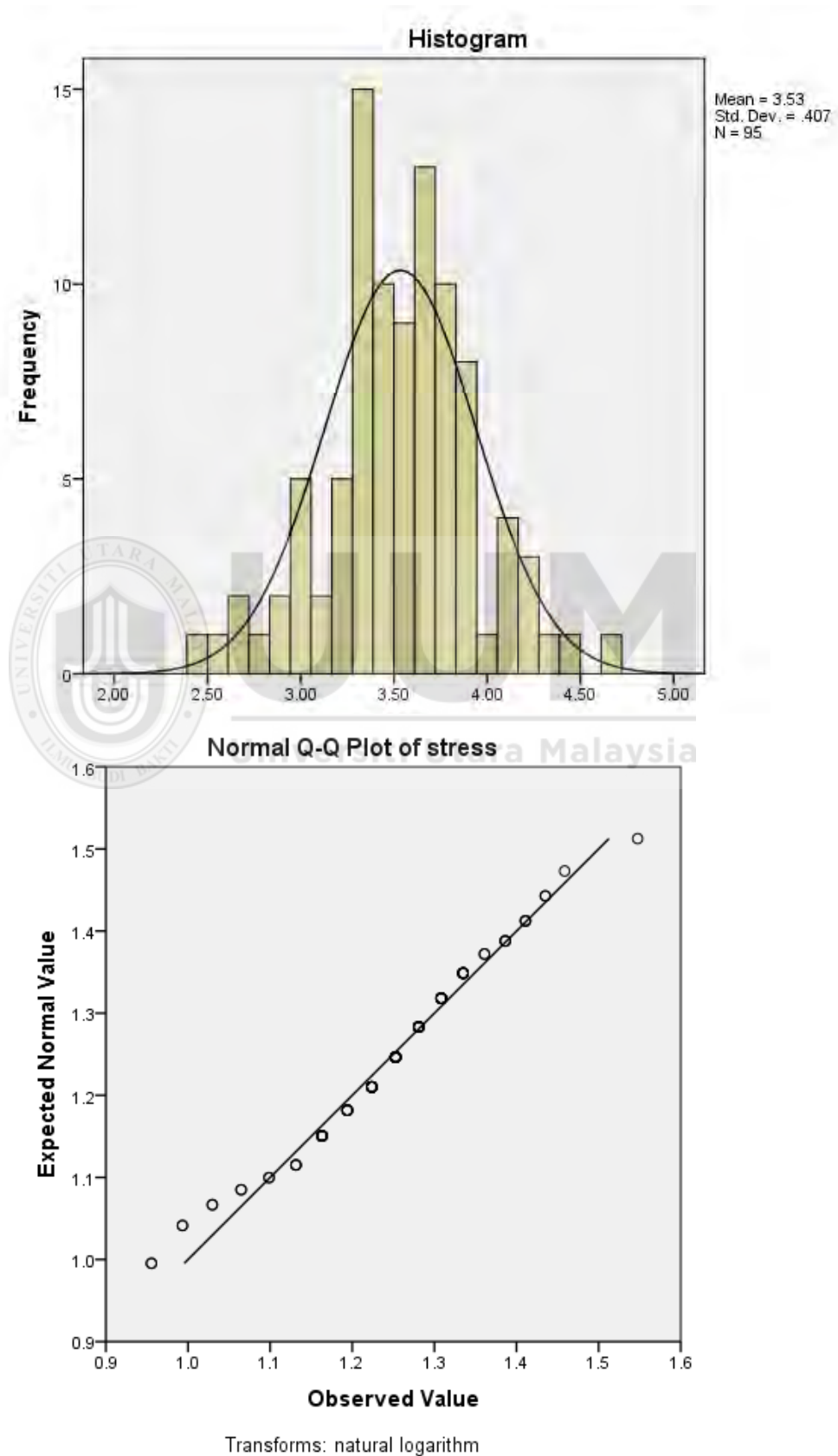
1. Reliability result for DV : Intention to leave

