

JOB SATISFACTION AND JOB STRESS ON TURNOVER INTENTION AMONG THE ACADEMIC STAFFS

Nurazwa Ahmad^{1*}, Noor Nabila Patahollah², Noor Aslinda Abu Seman³, Nor Kamariah Kamaruddin²

¹Department of Production and Operations Management, Faculty of Technology Management and Business

²Department of Management and Technology, Faculty of Technology Management and Business

³Department of Business Management, Faculty of Technology Management and Business
Universiti Tun Hussein Onn Malaysia (UTHM), 86400 Parit Raja, Johor, Malaysia

*Corresponding author: nurazwa@uthm.edu.my

Abstract

Employee turnover is an upsetting crisis that happens to the organization because it would affect the associated costs and decrease organization performance. There are two types of turnover which are voluntary and involuntary turnovers. Turnover is typically the result of the level of satisfaction and stress experienced by the employees in the workplace. This study is to examine the impact of job satisfaction and job stress on turnover intention amongst academic staff in a public university. This study was performed by employing quantitative research with a total response of 285 academic staffs. SPSS software was used to analyze the data with Pearson correlation and multiple regression analysis to ensure the relationship between and the impact of independent variables on the dependent variable could be determined. The results show a negative relationship of job satisfaction towards turnover intention while job stress shows a weak positive relationship towards turnover intention. Furthermore, it was proven that the R-squared value is 0.084 which clarifies job stress and job satisfaction only represent a small percentage of 8.4% of the turnover intention. Job stress significantly influenced turnover intention at the $p < 0.05$ whereas job satisfaction significantly influenced turnover intention at $p < 0.01$. It shows that the academic staff have a low intention to quit their job even if the level of job stress is present. The future study should possibly look into the factors and reasons that influence the academic staffs' decision to stay even though the work they are doing sometimes giving them a hard time.

Keywords: Turnover intention, job stress, job satisfaction, academic staff, UTHM

Article History: - Received: 31 July 2023; Revised: 04 September 2023; Accepted: 15 September 2023; Published: 31 October 2023

© by Universiti Teknologi MARA, Cawangan Negeri Sembilan, 2023, e-ISSN: 2289-6368

Introduction

This study concentrates on comprehending the current level of working conditions and turnover intention amongst the academic staff of Universiti Tun Hussein Onn Malaysia (UTHM). There are variables that indicate job satisfaction and job stress that affect the turnover intention. Malaysia is also not isolated from the similar problems that struck abroad. Approximately 16 percent turnover rate in Malaysia was reported in 2004 (Malaysian Employers Federation, 2004). Based on the recent statistics by Hewitt Total Compensation Management Survey, the figure had increased to about 18 percent in 2007 and further increased in 2015 at a rate of 48 percent as compared to 2014 which was 21 percent (Job Statistics & Labour, 2017).

Turnover increases production cost and it also will influence the productivity or even will affect the economic growth in Malaysia (Butali et al., 2014). Employee turnover costs the employer approximately 20 percent of an employee's wages to find another worker to fill the vacant post (Boushey & Glynn, 2012). The additional costs are directly and indirectly incurred by the firms (Easton & Goodale, 2002) which include the costs of hiring, recruiting, and training. A vacancy in a position

will trigger additional overtime costs which affect certain quarters or employees, decreased productivity due to lower manpower, low or no-sale of products, and business opportunities loss (McConnell & Richardson, 1999). When employees vacate their position, unfinished tasks will only be done by the incoming new staff. In this transition period, productivity will weaken. The skills of a new employee take approximately two years to be on par with the walked off employee (Merhar, 2016). Profitability will decline due to the shortage of employees. Company earnings that are working not up to expectation are the biggest concerns to management because of the negative impact that will portray the general performance of the organization. To be sustainable, firms need to retain employees to increase productivity or pursue growing opportunities. However, employee retention is not a one-sided policy because it depends on the employee's satisfaction as well as the stress level of the workplace. Employee turnover intention presents the most crucial variable in forecasting employee turnover (Bigliardi et al., 2005).

Working condition in the workplace is one of the factors an employee voluntarily turnover and makes decision to leave the workforce. Job dissatisfaction is the cause of the employee's turnover intention. According to Wright and Bonnett (2007) employees are more willing to stay at their jobs, being more productive and more towards achieving their organization's goals when they are satisfied. Since the turnover rate in an organization is closely linked to turnover intentions, employee job satisfaction can affect the turnover rate. According to Barak et al. (2001), dissatisfied with the job is one of the major reasons why people quit their jobs. Remuneration and salaries are another aspect of employee's concern because lower compensation and poor working condition creates unprofitable earnings (Chaitra & Murthy, 2015).

Job dissatisfaction creates negative feelings towards the designated job which will cultivate a sense of escape because employees who are dissatisfied with their tasks have the tendency to quit. The apparent signs of their dissatisfaction are displayed by excuses, absence/missing in action, burnout, making mistakes/errors and quit (Karcioğlu & Akbaş, 2010). They are most likely to be unfriendly, depressed, quiet, helpless, and unstable emotionally. According to the results of Clark and Oswald (1996), less educated employees have a higher level of job satisfaction as against to the more educated employees. Most studies find support for positive relationships instead find negative relationships between levels of education and satisfaction. They also report minor negative impacts on more education on satisfaction. Groot and Maassen (2000) did not show a significant impact of education on satisfaction.

