

Relationship between Occupational Stress and Turnover Intention among Employees in a Furniture Manufacturing Company in Selangor

Yoong Lee Fong^a, Mastura Mahfar^{b*}

^aFaculty of Human Ecology, Universiti Putra Malaysia, 43400 UPM Serdang, Selangor Darul Ehsan, Malaysia

^bFaculty of Management, Universiti Teknologi Malaysia, 81310 UTM Johor Bahru, Johor, Malaysia

*Corresponding author: mastura@utm.my

Article history

Received :18 April 2013

Received in revised form :

22 August 2013

Accepted :30 August 2013

Abstract

This study aims to investigate the relationship between occupational stress and turnover intention among employees in a furniture manufacturing company in Selangor state. A total of 95 respondents were randomly chosen by the researchers at a furniture manufacturing company in Selangor. The descriptive statistical analysis was used to analyse the demographic data of respondents, level of occupational stress, and level of turnover intention among employees in the selected furniture manufacturing company. Meanwhile, Pearson (*r*) correlation was used to examine the relationship between occupational stress and turnover intention among the employees. Result revealed that majority of the respondents experienced moderate level of occupational stress whereas more than half of the respondents were found to have moderate level of turnover intention. Result showed that occupational stress was significantly positively correlated with turnover intention. Further analysis also indicated that the dimensions of occupational stress such as organisational structure, social support, work overload, role conflict, and working environment were significantly correlated with turnover intention. In conclusion, there was a statistically significant positive relationship between occupational stress and turnover intention among the employees.

Keywords: Occupational stress; turnover intention

Abstrak

Kajian ini bertujuan untuk mengkaji hubungan antara tekanan kerja dan kecenderungan berhenti kerja dalam kalangan pekerja di sebuah syarikat pembuatan perabot di negeri Selangor. Seramai 95 orang pekerja dari syarikat pembuatan perabot itu telah dipilih sebagai responden melalui kaedah persampelan rawak mudah. Analisis statistik deskriptif telah digunakan untuk menganalisis data demografi responden, tahap tekanan kerja dan tahap kecenderungan berhenti kerja dalam kalangan pekerja di syarikat pembuatan perabot tersebut. Manakala, korelasi Pearson (*r*) telah digunakan untuk mengkaji hubungan antara tekanan kerja dan kecenderungan berhenti kerja dalam kalangan pekerja di syarikat pembuatan perabot tersebut. Hasil dapatan kajian menunjukkan bahawa majoriti pekerja di syarikat pembuatan perabot tersebut menghadapi tekanan kerja pada tahap sederhana, manakala, lebih daripada separuh responden juga mengalami tahap kecenderungan berhenti kerja yang sederhana. Selain itu, hasil dapatan menunjukkan tekanan kerja berhubung secara positif signifikan dengan kecenderungan berhenti kerja. Hasil dapatan juga menunjukkan bahawa terdapat hubungan yang signifikan antara kelima-lima dimensi kerja iaitu struktur organisasi, sokongan sosial, bebanan kerja, konflik peranan dan persekitaran kerja dengan kecenderungan berhenti kerja. Secara keseluruhannya, terdapat hubungan positif yang signifikan antara tekanan kerja dan kecenderungan berhenti kerja dalam kalangan pekerja.

Kata kunci: Tekanan kerja; kecenderungan berhenti kerja

© 2013 Penerbit UTM Press. All rights reserved.

1.0 INTRODUCTION

Stress has become a major topic of behavioral research (Gellis & Kim, 2004). It is due to most of the people are suffered from various source of stress nowadays. According to Piko (2006), stress is a response of an individual towards his or her environment. Hence, occupational stress is a type of disorder

associated with working environment or the job itself. As supported by Hsieh *et al.* (2004), occupational stress is defined as a condition where an employee not being able to adapt to work, as the consequences of the job requirements do not match the capabilities, resources, or needs of the employee.

There are several factors contributed to the risk of occupational stress among employees, which are individual factors, organisational factors, and occupational factors (Cooper *et al.*, 2001). Poor and bad organisational structure, lack of social support from superior and colleagues, work overload, role conflict, unsafe and uncomfortable working environment can increase the risk of occupational stress among employees. An employee with higher level of stress tends to have low level of job satisfaction and organisational commitment (Elangovan, 2001), and thus lead to higher intention to leave his or her organisation (Chan *et al.*, 2010). According to Williams and Cooper (2002), occupational stress is a major issue for both employee and the organisation. Employees with occupation stress are more likely to have health problem, low motivation, low productivity, job dissatisfaction and low job performance (Park, 2007). Furthermore, occupational stress can cause the organisations to have high rate of absenteeism and turnover, as well as low rate of job satisfaction and decreased overall productivity (Cheng, 2011).

