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

By

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UUM
Universiti Utara Malaysia

Thesis Submitted to
School of Business Management
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in Partial Fulfillment of the Requirement for the Master of Science
(Management)



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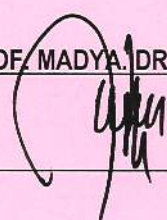
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ABSTRACT

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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This research will not being able to complete without the cooperation and support from the management of Universiti Utara Malaysia

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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



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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

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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

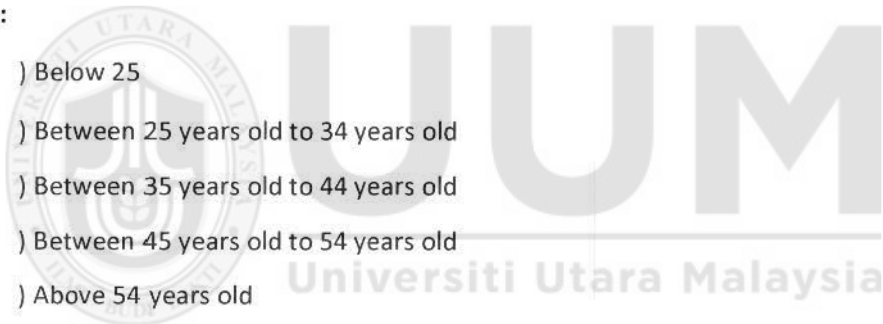
() RM3000-RM4999

() 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:

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

(A) JOB STRESS

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
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					

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(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

Cronbach's Alpha	N of Items
.751	23

2. Reliability result for IV 1: Job Stress

Cronbach's Alpha	N of Items
.667	9

	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 collogues	24.78	10.195	.385	.630
getting my job done	24.00	10.851	.347	.640
presured 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