Job stress means negative environmental factors or pressure associated with a particular job. For example, workload, role conflict or ambiguity and poor working conditions. In the case of employees in public university with the job designation as the academic staff, the number of responsibilities is huge i.e., teaching and learning, administration work, journal, and article publications, finding research grant, supervision of students and giving professional services as well. These all contributed to the job stress. Stress will exist in every organization, either the organization's large or small workplaces. According to Anderson (2003), worker performance disturbed by the impact of workplace stress. Besides, job stress among the worker also impacts the efficiency of the worker. When they are not efficient, the productivity in the company will have trouble. The easy way for employees to avoid being stressed is willing to turnover. When employees leave the company, the company will have trouble recruiting, selecting, and training the new employees. The company will also consequently have financial problems. The major negative outcome due to stress is employee turnover intention (Sullivan & Bhagat, 2014).

Literature Review

Turnover Intention

Employee turnover is widely studied but the standard reason why people quit from firm is not yet ascertained. Employee turnover is the movement of the employee within the labor market; amongst firms, jobs, and occupations; and between employment and unemployment (Honold, 1997). "Turnover" ratio is the ratio of the number of quit employees divided by the average number of employees within the organization during a considered period (Ongori, 2007). When a position is vacant, either voluntarily or involuntarily, a replacement will be hired, recruited, and trained. This cycle is known as turnover

(Pelit et al., 2011). Turnover is also described as individual movements across the boundaries of a firm's membership (Sang Long & Perumal, 2014). The concept of individual refers to employees in firms and movement of employees can be illustrated either as part of the company's participation or separation. Turnover is also labelled as quits, attrition, exits, mobility, migration, or succession.

General perception indicates that the willingness of employees to remain at or leave certain organization is determined by whether they like their job or not. The turnover intention is a transitional factor between whatever attitudes that could affect their intention to leave and the actual action to leave the firm (Yücel, 2012). The employee is aware of the situation and willfully quit (Lee et al., 2018). Intentions of employee to quit, level of job satisfaction, and the support from organization are known as turnover predictors (Nasurdin et al., 2018). Jalagat and Dalluay (2017) described turnover intention as the employee's decision to quit and look for another job opportunity within a stipulated period. Ali (2010) also described turnover intention as the intention to quit. The thinking of voluntarily quitting the job will affect employee's job performance and position in an organization. Bothma and Roodt (2013) stated that turnover intention is a rational decision made by a person with total awareness to voluntarily quit from the current position in a firm. In other instance, turnover intention shows a discontinued work relationship between an employee and an organization (Lee et al., 2018). Turnover intention can also be represented by the voice saying that the current firm is an unsuitable place for the employee to fit in. Therefore, turnover intention has been an ever-clinging issue for organization for decades and becoming a significant issue for present organization (Arshadi & Shahbazi, 2013).

Turnover happens in voluntarily or involuntarily manners. Voluntary means the employee voluntarily terminates his/her service in the firm. When the employee has limited or no choice to continue serving the firm due to long-standing or fatal illness, untimely death, migration, or termination of duty instigated by the employer the process is called involuntary turnover (Gyensare, 2016). Other widely used popular terms other than turnover include labour gain, employment stops, withdrawals from office, company exits, mobility, transfer/migration, and replacement. It is, however, a different scenario from situations between employees must take a leave themselves, and where workers are asked to leave the organization. Voluntary turnover continues to be differentiated by the functioning and non-functioning turnover. Functioning turnover is the resignation of the effective employees and the non-functioning turnover refers to the out-of-effective employees. There are three main features of procurement: volunteering, avoiding, and functioning. Organizations must be able to distinguish whether it is a voluntary or involuntary turnover and proceed to act according to their control allowance (Asamoah et al., 2017). Hence, management should pay particular attention to the inevitable procurement that it has control, as a strategy to sustain staff retention. Voluntary turnover is caused by employees of their own choice, for example taking jobs in other organizations for better pay, while involuntary turnover is due to management decisions due to consented dismissal. Generally, resignations that are not officially instigated by an employer are considered as resigning voluntarily. In this research, however, the domain of the present study is only referring to voluntary turnover because it commands significant research concern.

Job Satisfaction

What a person wants from a person's job and what person perceives it as offering or entailing are a function of the perceived relationship between job satisfaction and dissatisfaction. Job satisfaction is widely studied by researchers in organizational behavior (Ghazzawi, 2008). Job satisfaction is someone's experience in feeling emotionally satisfied in undertaking, performing, and completing the designated tasks (Ilies & Judge, 2004). It is emotional, as compared to other such as marital satisfaction, job satisfaction is more of an attitude assessment towards one's occupation achievement. Job satisfaction can be established to be part of the employee loyalty assessment because it is an element of organizational commitment and loyalty (Yücel, 2012). Job satisfaction is also shown in relation to positive employee's health, emotional state, and psychological wellbeing. Furthermore, job satisfaction relates to the assessments of employees cognitive, emotional affective towards workplace conditions, and behavioral response towards one's occupation, and work-related behavior (Judge et al., 2012). Job dissatisfaction, however, is an unpleasant emotional state because of a disappointing job evaluation,

incompatibility, and/or obstructed work achievement. Absenteeism, workplace accidents, and labor earnings are the result of negative behavior of job dissatisfaction (Aguiar do Monte, 2012). In humanitarian and utilitarian perspective, job satisfaction is an important aspect. Humanitarian perspective emphasizes that human has the right to be fairly and appropriately treated. As such, good or bad treatments they received while working in the firms are reflection of their satisfaction and dissatisfaction. Utilitarian perspective presumes that employee satisfaction or dissatisfaction will affect the operation of an organization (Yücel, 2012). To elaborate, the increased productivity reflects one of the many positive consequences of satisfied employee while absenteeism, low productivity, and sabotage are negative outcomes from unsatisfied employee.