The finding of a survey in the USA revealed that work has significant impact on stress levels. Besides, the result showed that the stress levels of American employees have increased over the years. The sources of occupational stress are lack of opportunities for career development and advancement, heavy workload, unrealistic job expectations and long working hours. It also revealed that most of the American adults who suffer from stress have induced chronic health condition (Harris Interactive & American Psychological Association, 2011). Furthermore, a survey of Psychosocial Working Conditions (PWC) in Britain done by Packham and Webster (2009) indicated that most of the Britain employees are working in very or extremely stressful conditions. In addition, according to Health and Safety Executive (2012), a Labour Force Survey (LFS) conducted by the Office for National Statistics (ONS) stated that stress has consistently been one of the most commonly reported types of work-related illness. The LFS revealed the incidence rates of occupational stress in Great Britain during 2011 and 2012 were 428 000 cases (40%) out of a total of 1 073 000 cases for all work-related illnesses. The incidence cases of occupational stress among female workers were higher than male workers. The survey also revealed that the major factors that contributed to the occupational stress were work pressure, lack of managerial support and work related violence and bullying.

In Malaysia context, employees involving in the field of furniture manufacturing are facing a great deal of occupational stressors. As stated by Abdul Latif Salleh *et al.* (2008), in Malaysia, the level of stress among employees is rapidly increased, especially for the employees who work in furniture manufacturing industry. It is due to the Malaysian furniture industry has been changing and growing rapidly. Thus, a well-managed human development program in the furniture industry is needed to increase the competencies of the industry as well as increase employee's performance and reduce occupational stress (Abdul Latif Salleh *et al.*, 2008).

High occupational stress level of an employees would undoubtedly increase the job dissatisfaction (Elangovan, 2001), which in turn leads to higher intention to leave his or her organisation (Chan *et al.*, 2010). Based on the Labor and Human Resources Statistics, there is an increase in the number of active job registrants in Malaysia, which increased rapidly from 85030 to 137716 between 2007 and 2008 (Ministry of Human Resources Malaysia, 2009). The statistics revealed that Selangor State was occurred the highest number of active job registrants in Malaysia. This figure reflected that many job seekers are looking for a new job due to their current job is extremely stressful (Ministry of Human Resources Malaysia, 2009).

As stated by Abdul Latif Salleh *et al.* (2008), the stress level of employees in furniture manufacturing industry is increasing nowadays. Furthermore, according to Ministry of Human Resources Malaysia (2009), in Selangor state, the number of employees who face occupational stress and turnover intention is rapidly increasing. Regarding the issues of occupational stress and turnover intention, the researchers are interested to investigate the problems. Thus, this study aims to investigate the relationship between occupational stress and turnover intention among employees in a furniture manufacturing company in Selangor.

1.1 Research Objectives

The research objectives in this study are:

1. To identify the level of occupational stress among the employees.
2. To identify the level of turnover intention among the employees.
3. To investigate the relationship between occupational stress and turnover intention among the employees.
4. To investigate the relationships between the dimensions of occupational stress and turnover intention among the employees.

1.2 Hypotheses of the Study

The research hypotheses in this study are:

- H1: There is a significant correlation between occupational stress and turnover intention among the employees.
- H2: There is a significant correlation between organisational structure and turnover intention among the employees.
- H3: There is a significant correlation between social support and turnover intention among the employees.
- H4: There is a significant correlation between work overload and turnover intention among the employees.
- H5: There is a significant correlation between role conflict and turnover intention among the employees.
- H6: There is a significant correlation between working environment and turnover intention among the employees.

2.0 LITERATURE REVIEWS

2.1 Occupational Stress

A model of organisational stress research was proposed by Ivancevich and Matteson (1980) revealed there are several potential sources of occupational stress among employees, which are intra organisational stressors (organisational environment, role conflict, work overload, intra-group communication, lack of group-cohesiveness, organisational climate and structure) and extra organisational stressors (family relations, economic problems, race and class residential). The various types of stressors might lead to physiological and behavioral outcomes as well as negative consequences to an employee. Stress will affect individual's physiological aspects, such as blood pressure and blood glucose. Furthermore, the behavioral outcomes that caused

by stress are absenteeism and turnover. Lastly, the consequences of physiological and behavioural outcomes are various types of adaptation diseases.