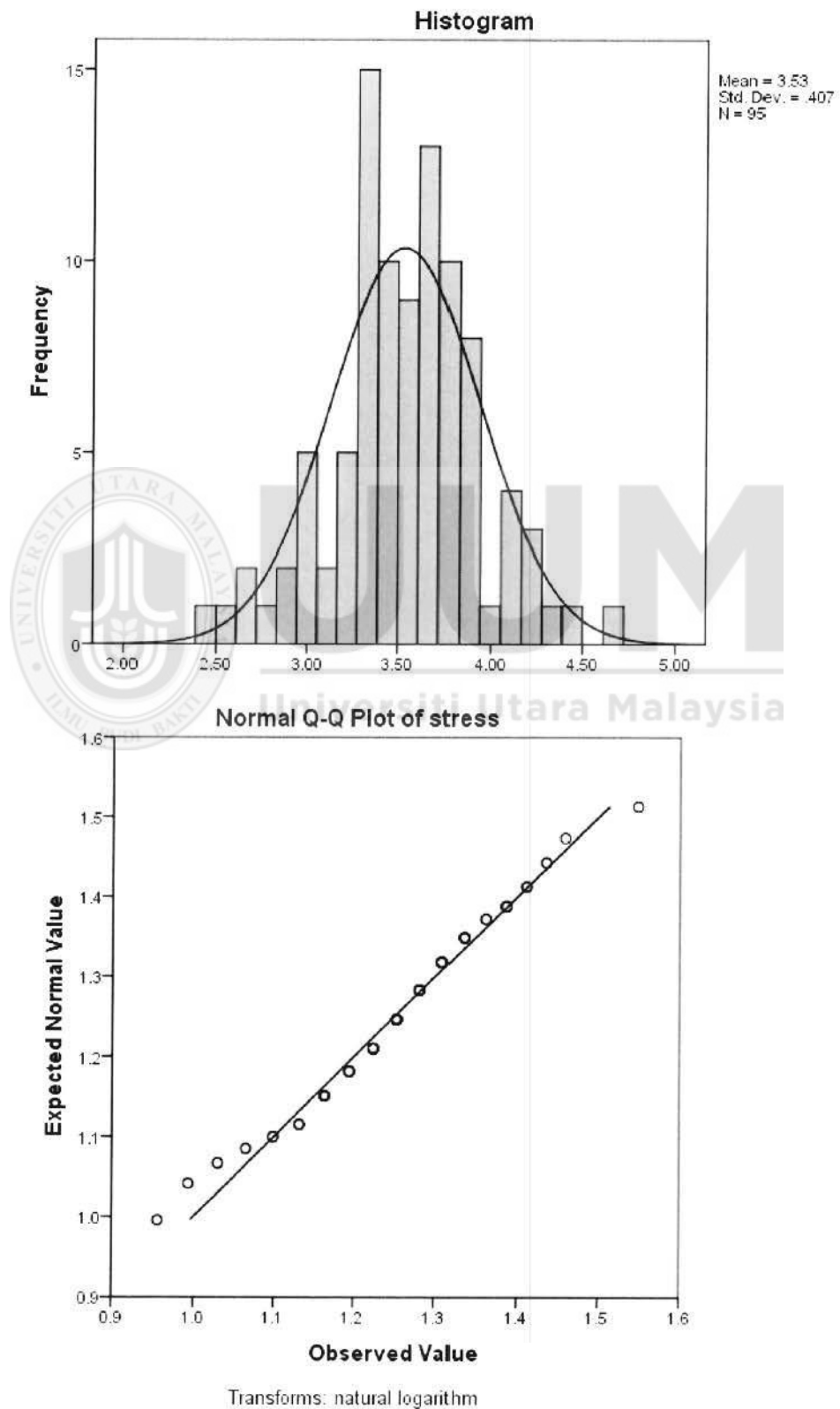
Reliability Statistics

Cronbach's Alpha	N of Items
.842	6

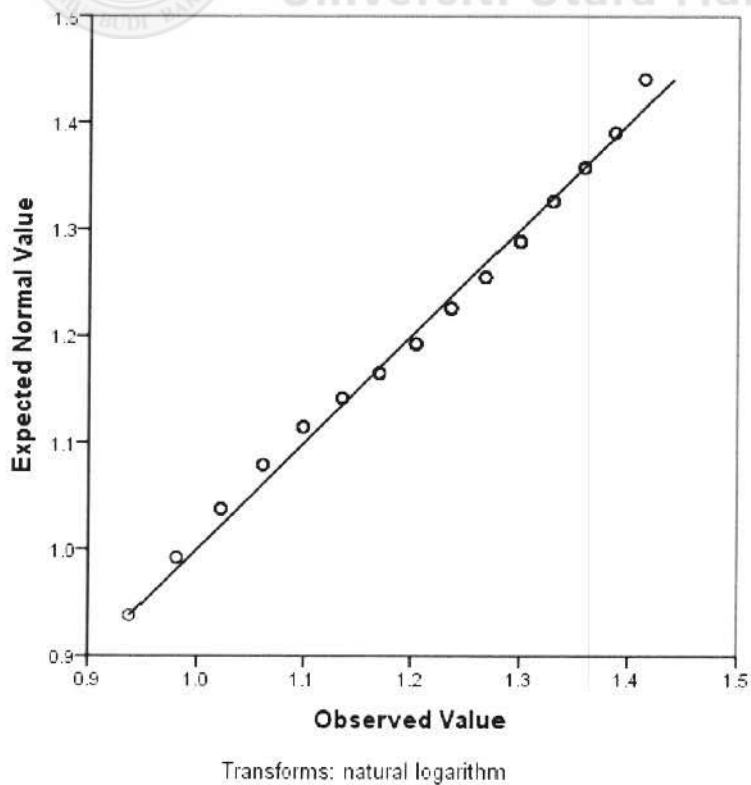
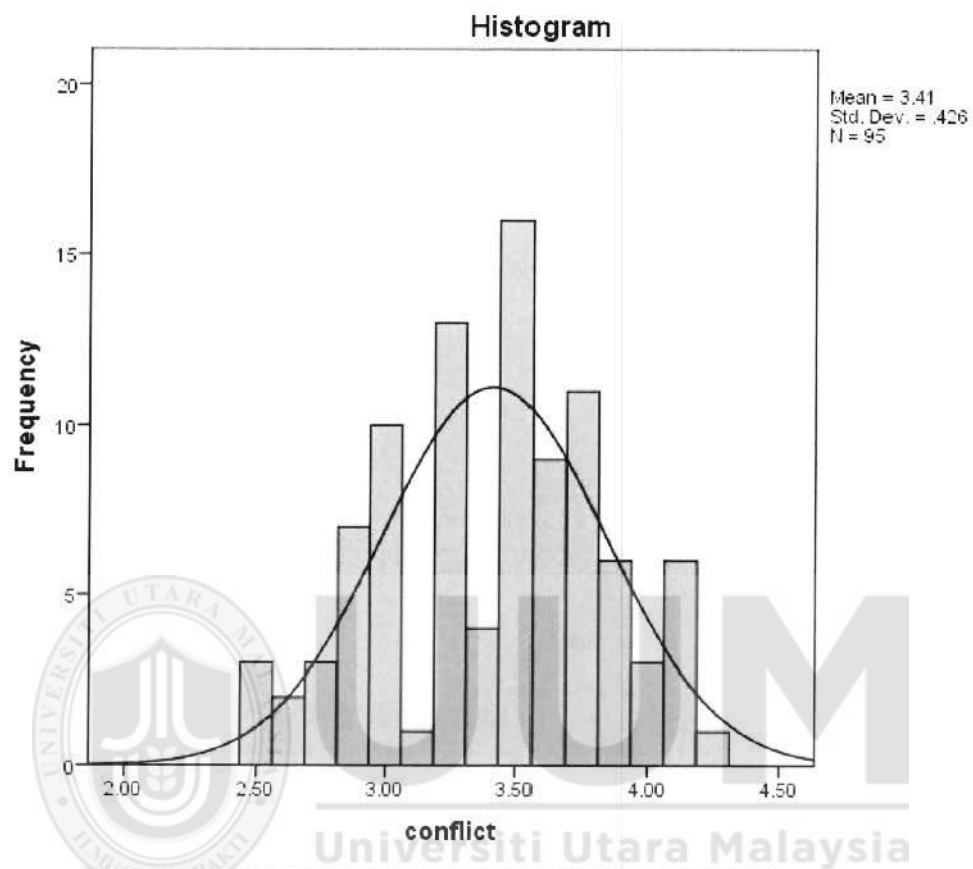
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
often thinking quitting my job	18.14	7.673	.618	.719
actively seeking for job	18.43	7.737	.584	.727
intend to leave organization in future	18.17	7.822	.659	.713
last few month seriously 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