Alkahtani (2015) revealed that job satisfaction is the main forecaster of turnover intention. It affects both organizations and their employees because satisfied employees who perform better in their jobs are unlikely to participate in non-beneficial conducts (Chernyak-Hai & Tziner, 2014). The intentions to quit and the turnover intentions are strongly associated to job satisfaction (Yücel, 2012). The meta-analysis reveals a significant and consistent negative correlation between job satisfaction and the intention to leave. Randhawa (2007) discovered that higher job satisfaction reduces the turnover intention rates. Yücel (2012) indicated that job satisfaction is associated with the satisfaction of general living condition. In an unpleasant living situation, people will consider leaving their current job when the turnover intention gradually develops (Tziner et al., 2015). Although the ranges and priorities of interest differ among employees, when unpredictable expectations of reaching a critical threshold, there is less job satisfaction and most likely the dissatisfaction of workers, resulting in greater employee turnover.

Based on the abovementioned outcomes, the following hypothesis is proposed:

H₁: Job satisfaction significantly influence turnover intention.

Job Stress

Job stress is caused by organizational aspects, long working hours, lack of organization's assistance, supervisors and co-workers, organizational policy changes, and demands and pressures conflicts (Leka et al., 2004). Liyanage et al. (2014) discovered that job stress is the feeling or condition come across by a person who thinks that the works requirements surpass the person's and social resources his/her ability to mobilize. When the worker's capabilities are not compatible with the job requirements, needs and resources, job stress is created as a result of harmful physical and emotional responses, and an inequity between the job designations and the capability of employees to perform. Firth et al. (2007) identified the relevant work pressure experience that cultivate work-related stress that causes employees to quit. Mano and Shay (2004) discovered that the resignations occur when the employees are seeking better financial prospects because unsecured financial condition creates stressful employees. Employees' turnover also happens because the employees are uncertain about their role in the firm. They are unsure what is the firm's expectation and how to achieve the expectations, or that the job is not what they expected to be (Kevin et al., 2004). Stressed employees show low involvement, dissatisfied with their current occupations, less organizational commitment, and finally reveal a tendency to quit. These are the results of lack information on how to perform the tasks properly, unclear expectations from co-workers and supervisors, working under pressure and less compromises on task and duties (Vance, 2006). There are various researchers who discovered the existence of important influence of job stress on turnover intention (Mxenge et al., 2014). Many researchers suggest that if an organization prefers their employees to remain at the firm, the work stress must be reduced (Khan et al., 2014).

Job stress instigates low performance and triggers the intention to quit (Applebaum et al., 2010). Stressed employees are less motivated, low in production, careless at work and unhealthy. Employees' performance will be affected and could result in undesired working behavior and attitude (Gilboa et al., 2008). Job stress is psychologically negative correlation between the worker and the working environment. It happens when the tasks are always going beyond the work demands (Urien Angulo & Osca, 2013) such as high job demands in relation to employee abilities. Health care, for instance, is a stressed occupation that requires staff to work long hours in difficult working circumstances, demanding patients, and exposed to deadly hazards for health and safety. Job stress is also influenced by factors

such as the employees’ personality, lack of essential resources, poor co-worker relationships, insufficient or poor wages, lack of involvement in decision-making, short of control over tasks, little authority over responsibility, scarce and intolerant human resource, low social assistance, poor job security, uncomprehend job description, fragile management methods and (Bhui et al, 2016).

Based on the abovementioned, the following hypothesis is proposed:

H₂: Job stress significantly influence turnover intention.

Figure 1 depicts the research framework of the study, portraying two independent variables which are job satisfaction and job stress, and one dependent variable which is the turnover intention.

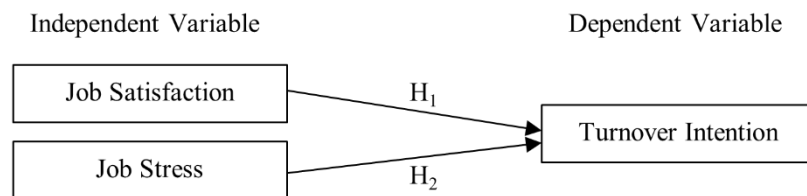


Figure 1. Research Framework

Methods

Quantitative research is a recognized, objective, and systematic process to explain and analyze the relationship by assessing the cause, effect collaborations among variables. Surveys may be employed for descriptive, explanatory, and exploratory research. For this research a descriptive survey has been applied to analyze the data. UTHM academic staff have been chosen because of their heavy workloads which include teaching, publishing, supervision, research, administration, social services, and consultation. Based on the data provided by UTHM Community, the population of academic staff at UTHM is 1,078. Data from the survey gathers a large population that is available for observation. The survey succeeded in obtaining information from UTHM academic staff through a self-administered questionnaire personally distributed to all academic staff in UTHM. A quantitative approach is employed in this study where quantitative survey considered as conclusive which can quantify the problem and evaluate the results in numbers of contents. For the unit of analysis, the data is represented by the 285 UTHM academic staffs.