The researchers adapted five types of occupational stressors, which are organisational structure, social support, work overload, role conflict, and working environment by referring to the organisational stress research model of Ivancevich and Matteson (1980). It is because the model thorough coverage of stressor (any agent that causes stress to an organism) variables and described the major antecedents or stressors of occupational stress as well as detailed the possible outcomes and consequences of occupational stress at the workplace.

Organisational structure is a formal system of organisation that representing the distribution of work's roles and functions to organise the subsystems of the organisation in order to achieve organisation's goals and mission (Ivancevich & Matteson, 1982). Organisational structure describes the authority, formal lines of communication, work roles and responsibilities of each employees or organisational subsystem, as well as the interrelationships among subsystems of the organisation. Occupational stress among employees is often caused by excessive rules and regulations and lack of participation in decision making, consultation and communication (Larson, 2004).

Social support is the physical or emotional comfort, assistance, and encouragement that will be provided to the person who is facing difficulties. Social support at the workplace is usually provided by the organisation, line management, colleagues or peers, as well as family (Chandola, 2010). Social support in the organisation can enhance the interaction and relationship between co-workers and thus reduce the levels of perceived job stress. As supported by Price (2001), lack of social support in an organisation could increase turnover intention through its positive impact on job satisfaction. As stated by Chandola (2010), an employee with high level of social and family support may be able to cope with their psychosocial work stressors. On the contrary, employees with lower social support and higher job demand were more likely to have negative effects on their health.

Workload refers to the amount of mental or physical demands to be performed by an individual (Ivancevich & Matteson, 1982). According to Riggio (1996), work overload occurs when the volume of the tasks given is exceeds the ability of a person to complete the jobs. It often happens when the sources and duration of time that provided to complete the tasks are limited. Thus, an employee is not able to complete too much works or tasks if the time and resource are limited. As supported by de Graaf (2003) and Schneider (2000), heavy workload or work overload can cause occupational stress, depression, burnout, passionless, job dissatisfaction among employees who are not able to complete their tasks within the duration. Furthermore, work overload can also affect employee's productivity and the overall productivity of organisation, as well as delaying the organisation's goal achievement.

Role conflict is a type of social conflict which occurs when a person is asked to simultaneously perform multiple social roles. According to Manshor *et al.* (2003), role conflicts can also occur at the workplace when an employee is asked to perform multiple roles within an organisation as well as forced to choose between competing organisation demands and individual expectations. Therefore, employees will experience role conflict when they are given two different roles at the same time or their role overlaps with other workers. As stated by the Workplace Health and Safety Queensland (2012), employees with greater role conflict are more likely to experience occupational stress. This is due to the limitation of human capability. Furthermore, Mor Barak *et al.*

(2001) revealed that high level of role conflict is positively associated with turnover intention among employees.

The working environment is the atmospheres of employees when performing their tasks, works or job (Spreckelmeyer, 1993). There are two categories of working condition, which are physical or non-physical conditions. The elements of physical working condition are cubes and tubes, tables, monitors, devices and other tangible equipment or instrument. On the other hand, the elements of non-physical condition are personal space, conversations, privacy, noise, lighting, air quality, temperature, and humidity. According to Veitch *et al.* (2007), the physical stressors of the work environment, such as noise, lighting, and ventilation, are contributed to job satisfaction in office workers. Moreover, Thayer *et al.* (2010) further explained the physical stressors at the workplace are thus associated with the effects of occupational stress on employee's health. In addition, the sources of occupational stress among factory workers are often related directly to the working environment, such as dangerous heavy equipment, noise, poor indoor air quality, and poor ventilation system.

2.2 Turnover Intention

Turnover intention is referred to the employee's desire or plans for leaving the organisation (Cuskelly & Boag, 2001). Moreover, Sousa-Poza and Henneberger (2002) defined turnover intention as the probability that an employee is going to resign his or her current job within a certain period of time. According to Perez (2008), the determinants of turnover intention are supervisory support, work flexibility, participation, job autonomy, and working conditions. It will not lead to high level of turnover intention if the employees receive proper care, encouragement and support from the employer, comfortable and satisfying working conditions, possibility on exerting an influence on organisational matters, job safety, and the protection from being overstrained and not being challenged.