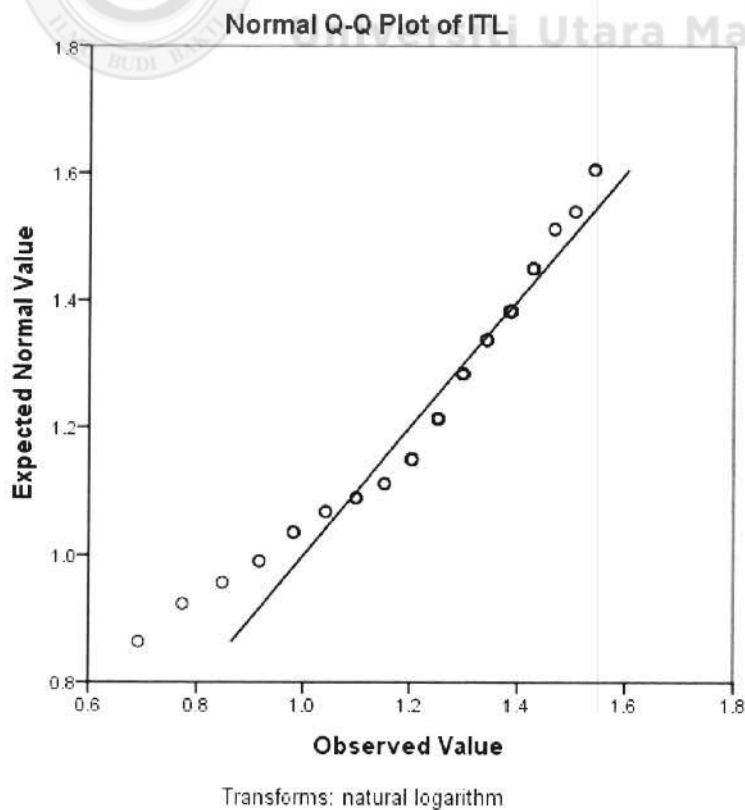
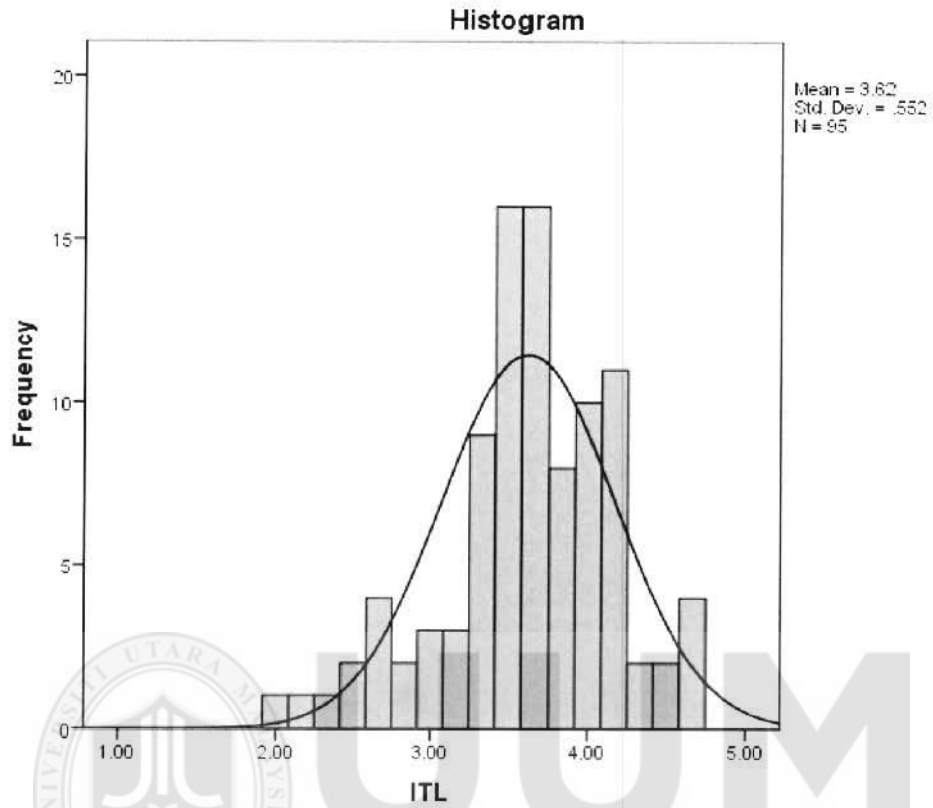
a) Normality Test IV 1: Job Stress