The questionnaire for this study is to ascertain the relationship between job satisfaction and job stress on turnover intention which consists of three sections with section A (respondents’ demographic profiles), section B1 (job stress), section B2 (job satisfaction) and section C (turnover intention). The questionnaire was modified to suit the study requirements. For section B1, responses are ranged by 5-point Likert scale (1 = “Never” to 5 = “Very Often”) while in section B2 responses are ranged by 5-point Likert scale (1 = “Not Satisfied” to 5 = “Extremely Satisfied”). For section C, responses are ranged by 5-point Likert scale include (1 = “Strongly Disagree” to 5 = “Strongly Agree”). There are 7 items for demographic profiles including gender, age, marriage status, race, length of service, remuneration, and job change frequency. There are 14 items for job stress which were revised from Lee et al. (2011), 20 items of job satisfaction and 6 items of turnover intention were revised from Chan et al. (2010). The questionnaire was handed out in the Google form survey through the staff emails gathered from the UTHM Directory webpage, with total amount of 285 staffs and 30 different respondents are collected for pilot test. Pilot testing is to determine the validity and reliability of the questionnaire to get the questionnaire accuracy. The reliability of Cronbach’s Alpha is consistent if the value of the Alpha is close to 1. The pilot testing showed the Cronbach’s Alpha of 0.861 (job stress), 0.948 (job satisfaction), and 0.987 (turnover intention). It shows good internal consistency, and all the items were further used for the actual data collection.

In this research, descriptive statistics, correlation analysis, and multiple linear regression were performed to analyses the data. The data is analyzed using Statistical Package for Social Science (SPSS) software version 26. This normality test is conducted to determine whether the entire collected

respondent data are either distributed by normal or abnormal distribution. Normality test for job satisfaction, job stress and turnover intention have been conducted based on skewness and kurtosis.

Result and Discussion

Response Rate

The respondents were among all the academic staff from UTHM, and the data were collected within two months' period. As the population of academic staff at UTHM is 1,078, the sample size of this research is 285 which was recommended by Krejcie and Morgan (1970). 285 sets of questionnaires were distributed, and 128 sets were returned. However only 120 responses were recognized to be suitable for analysis. 8 questionnaires were rejected because of straight lining responses and missing value in some cases that exceeds more than 50 percent. The final usable response rate is 42.1 percent.

Demographic Analysis

The demographic questions asked in the survey form include gender, age, marriage status, race, length of service, remuneration, and job change frequency. There are 52.5 percent of male staff and 47.5 percent of female staff. The highest ethnicity is Malay which consists of 75.8 percent, followed by 24.2 percent of Chinese staff, while there is no response for Indian and others category. Most of the staff are married with 84.2 percent and a total number of 101 staff. The percentage of staff who are single is 15.8 percent with the number of 19 staff. While there are no responses for divorced category. All the academic staff are of the age of 31 and above. There are equal responses for working tenure of less than 2 years and 2 to 4 years. A huge number of the staff have been currently working in UTHM for more than 4 years, which represents 86.7 percent. All the staff surveyed received a salary of RM4,000 and above. Finally, the data shows that only 6.7 percent of the academic staff have changed their job four times or more. 66.7 percent have 1 to 3 times job shifting, while 26.6 percent of the academic staff was at their first job in UTHM and never change since.

Reliability Analysis

The Cronbach's Alpha value derived from the research instruments were 0.886 (job stress), 0.921 (job satisfaction) and 0.966 (turnover intention). Thus, the instruments used in this study were reliable and consistent because the result obtained was in the range of 0.8 to 0.9.

Descriptive Analysis

Descriptive analysis was used to identify the current statistics of each item and each variable among 120 responses. The mean value was used to interpret the level of all items and variables. The agreeableness level was to mean interpretation by Sekaran and Bougie (2016). The average of mean values between 1.00 to 2.33 represents weak where the values between 2.34 to 3.67 is moderate and the values between 3.68 to 5.00 represents high.

Table 1. Descriptive Analysis for Job Satisfaction

No.	Item	Mean (μ)	Std Deviation (σ)	Level
1.	Being able to keep busy all the time	3.8333	0.8534	High
2.	The chance to work along on the job	3.8833	0.6106	High
3.	The chance to do different things from time to time	3.7333	0.6576	High
4.	The chance to be "somebody" in the community	3.5083	0.7446	Moderate
5.	The way my boss handles his/her workers	3.6583	0.5724	Moderate
6.	The competence of my supervisor in making decision	3.5167	1.0040	Moderate
7.	Being able to do things that don't go against my conscience	3.6917	0.7424	High
8.	The way my job provides for steady employment	3.8917	0.8381	High
9.	The chance to do things for other people	3.9500	0.7316	High
10.	The chance to tell people what to do	3.5250	0.8195	Moderate
11.	The chance to do something that makes use of my abilities	3.8167	0.7884	High
12.	The way company policies are put into practices	3.2583	0.7723	Moderate
13.	My pay and the amount of work I do	4.0000	0.6981	High
14.	The chances for advancement of this job	3.7667	0.7640	High

15.	The freedom to use my own judgement	3.7333	0.7749	High
16.	The chance to try my own methods of doing the job	3.7917	0.7547	High
17.	The working conditions	3.8750	0.7621	High
18.	The way my co-workers get along with each other	3.4083	0.6797	Moderate
19.	The praise I get for doing a good job	3.6750	0.7577	Moderate
20.	The feeling of accomplishment I get from the job	3.7417	0.9393	High
Total Average Score		3.7129	0.7633	High