3.0 METHODOLOGY

The research designs of this study are descriptive research and correlational research. The descriptive research was designed to investigate the level of occupational stress and turnover intention whereas correlational research was designed to examine the strength and direction of correlation between the independent variable (occupational stress) and the dependent variable (turnover intention).

A total of 95 respondents were selected through simple random sampling method among the 118 employees in a furniture manufacturing company in Selangor State. The sample size in this study was determined with the reference to the Krejcie and Morgan (1970) Table for Determining Sample Size from a given population, where the minimum sample size for population with 120 is 92. The research instrument used by researchers to collect respondent's data was questionnaire. A total of 95 sets of questionnaire were distributed to the respondents and collected back from them after the questionnaires were answered completely. All of distributed questionnaires (95 sets) were valid filled and returned.

The questionnaire consisted of three parts, which are Part A (demographic data), Part B (factors of occupational stress), and Part C (turnover intention). Items were measured using Five-Point Likert Scale (1 representing strongly disagree and 5 representing strongly agree). Questionnaire adapted from Cheng (2011) with the reliability of .89 of the Cronbach's Alpha was used for measuring the level of occupational stress with its five

dimensions, which are organisational structure, social support, work overload, role conflict, and working environment. The instrument used for measuring the level of turnover intention was adopted from Won-Jae Lee (2008) with the reliability of .82 of the Cronbach's Alpha. Questions were also asked about gender, age, race, academic qualification, marital status, department, and length of services.

Descriptive statistical analysis was used to calculate the frequency, percentage, mean score, and standard deviation whereas inferential statistical analysis was utilised to analyse the relationship between the variables. The data collected were analysed through Statistical Package for the Social Sciences (SPSS) software version 16.0. The method of mean score was used to identify employee's levels of occupational stress and turnover intention. There are three levels of occupational stress and turnover intention determined by researchers, which are low, moderate, and high. The mean score ratio for occupational stress is calculated as the difference between the highest and lowest value of the Five-Point Scale divided by the total number of occupational stress level. As the calculation of the mean score ratio for occupational stress, the mean score ratio for turnover intention is calculated by dividing the difference between the highest and lowest value of the Five-Point Scale and the total

number of turnover intention level. On the other hand, Pearson correlation was used to examine the relationship between occupational stress and turnover intention among the employees.

4.0 DATA ANALYSIS AND FINDINGS

4.1 Profile of Respondents

Table 1 exhibited that majority of the respondents were male (58.9%) while females were the minority which consisted of 41.1%. Furthermore, the major portion of the respondents (45.3%) was between 30 to 39 years old. On the ethnicity, majority of respondents was Malay (65.3%). On the education level, most of the respondents (38.9%) were in the academic qualification level of SPM/SPVM whereas the minority of the respondents (4.2%) was in the academic qualification level of LCE/SRP/PMR. Moreover, majority of the respondents (72.6%) were married while there was only 27.4% of the respondents were still in the single status. Besides, the highest percentage of the respondents (63.2%) was from department of Production. In addition, majority of respondents (48.4%) had been working for 2 to 5 years.

Table 1 Demographic characteristics of the respondents (N=95)

Characteristics	Frequency (f)	Percentage (%)
Gender		
Male	56	58.9
Female	39	41.1
Age		
20 - 29 years old	36	37.9
30 - 39 years old	43	45.3
40 - 49 years old	11	11.6
50 years old and above	5	5.3
Race		
Malay	62	65.3
Chinese	15	15.8
Indian	18	18.9
Academic Qualification		
LCE/SRP/PMR	4	4.2
SPM/SPVM	37	38.9
STPM/HSC/Certificate/Diploma	31	32.6
Degree	23	24.2
Marital Status		
Single	26	27.4
Married	69	72.6
Department		
Human Resource	6	6.3
Customer Service	6	6.3
Marketing and Sales	4	4.2
Production Department	60	63.2
Finance	7	7.4
Other	12	12.6
Length of Services		
< 1 year	8	8.4
2 - 5 years	46	48.4
6 - 10 years	24	25.3
11 - 20 years	11	11.6
> 21 years	6	6.3

4.2 The Level of Occupational Stress and Turnover Intention

As shown in Table 2, majority of the respondents (88.4%) had moderate level of occupational stress (mean score = 2.82). On the other hand, there was 11.6% of the respondents were found in low level of total occupational stress. Furthermore, Table 2 indicated that majority of the respondents (52.7%) had moderate level of

turnover intention (mean score = 3.10). On the other hand, there was a minority the respondents were found in low level of turnover intention which consisted of 16.9%.