Reliability Statistics	
Cronbach's Alpha	N of Items
.842	6

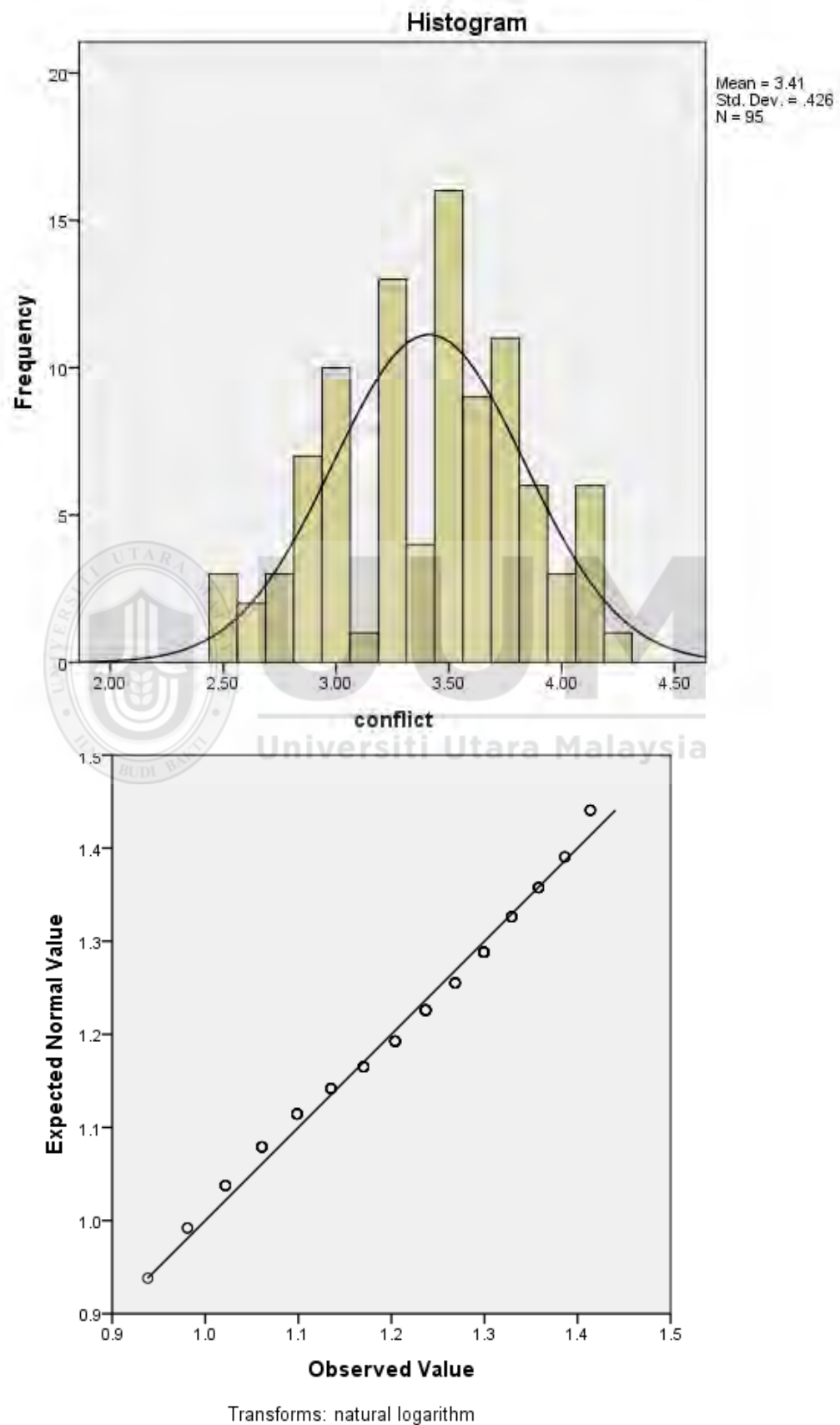
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
often thinking quitting my job	18.14	7.673	.618	.719
actively seeking for job	18.43	7.737	.584	.727
intend to leave organization in future	18.17	7.822	.659	.713
last few month seriously thought about new job	18.03	6.925	.663	.703
feel happy working on organization	18.14	10.630	-.018	.842
as soon i can find a better job will quit this organization	17.67	6.882	.641	.710