Table 1 shows the mean level for job satisfaction. The average score shows the values of mean ($\mu = 3.7129$) and standard deviation ($\sigma = 0.7633$) which represents as a high level. It means the level of job satisfaction among the academic staff is high. The lowest value ($\mu = 3.2583$, $\sigma = 0.7723$) is for item 12 = “The way company policies are put into practices” shows that among all satisfaction items, it was the least satisfaction of the staff for how UTHM is practicing certain university’s policies. The enforcement of certain policies within the university is somewhat unfavorable to the staff. The highest value ($\mu = 4.0000$, $\sigma = 0.6981$) is for item 13 = “My pay and the amount of work I do” shows that the academic staff are happy and satisfied with the emolument that they had comparing to the workload they have to bear with.

Table 2. Descriptive Analysis for Job Stress

No.	Item	Mean (μ)	Std Deviation (σ)	Level
1.	In the last month, ... how often have you been upset because of something that happened unexpectedly	2.7833	1.0704	Moderate
2.	how often have you felt that you were unable to control the important things in your job	2.5333	1.0685	Moderate
3.	how often have you felt nervous and “stressed”	2.9750	1.0245	Moderate
4.	how often have you dealt successfully with irritating life hassles	3.2833	1.0386	Moderate
5.	how often have you felt that you were effectively coping with important changes that were occurring in your life	3.3583	0.9330	Moderate
6.	how often have you felt confident about your ability to handle your personal problems	3.6250	0.9172	Moderate
7.	how often have you felt that things were going your way	3.5583	0.9596	Moderate
8.	how often have you found that you could not cope with all the things that you had to do	2.4750	0.8297	Moderate
9.	how often have you been able to control irritations in your life	3.5250	0.9071	Moderate
10.	how often have you felt that you were on top of things	3.2917	0.8033	Moderate
11.	how often have you been angered because of things that were outside of your control	2.6000	1.1405	Moderate
12.	how often have you found yourself thinking about things that you have to accomplish	3.4167	0.9922	Moderate
13.	how often have you been able to control the way you spend your time	3.4333	1.0590	Moderate
14.	how often have you felt difficulties where piling up so high that you could not overcome them	2.8833	1.0546	Moderate
Total Average Score		3.1243	0.9856	Moderate

Table 2 shows the mean level for job stress. The average score shows the values of mean ($\mu = 3.1243$) and standard deviation ($\sigma = 0.9856$) which represents as a moderate level. It means the level of job stress among the academic staff is average and acceptable. The lowest value ($\mu = 2.4750$, $\sigma = 0.8297$) is for item 8 = “In the last month, how often have you found that you could not cope with all the things that you had to do” shows it was the least pressure facing by the staff in dealing with their work tasks. They rarely find any issues in managing their work tasks and all the tasks are within their work capacity. The highest value ($\mu = 4.0000$, $\sigma = 0.6981$) is for item 6 = “In the last month, how often have you felt confident about your ability to handle your personal problems” shows that among all stress items,

dealing with the personal problems triggered the most pressure among the academic staff in the last one month.

Table 3. Descriptive Analysis for Turnover Intention

No.	Item	Mean (μ)	Std Deviation (σ)	Level
1.	I often think about quitting my present job	2.0833	1.1565	Weak
2.	I will probably look for a new job in the next year	1.6500	0.8759	Weak
3.	As soon as possible, I will leave the organization	1.6167	0.8905	Weak
4.	I often seriously consider leaving my current job	1.7500	0.9005	Weak
5.	I intend to quit my current job	1.7750	0.9996	Weak
6.	I have started to look for other jobs	1.6417	0.9508	Weak
	Total Average Score	1.7527	0.9623	Weak

Table 3 shows the mean level for turnover intention. The average score shows the values of mean ($\mu = 1.7527$) and standard deviation ($\sigma = 0.9623$) which represents as a weak level. It means the level of turnover intention among the academic staff is very low. The lowest value ($\mu = 1.6167$, $\sigma = 0.8905$) is for item 3 = “As soon as possible, I will leave the organization” shows that the academic staff was not in any position to leave UTHM immediately. The highest turnover intention value ($\mu = 2.0833$, $\sigma = 1.1565$) is for item 1 = “I often think about quitting my present job” shows that was also low level. The academic staff did not agree with quitting the current job and moving elsewhere. They intend to stay at the current job as they are happy with it even though are facing work pressure sometimes.

Normality Test

Table 4 portrays the normality test results which shows the skewness and kurtosis values are in the region of -0.612 to 1.130 and from 0.313 to 0.633 respectively. The skewness and kurtosis values for research variables are in between ± 2.00 (Field, 2000; Gravetter & Wallnau, 2014; Trochim & Donnelly, 2006) 212 and ± 3.00 (Byrne, 2010; Tabachnick & Fidell, 2013) respectively. In addition, the histogram depicts the normality assumption is attained because the bars produce a normal curve. Moreover, the P-P Plot graph indicates that every point rest along a 45⁰-diagonal line from lower left to upper right. The data were considered normally distributed.