Table 2 Distribution of respondents' occupational stress and turnover intention level

Level	Occupational Stress		Turnover Intention	
	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)
Low	11	11.6	16	16.9
Moderate	84	88.4	50	52.7
High	0	0	29	30.6
Mean (SD)	2.82		3.10	

Note: N=95

4.3 Relationship between Occupational Stress, Its Dimensions and Turnover Intention

Based on Table 3, the result obtained showed that there was a significant positive relationship between occupational stress and turnover intention ($r=.45, p<0.01$). This indicated that higher occupational stress will be followed by higher turnover intention. The findings also revealed that there was a significant positive relationship between organisational structure and turnover intention ($r=.26, p<0.05$). Hence, poorer organisational structure will be followed by higher turnover intention. Furthermore, social support was significantly and positively correlated with turnover

intention ($r=.35, p<0.01$). This indicated that lack of social support will be followed by higher turnover intention. Moreover, the findings also revealed that the relationship between work overload and turnover intention was positive and significant ($r=.29, p<0.01$). Thus, higher work overload will be followed by higher turnover intention. Furthermore, there was a significant positive relationship between role conflict and turnover intention ($r=.39, p<0.01$). Hence, higher role conflict will be followed by higher turnover intention. In addition, working environment was significantly and positively correlated with turnover intention ($r=.38, p<0.01$). This indicated that poorer working environment will be followed by higher turnover intention.

Table 3 Correlation between occupational stress, dimensions of occupational stress and turnover intention

Variables	Turnover Intention	
	<i>r</i>	<i>p</i>
Occupational Stress	.45**	.000
Organisational Structure	.26*	.012
Social Support	.35**	.001
Work Overload	.29**	.004
Role Conflict	.39**	.000
Working Environment	.38**	.000

Note: ** $P<0.01$; * $P<0.05$; N=95

5.0 DISCUSSION

The finding of this research revealed that there was a moderate level of occupational stress among the employees in the selected furniture manufacturing company. This finding was consistent with the research conducted by Abdul Latif Salleh *et al.* (2008) which suggested that the overall perception of job stress among employees in the Malaysian furniture industry is moderate. Thus, it generally indicated that majority of the employees are facing stressful events at workplace. Moreover, this study found that employees had moderate level of turnover intention. Thus, majority of the employees are tended to leave or not prefers to continue working with their current furniture manufacturing company. This finding was found similar to previous researches as it revealed that majority of the employees in Selangor State experienced moderate level of turnover intention (Faezah Mat Salleh, 2008; Benjamin Chan *et al.*, 2010).

Furthermore, this study tested that occupational stress was significantly and positively correlated with turnover intention. This finding was consistent with the research of Paille (2011) which suggested that stressful work increased the desire and feelings of appropriate to leave the employer and organisation. Adebayo and Ogunsina (2011) also stated that job-related stress has significant influence on turnover intention. This finding was also supported by Applebaum (2008) and Sarooj Noor and Nazia Maad (2008) which suggested that job-related stress have a significant positive relationship with intention to leave the employer and job. Furthermore, the study of Benjamin Chan *et al.* (2010) and Wefald *et al.* (2008) posited that occupational stress has a significant positive relationship with turnover

intention. Higher occupational stress will result in higher alienation and detachment (turnover) from job.

Moreover, Hsien-Che Lee and Tsai-Hua Chuang (2010) found that higher occupational stress among employees will lead to higher quitting intention. As a result, stress can enhance turnover intention among the employees. Mostert *et al.* (2008) also suggested that occupational stress has got the potential to increase employee's propensity to leave their current employer or job. In addition, the result of current study was consistent with the research of Layne *et al.* (2001). According to Layne *et al.* (2001), occupational stress is considered to have a large influence on turnover intention, whereby occupational stress was significant predictor of intention to leave their current employer and job. Employees who experienced high level of job stress are more likely to search other job opportunities and not prefer to continue working with their current organisation.