## II) Normality Test

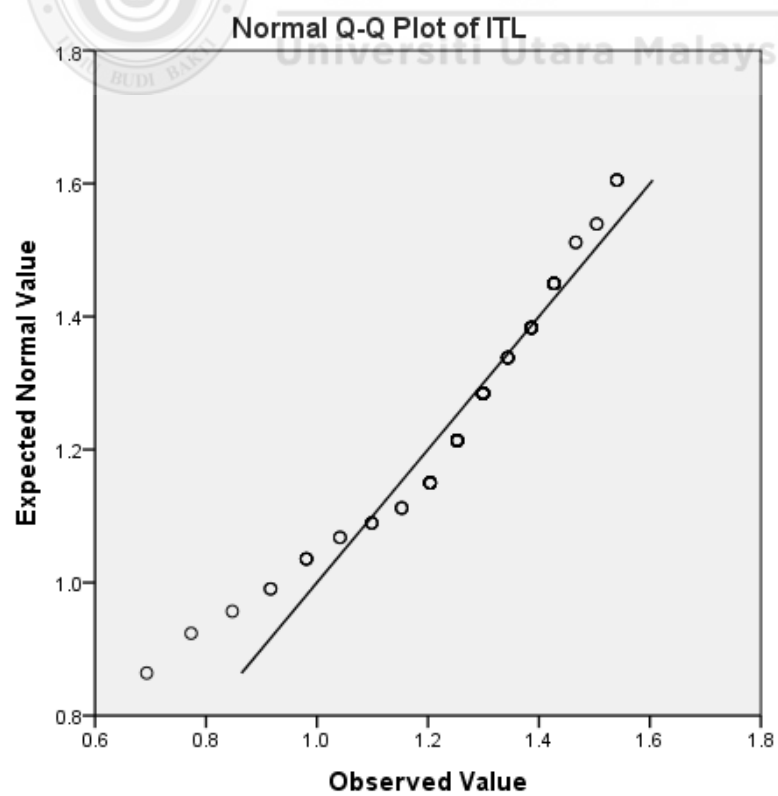
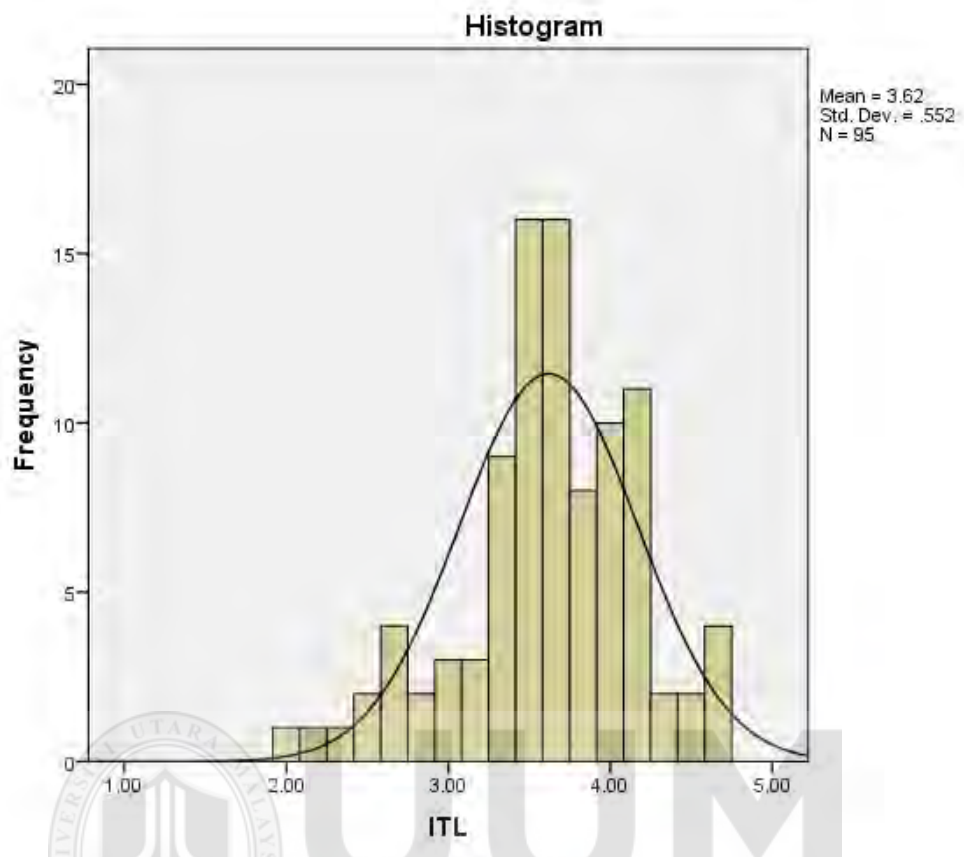
### a) Normality Test IV 1: Job Stress



b) Normality Test IV 2: Role Conflic



c) Normality Test DV: Intention To Leave (ITL)