Table 4. Normality Analysis

Item	Valid	Skewness	Kurtosis
Job stress	120	-0.612	0.633
Job satisfaction	120	-0.191	0.313
Turnover intention	120	1.130	0.397

Note: Standard Errors for Skewness and Kurtosis are 0.221 and 0.438 respectively

Correlation Analysis

Correlation is used to estimate the correlation between two or more variables. In this research, bivariate correlation is used, and it is also known as one of the simplest forms of quantitative analysis. Bivariate correlation is employed to estimate the degree of relationship between the two variables. Pearson correlation coefficient was engaged to measure the independent variables and a dependent variable. The independent variables are job satisfaction and job stress whereas the dependent variable is turnover intention.

Table 5. Pearson Correlation

Variables	Job stress	Job satisfaction	Turnover intention
Job stress	1		
Job satisfaction	0.325**	1	
Turnover intention	0.113	-0.216*	1

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

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

As displayed in Table 5, the r coefficient value for job stress and turnover intention shows a positive relationship which is 0.113. However, the magnitude proves a very weak relationship that results in insignificant relationship. The r coefficient value for job satisfaction and turnover intention is -0.216 ($p < 0.05$) which shows a weak significant relationship between the two variables; however, the relationship was found negative. This negative linear relationship means the more the staff feel satisfied with the current job, the lower intention to quit. Both relationships were found weak.

Multiple Linear Regression

According to the model explanation above, the R square value is 0.084, or 8.4%. This means that the two independent variables job stress and job satisfaction can only explain 8.4 percent of the dependent variable of turnover intention. The remaining 91.6 percent of the factors are not covered in this study. The hypothesis H_1 and H_2 were both supported.

Table 6. Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	0.290 ^a	0.084	0.069	0.86374

Table 7. ANOVA

Model	Sum of Squares	Df	Mean	F	Sig.
Regression	8.044	2	4.022	5.391	0.006 ^b
Residual	87.288	117	0.746		
Total	95.332	119			

Table 8. Multiple Regression Analysis

Model	Unstandardized Beta		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.770	0.643		4.306	0.000
Job Stress	0.292	0.133	0.205	2.189	0.031
Job Satisfaction	-0.520	0.172	-0.283	-3.026	0.003

H_1 : There is a critical influence between job satisfaction and turnover intention, which is supported. The result showed the impact is negatively significant at ($p < 0.01$). The result stated that there was a negative correlation between job satisfaction and turnover intention but in a low correlation. It means that academic staff’s satisfaction influences their intention to turnover from the organization. It showed that job satisfaction effects the academic staff’s turnover intention was significantly related. Thus, H_1 was supported and consistent with some previous research. According to Atef et al. (2017) the result showed that the employees were 0.3 times less likely to intend to leave the organization if they are satisfied with their jobs. There was a strong positive relationship between overall job satisfactions. Overall job satisfaction dimension includes pay, promotions, fringe benefit and contingent rewards. The strongest correlation was found between pay, promotion, unexpected rewards and incidental benefits and turnover intention, which imply that those factors were observed to be as the most important factors influence employee’s turnover intention.

H_2 : There is a critical influence between job stress and turnover intention, which is supported. The result showed the impact is significantly positive at ($p < 0.05$). The result stated that there was a positive relationship between job stress and turnover intention but has weak impact. The higher level of stress among academic staffs, the higher their intention to turnover from the organization. For this research context study there is significant effect between job stress and turnover intention however it was weak. This is because the job as academic staff is quite burdensome but does not encourage them to leave the organization. In practically, it is true that working as academic staffs cause pressure but not encourage them to turnover from their current job. Technically, it can be concluded that if individual have patience with their work, it can motivate them to stay for a longer term. Thus, H_2 was supported and in line with

Lu et al., (2017) study, that the results of their research show a higher work stress but lower intention to turnover.

Conclusion

This study was done to determine whether there is a correlation between job satisfaction and turnover intention; and the relationship between job stress and turnover intention among the academic staffs in Universiti Tun Hussein Onn Malaysia. The findings from this study have suggested that both job stress and job satisfaction had significantly affected the staffs' turnover intention. However, the effect was very small. The more stress the staff have, the more chances for them to leave the organization, whereas the happier and satisfying them with the current job, the lesser they are to leave the organization. In the current research, the respondents are only in academic staffs of UTHM, thus, the amount of sample are limited. For future research, it can be extended by including more samples. Henceforth, the finding of the study would be more precise as it incorporates larger population. Researchers can also increase the scale of survey so that they can reduce the errors to get more accurate findings. Other than that, this may give the respondents a greater scope of decisions so that the selected answer will be more precise. Future research can also explore on more other factors that influencing turnover within organizations in Malaysia. Lastly, this study only focuses on academic staffs in public sector in Malaysia. A comparison can be made between the private and public sectors to see whether there will be a difference between the two sectors. Overall, the findings have offered empirical support that salary satisfaction and the nature of the work itself has a significant influence on turnover intention. In addition, job stress was discovered to be in weak association with turnover intention. This study also provides input in turnover intention, which may be useful in the future for the stakeholders' awareness. Finally, the top-level management awareness regarding the issue that related to the turnover intention among the middle-level management in academic sector can be controlled by knowing the causes of turnover among employees.

Acknowledgement/Funding

The authors would like to thank the Technology and Innovation Management Focus Group and Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia for its support. The authors received no financial support for the research.

Author Contribution

N Ahmad – supervision, formal analysis, writing – review & editing; NN Patahollah – conceptualization, data curation; NAA Seman – resources, investigation, methodology; NK Kamaruddin – project administration, validation.