For the dimensions of occupational stress, this study indicated that poor organisational structure was significantly positive correlated with turnover intention. As supported by Perez (2008), the determinants of turnover intention are including job design, work flexibility, participation, and job autonomy. Furthermore, this study showed that lack of social support was significantly positive correlated with turnover intention. As support by Kim and Stoner (2008), lack of social support at the workplace will lead to higher turnover intention among employees.

On the other hand, the result of current study indicated that work overload was significantly positive correlated with turnover intention. This finding was opposed with the study of Kyung-Eun Lee and Kang-Hyun Shin (2005) which showed that situational

factors including workload and interpersonal conflict were significant predictors of turnover intention. In addition, the study of Layne *et al.* (2001) also found that lack of perceived resources (limited resources are given to the employee to perform and complete their tasks or jobs) will lead to higher quitting intention.

Moreover, the result of current study showed that role conflict was significantly positive correlated with turnover intention. This result was consistent with the research done by Layne *et al.* (2001) which role conflict of the employees will lead to higher turnover intention, whereby employees who experienced high level of role conflict at the workplace are more likely to leave or quit from their current position and employment. Furthermore, Layne *et al.* (2001) confirmed the finding of physical environment was significantly correlated with turnover intention among employees. As stated by Layne *et al.* (2001), employees who exposed to extreme physical conditions are more likely to have high level of turnover intention.

5.1 Implications for Practice

The research findings have several practical implications. Firstly, employers of the furniture manufacturing company should modify or eliminate the occupational stressors inherent at the workplace, such as inappropriate organisational structure (e.g., lack of participation in decisions making and lack of consultation and communication) and role conflict or ambiguity. Therefore, it is recommended that organisational structure can be redesigned to help employees to perform better in their tasks. As stated by Herzberg (2003), the responsibility, achievement and recognition of the employees can be improved by giving a complete natural unit of work such as module, division, and area of the work. Thus, job description and clear instruction are needed to be given by the employers in order to clearly define employees' roles and responsibilities. Besides, employers could assign individual employees to specialized tasks in order to assist them to become experts in a particular area of work (Herzberg, 2003). Furthermore, Subject-Matter Experts (SMEs) could be appointed within each unit and the unit members were encouraged to seek consultation with their SME before seek for supervisory help.

Another practical implication is that employers of the company should create a healthy working environment and cultivate a friendly social climate at the workplace by providing more opportunities for social interaction among employees. As stated by Cheng (2011), organisations could foster good relationship between management and employees by providing two ways open communication policy and empathy supporting behavior. Thirdly, the company should provide stress management programs or seminars for the employees to enhance their ability of coping with stress, such as relaxation techniques, cognitive coping skills and lifestyle modification skills (Mental Health Commission of Canada, 2012).

Fourthly and lastly, the furniture manufacturing company should also provide more opportunities for career development or training programs. Through training programs provided, employee's job-related skills can be improved. Subsequently, employee's job performance can be increased and thus decreased their occupational stress. Besides, the opportunities of career development and learning development are able to increase retention of the employees in order to stay in their current organisation (Kaye & Jordan-Evans, 2003).

5.2 Limitation and Future Research

This study was only focused on furniture manufacturing employees. Thus, the study result may not generalize to other types of workers. Furthermore, this study also only used

employees from one company, and the findings may not generalize to other Malaysian organisations.

Researchers proposed several recommendations for future research. Future studies could be focused more on other variables that contribute to turnover intention. It is due to there is not necessary that only occupational stress would contribute to turnover intention (Saroj Noor & Nazia Maad, 2008). Furthermore, future studies could also be done to investigate the extent to which job satisfaction mediates the relationship between occupational stress and turnover intention. As stated by Paille (2011), job satisfaction fully mediated the relationship between occupational stress and turnover intention among the employees. Nevertheless, Villanueva and Djurkovic (2009) suggested that job satisfaction is a partial mediator of the relationship between occupational stress and turnover intention. Moreover, increasing the number of respondents in future studies could posit more significant and generalizable results (Saroj Noor & Nazia Maad, 2008).

6.0 CONCLUSION

In conclusion, this study found that occupational stress and its dimension (organisational structure, social support, work overload, role conflict, and working environment) were significantly correlated with turnover intention.