Transforms: natural logarithm

### III) Descriptive Analysis

**Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
stress	95	2.10	2.60	4.70	3.4832	.37549	.141	.122	.247	.814	.490
conflict	95	1.56	2.56	4.11	3.4140	.38300	.147	-.121	.247	-.703	.490
ITL	95	2.67	2.00	4.67	3.6193	.55152	.304	-.568	.247	.535	.490
Valid N (listwise)	95										

#### a) Frequency Analysis for Demographic Profile

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	60	63.2	63.2	63.2
Valid FEMALE	35	36.8	36.8	100.0
Total	95	100.0	100.0	

**Ethnicity**

	Frequency	Percent	Valid Percent	Cumulative Percent
CHINESE	19	20.0	20.0	20.0
MALAY	65	68.4	68.4	88.4
Valid INDIA	6	6.3	6.3	94.7
SIAMNESE	5	5.3	5.3	100.0
Total	95	100.0	100.0	

**salary**

	Frequency	Percent	Valid Percent	Cumulative Percent
below 1000	2	2.1	2.1	2.1
RM1000-RM1999	15	15.8	15.8	17.9
RM2000-RM2999	40	42.1	42.1	60.0
Valid RM3000-RM4999	24	25.3	25.3	85.3
RM5000-RM7999	12	12.6	12.6	97.9
RM8000-RM9999	2	2.1	2.1	100.0
Total	95	100.0	100.0	



Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	13	13.7	13.7
	between 25 to 34 years old	45	47.4	61.1
	between 35to 44 years old	31	32.6	93.7
	between 45 to 54 years old	4	4.2	97.9
	Above 54 years old	2	2.1	100.0
	Total	95	100.0	100.0

Education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	29	30.5	30.5
	STPM	11	11.6	42.1
	DIPLOMA	31	32.6	74.7
	DEGREE	24	25.3	100.0
	Total	95	100.0	100.0

#### IV) Correlation Analysis

Correlations				
		stress	conflict	ITL
stress	Pearson Correlation	1	.218*	.473**
	Sig. (2-tailed)		.034	.000
	N	95	95	95
conflict	Pearson Correlation	.218*	1	.160
	Sig. (2-tailed)	.034		.121
	N	95	95	95
ITL	Pearson Correlation	.473**	.160	1
	Sig. (2-tailed)	.000	.121	
	N	95	95	95

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

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

## V) Multiple Regression Analysis

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.498 <sup>a</sup>	.248	.232	.48342	.248	15.175	2	92	.000

a. Predictors: (Constant), conflict, stress

b. Dependent Variable: ITL

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.093	2	3.546	15.175	.000 <sup>b</sup>
	Residual	21.500	92	.234		
	Total	28.592	94			

a. Dependent Variable: ITL

b. Predictors: (Constant), conflict, stress

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.112	.543		2.048	.043
	stress	.664	.125	.490	5.323	.000
	conflict	.047	.119	.036	.394	.695

a. Dependent Variable: ITL

## VI) Statistic New Car Selling and Distribution

Malaysia - Statistik Jualan dan Pengeluaran Kenderaan Baru

Jenis	Dis 2015	Dis 2014	Tahun ke Tahun	Jan - Dis 2015	Jan - Dis 2014	Tahun ke Tahun
<b>Jualan</b>						
Kereta Persendirian	61,132	55,523	10.10%	591,298	588,348	0.50%
Kenderaan Komersial	8,269	9,137	-9.50%	75,376	78,139	-3.50%
<b>Jumlah</b>	<b>69,401</b>	<b>64,660</b>	<b>7.30%</b>	<b>666,674</b>	<b>666,487</b>	<b>0.00%</b>

<b>Pengeluaran</b>						
Kereta Persendirian	41,171	46,438	-11.30%	563,883	545,122	3.40%
Kenderaan Komersial	4,119	4,628	-11.00%	50,781	51,296	-1.00%
<b>Jumlah</b>	<b>45,290</b>	<b>51,066</b>	<b>-11.30%</b>	<b>614,664</b>	<b>596,418</b>	<b>3.10%</b>

Sumber: Malaysian Automotive Association (MAA)



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