Conflict of Interest

Authors declare no conflict of interest.

References

- Aguiar do Monte, P. (2012). Job dissatisfaction and labour turnover: evidence from Brazil. *The International Journal Of Human Resource Management*, 23(8), 1717–1735.
- Ali, N. (2010). Factors affecting overall job satisfaction and turnover intention. *Journal of Managerial Sciences*, 2(2), 239–252.
- Alkahtani, A. H. (2015). Investigating factors that influence employees' turnover intention: A Review of existing empirical works. *International Journal of Business and Management*, 10(12), 152–166.
- Anderson, R. (2003). Stress at work: the current perspective. *The Journal of The Royal Society for the Promotion of Health*, 123(2), 81–87.
- Arshadi, N., & Shahbazi, F. (2013). Workplace characteristics and turnover intention: mediating role of emotional exhaustion. *Procedia - Social and Behavioral Sciences*, 84(2001), 640–645.

- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *Journal of Nursing Administration*, 40, 323–328.
- Asamoah, E. S., Doe, F., & Amegbe, H. (2017). The Effect of Employee Turnover on the Performance of Zoomlion Ghana Limited. *Journal of Business and Economic Development*, 13(4), 8–26.
- Atef, G., El Leithy, W., & Al-Kalyaubi, M. (2017). Factors Affecting Employee's Turnover Intention. *Medwell Journal*, 11 International Business Management 11(1), 118–130.
- Barak, M. E., Nissly, J. A., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and meta-analysis. *Social Service Review*, 75, 625–661.
- Bhui, K., Dinos, S., Galant-Miecznikowska, M., de Jongh, B., & Stansfeld, S. (2016). Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organisations: a qualitative study. *BJPsych bulletin*, 40(6), 318–325.
- Bigliardi, B., Petroni, A. & Dormio, A. (2005). Organizational socialization, career aspirations and turnover intentions among design engineers. *Leadership & Organization Development Journal*, 26(6), 424–441.
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *Journal of Human Resource Management*, 11(1), 1–12.
- Boushey, H., & Glynn, S. J. (2012). There are significant business costs to replacing employees. *Center for American Progress*, 16, 1–9.
- Butali, N. D., Mamuli, L. C. & Wesang'ula, P. M., (2014). Effects of staff turnover on the employee performance of work at Masinde Muliro University of Science and Technology. *International Journal of Human Resource Studies*, 4(2), 25.
- Byrne, B. (2010). Multivariate applications series. *Structural equation modeling with AMOS: Basic concepts, applications, and programming (2nd ed.)*. New York: Routledge/Taylor & Francis Group.
- Chaitra. M. P, & Murthy R., (2015). A Study on Employee Turnover. *International Journal of Research in Management*, 2(5), 126–133. Retrieved from <https://rspublication.com/ijrm/2015/march15/11.pdf>
- Chan Y-F. B., Foon, Y. S., Chee-Leong, L., & Osman, S. (2010). An Exploratory Study on Turnover Intention among Private Sector Employees. *International Journal of Business and Management*, 5(8), 57–64.
- Chernyak-Hai, L., & Tziner, A. (2014). Relationships between counterproductive work behavior, perceived justice and climate, occupational status, and leader-member exchange. *Journal of Work and Organizational Psychology*, 30(1), 1–12.
- Clark, A. E., & Oswald, A. J. (1996). Satisfaction and comparison income. *Journal of Public Economics*, 61(3), 359–381.
- Easton, F.F & Goodale, J.C (2002). Labor scheduling with employee turnover and absenteeism. *Center for Creation and Management University Working Paper*
- Field, A. (2000). *Discovering statistics using SPSS for Windows: Advanced techniques for beginners (Introducing Statistical Methods series)*: SAGE publications Ltd.
- Firth, L., David J. M., Kathleen, A. M., & Claude L. (2007). How can managers reduce employee intention to quit? *Journal Management Psychology*. 19(2). 170–187.