References

- Abdul Latif Salleh, Raida Abu Bakar, & Wong Kok Keong. 2008. How Detrimental is Job Stress? A Case Study of Executives in the Malaysian Furniture Industry. *International Review of Business Research Papers*. 4(5): 64–73.
- Adebayo, S. O., & Ogunsina, S. O. 2011. Influence of Supervisory Behaviour and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State. *Journal of Management and Strategy*. 2(3): 13–20.
- Applebaum, D. H. 2008. *The Relationship Between Physical Work Environmental Factors, Perceived Stress, Job Satisfaction, and Turnover Intention Among Inpatient Acute Care Nurses*. Doctor of Philosophy, University of Medicine and Dentistry.
- Benjamin Chan Yin-Fah, Yeoh Sok Foon, Lim Chee-Leong, & Syuhaily Osman. 2010. An Exploratory Study on Turnover Intention among Private Sector Employees. *International Journal of Business and Management*. 5(8): 57–64.
- Chan Yin-Fah, Laily Hj. Paim, Jariah Masud, & Tengku Aizan Tengku Abd Hamid. 2010. The Future of the Malaysian Older Employees: An Exploratory Study. *International Journal of Business and Management*. 5(4): 125–132.
- Chandola, T. 2010. *Stress at Work: A Report Prepared For the British Academy*. [Brochure]. London: The British Academy
- Cheng Yen Yee. 2011. *The Factors Of Occupational Stress And Its Effect On The Organisational Commitment: Research Among Nurses In Hospital Tengku Ampuan Afzan, Kuantan Pahang*. Sarjana Muda, University Teknologi Malaysia.
- Cooper, C. L., Dewe, P. J., & O'Driscoll, M. P. 2001. *Organizational Stress: A Review and Critique of Theory, Research and Application*. Thousand Oaks, California: Sage Publications, Inc.
- Cuskelly, G., & Boag, A. 2001. Organizational Commitment as a Predictor of Committee Member Turnover Among Volunteer Sport Administrators: Results of a Time-Lagged Study. *Sport Management Review [SMR]*. 4(1): 65–88.
- de Graaf, J. (Ed.). 2003. *Take Back Your Time: Fighting Overwork and Time Poverty in America*. San Francisco: Berrett-Koehler.
- Elangovan, A. R. 2001. Causal Ordering of Stress, Satisfaction and Commitment, and Intention to Quit: A Structural Equations Analysis. *Leadership & Organization Development Journal*. 22(4): 159–165.
- Faezah Mat Salleh. 2008. *Stres dan Hubungannya dengan Kecenderungan Berhenti Kerja: Satu Kajian di Syarikat Takaful Malaysia Berhad (STMB), Kuala Lumpur*. Sarjana Muda, Universiti Teknologi Malaysia.