b) Normality Test IV 2: Role Conflic



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



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
Valid MALE	60	63.2	63.2	63.2
FEMALE	35	36.8	36.8	100.0
Total	95	100.0	100.0	

Ethnicity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid CHINESE	19	20.0	20.0	20.0
MALAY	65	68.4	68.4	88.4
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
Valid 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
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	13.7
	between 25 to 34 years old	45	47.4	47.4	61.1
	between 35to 44 years old	31	32.6	32.6	93.7
	between 45 to 54 years old	4	4.2	4.2	97.9
	Above 54 years old	2	2.1	2.1	100.0
	Total	95	100.0	100.0	

Education					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	SPM	29	30.5	30.5	30.5
	STPM	11	11.6	11.6	42.1
	DIPLOMA	31	32.6	32.6	74.7
	DEGREE	24	25.3	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 ^a	.248	.232	.48342	.248	15.175	2	92	.000

a. Predictors: (Constant), conflict, stress

b. Dependent Variable: ITL

ANOVA^a

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

a. Dependent Variable: ITL

b. Predictors: (Constant), conflict, stress

Coefficients^a

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
Jualan						
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%
Jumlah	69,401	64,660	7.30%	666,674	666,487	0.00%

Pengeluaran						
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%
Jumlah	45,290	51,066	-11.30%	614,664	596,418	3.10%

Sumber: Malaysian Automotive Association (MAA)



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