- Ghazzawi, I. (2008). Job satisfaction antecedents and consequences: A new conceptual framework and research agenda. *The Business Review*, 11(2), 1–10.
- Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: examining main and moderating effects. *Personnel Psychology*, 61(2), 227–271.
- Gravetter, F. J., Wallnau, L. B., Forzano, L. A. B., & Witnauer, J. E. (2020). *Essentials of statistics for the behavioral sciences*. Wadsworth, USA: Cengage Learning.
- Groot, W., & Maassen Van Den Brink, H. (2000). Life-satisfaction and preference drift. *Social Indicators Research*, 50(3), 315–328.
- Gyensare, M. A. (2016). *Employee turnover intention. Empirical evidence from the Savings and Loans Companies in Ghana*. GRIN Verlag. <https://www.grin.com/document/322354>
- Honold, L. (1997). A review of the literature on employee empowerment. *Empowerment in Organizations*, 5(4), 202–212.
- Ilies, R., & Judge, T. A. (2004). An experience-sampling measure of job satisfaction and its relationships with affectivity, mood at work, job beliefs, and general job satisfaction. *European Journal of Work and Organizational Psychology*, 13(3), 367–389.
- Jalagat, R., & Dalluay, V. (2017). The Impacts of Job Satisfaction on Employee Turnover : A Case Study of Oman Air in Sultanate of Oman. *European Academic Research*, 5(April), 332–368.
- Job Statistics & Labour, (2017) Workforce Department. Human Resource Ministry. Retrieved from: <http://www.mohr.gov.my/index.php/en>
- Judge, T. A., Hulin, C. L., & Dalal, R. S. (2012). Job Satisfaction and Job Affect. *The Oxford Handbook of Organizational Psychology*, 1.
- Karcioğlu, F., & Akbaş, S. (2010). The relationship between psychological violence in workplace and job satisfaction. *Ataturk University the Journal of Economic and Administrative Sciences*, 24(3), 139–161.
- Kevin, M. M., Joan, L. C., & Adrian, J. W. (2004). Organizational change and employee turnover. *Personnel Review*. 33(2), 161–166.
- Khan, M. R. U., Nazir, N., Kazmi, S., Khalid, A., Kiyani T. M. & Shahzad (2014). Work-life conflict and turnover intentions: Mediating effect of stress. *International Journal of Humanities and Social Science*, 4(5/1), 92–100.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607–610.
- Lee, C., Huang, S.-H., & Zhao, C.-Y. (2011). A study on factors affecting turnover intention of hotel employees. *Asian Economic and Financial Review*, 2(7), 866–875.
- Lee, M. C. C., Idris, M. A., & Tuckey, M. (2019). Supervisory coaching and performance feedback as mediators of the relationships between leadership styles, work engagement, and turnover intention. *Human Resource Development International*, 22(3), 257–282.
- Leka, S., Griffiths, A. & Cox, T. (2004), Work Organization & Stress, Systematic Problem Approaches for Employers, Managers and Trade Union Representatives. Retrieved from: http://www.who.int/occupational_health/publications/pwh3rev.pdf

- Liyanage, D. M., Madhumini, A. M. & Galhena, B. L., (2014). Is occupational stress a good predictor of turnover intention? Evidence from a leading garment manufacture in Sri Lanka. *Proceeding of the Third International Conference on Management and Economics*, 23(February), 285–292.
- Lu, Y., Hu, X.-M., Huang, X.-L., Zhuang, X.-D., Guo, P., Feng, L.-F., Hao, Y.-T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: a crosssectional study. *British Medical Journal Open*, 7(5), e014894.
- Malaysian Employers Federation. (2004). *The MEF salary and fringe benefits survey for executives 2003*. Kuala Lumpur, Malaysia: Malaysian Employers Federation.
- Mano R. N., & Shay S. T. (2004). Job search modes and Turnover. *Career Development International*, 5, 442–446.
- McConnell, C. & Richardson (1999). Staff turnover: Occasional friend, frequent foe, and continuing frustration. *The Health Care Manager*. 18(1), 1–13
- Merhar C. (2016). Employee Retention - The Real Cost of Losing an Employee. *PeopleKeep*. Retrieved from: <https://www.peoplekeep.com/blog/bid/312123/employee-retention-the-real-costof-losing-an-employee>
- Mxenge, S. V., Dywili, M. & Bazana, S., (2014). Organizational stress and employees intention to quit amongst administrative personnel at the university of Fort Hare, Eastern Cape, South Africa. *International Journal of Research in Social Sciences*, 4(5), 13–29.
- Nasurdin, A. M., Ling, T. C., & Khan, S. N. (2018). The relation between turnover intention, high performance work practices (HPWPs), and organisational commitment: A study among private hospital nurses in Malaysia. *Asian Academy of Management Journal*, 23(1), 23–51.
- Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management*, 49-54. Retrieved from <http://www.academicjournals.org/ajbm>
- Pelit, E., Öztürk, Y., & Arslantürk, Y. (2011). The effects of employee empowerment on employee job satisfaction. *International Journal of Contemporary Hospitality Management*, 23(6), 784–802.
- Randhawa, G. (2007). Relationship between job satisfaction and turnover intentions: An empirical analysis. *Indian Management Studies Journal*, 11(2), 149–159.
- Sang Long, C., & Perumal, P. (2014). Examining The Impact of Human Resource Management Practices on Employees' Turnover Intention. *International Journal of Business and Society*, 15(1), 111–126.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business* (7th ed.). John Wiley & Sons Ltd
- Sullivan, S. E. & Bhagat, R. S. (1992). Organizational stress, job satisfaction and job performance: where do we go from here?, *Journal of Management*, 18(2), 353–374
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics* (6th ed.). New Jersey: Pearson Education.
- Trochim, W., & Donnelly, J. (2006). *The research knowledge methods base*: Atomic Dog Publishing Cincinnati, OH.
- Tziner, A., Rabenu, E., Radomski, R., & Belkin, A. (2015). Work stress and turnover intentions among hospital physicians: The mediating role of burnout and work satisfaction. *Revista de Psicologia Del Trabajo y de Las Organizaciones*, 31(3), 207–213.



Urien Angulo, B., & Osca Segovia, A. (2013). Role stressors, task-oriented norm and job satisfaction: a longitudinal study. *Journal of Work and Organizational Psychology*, 28(3), 171–181.

Vance, R. J. (2006). Employee engagement and commitment: A guide to understanding, measuring, and increasing engagement in your organization. *SHRM foundation*, 1, 1–53.

Wright, T. A., & Bonnet, D. G. (2007). Job satisfaction: And psychological well-being as non additive predictors of workplace turnover. *Journal of Management*, 33(2), 141–160.

Yücel, I. (2012). Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study. *International Journal of Business and Management*, 7(20), 44–58.