- Gellis, Z. D., & Kim, J. C. 2004. Predictors of Depressive Mood, Occupational Stress, and Propensity to Leave in Older and Younger Mental Health Case Managers. *Community Mental Health Journal*. 40: 407–421.
- Harris Interactive & American Psychological Association. 2011. *Stress in the Workplace*. [Brochure]. New York: American Psychological Association.
- Health and Safety Executive 2011. *Stress-related and Psychological Disorders in Great Britain (GB)*. [Brochure]. United Kingdom: Health and Safety Executive.
- Herzberg, F. 2003. *One More Time: How Do You Motivate Employees?* [Brochure]. United States: Harvard Business School Publishing Corporation.
- Hsieh, H. L., Huang, L. C., & Su, K. J. 2004. Work Stress and Job Performance in the Hi-Tech Industry: A Closer View For Vocational Education. *World Transactions on Engineering and Technology Education*. 3(1): 147–150.
- Hsien-Che Lee, & Tsai-Hua Chuang. 2010. *The Impact of Leadership Styles on Job Stress and Turnover Intention: Taiwan Insurance Industry as an Example*. Tatung University.
- Ivancevich, J. M., & Matteson, M. T. 1980. *Stress and work*. Glenview, IL: Scott, Foresman.
- Ivancevich, J. M., & Matteson, M. T. 1982. *Managing Job Stress and Health*. United State: The Free Press.
- Kaye, B & Jordan-Evans, S. 2003. How To Retain High-Performance Employees. *The 2003 Annual*. 2: 291–198.
- Kim, Hansung., & Stoner, M. 2008. Burnout and Turnover Intention Among Social Workers: Effects of Role Stress, Job Autonomy and Social Support. *Administration in Social Work*. 32(3): 1–27.
- Kyung-Eun Lee, & Kang-Hyun Shin. 2000. Job Burnout, Engagement and Turnover Intention of Dietitians and Chefs at a Contract Foodservice Management Company. *J Community Nutrition*. 7(2): 100–106.
- Larson, L. L. 2004. Internal Auditors and Job Stress. *Managerial Auditing Journal*. 19(9): 1119–1130.
- Layne, C. M., Hohenshil, T. H., & Singh, K. 2001. *The Relationship of Occupational Stress, Psychological Strain, and Coping Resources to the Turnover Intentions of Rehabilitation Counselors*. Doctor of Philosophy, Virginia Polytechnic Institute and State University.
- Manshor, et al. 2003. Occupational Stress among managers: a Malaysian Survey. *Journal of Managerial Psychology*. 18(6): 622–628.
- Mental Health Commission of Canada. 2012. *Psychological Health and Safety: An Action Guide for Employers*. [Brochure]. Canada: Mental Health commission of Canada.
- Ministry of Human Resources Malaysia. 2009. *Labour and Human Resources Statistics 2008*. [Brochure]. Putrajaya, Malaysia: Ministry of Human Resources Malaysia.
- Mor 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(4): 625–662.
- Mostert, F. F., Rothmann, S., Mostert, K., & Nell, K. 2008. Outcomes of Occupational Stress in a Higher Education Institution. *Southern African Business Review*. 12(3): 102–127.
- Packham, C., & Webster, S. 2009. *Psychosocial Working Conditions in Britain in 2009*. [Brochure]. United Kingdom: Health and Safety Executive.
- Paille, P. 2011. Stressful Work, Citizenship Behaviour and Intention to Leave the Organization in a High Turnover Environment: Examining the Mediating Role of Job Satisfaction. *Journal of Management Research*. 3(1): 1–14.
- Park, J. W. (2007, December). Work stress and job performance. *Statistics Canada-Catalogue no. 75-001-XIE*. 5–17.
- Perez, M. 2008. *Turnover Intent*. Diploma. University of Zurich.
- Piko, B. F. 2006. Burnout, Role Conflict, Job Satisfaction and Psychosocial Health Among Hungarian Health Care Staff: A Questionnaire Survey. *International Journal of Nursing Studies*. 43: 311–318.
- Price, J. 2001. Reflections on the Determinants of Voluntary Turnover. *International Journal of Manpower*. 22: 600–624.
- Riggio, R. E. 1996. *Introduction to Industrial/Organizational Psychology*. 2nd ed. New York: Harper-Collins.
- Saroj Noor, & Nazia Maad. 2008. Examining the Relationship between Work Life Conflict, Stress and Turnover Intentions among Marketing Executives in Pakistan. *International Journal of Business and Management*. 11(3): 93–102.
- Schneider, A. 2000. Job-sharing rises as professors seek flexible schedules. *Chronicle of Higher Education*. 47(15): 10–12.
- Sousa-Poza, A., & Henneberger, F. 2002. Analyzing Job Mobility with Job Turnover Intentions: An International Comparative Study. *Research Institute for Labour Economics and Labour Law*. 82: 1–28.
- Spreckelmeyer, K. F. 1993. Office Relocation and Environmental Change: A Case Study. *Environment and Behavior Journal*. 25(2): 181–204.
- Thayer, J. F., Verkuil, B., Brosschot, J. F., Kampschroer, K., West, A., Sterling, C., Christie, I.C., Abernethy, D., Sollers, J. J., Cizza, G., Marques, A. H., & Sternberg, E. M. 2010. Effects of the Physical Work Environment on Physiological Measures of Stress. *Eur J Cardiovasc Prev Rehabil*. 17(4): 431–439.
- Veitch, J. A., Charles, K. E., Farley, K. M. J., & Newsham, G. R. 2007. A Model of Satisfaction with Open-plan Office Conditions: COPE field Findings. *J Environ Psych*. 27: 177–189.
- Villanueva, D., & Djurkovic, N. 2009. Occupational Stress and Intention to Leave Among Employees in Small and Medium Enterprises. *International Journal of Stress Management*. 16(2): 124–137.
- Wefald, A. J., Smith, M. R., Savastano, T. C., & Downey, R. G. 2008. *A Structural Model of Workload, Job Attitudes, Stress, and Turnover Intentions*. Kansas State University.
- Williams, S., & Cooper, L. 2002. *Managing Workplace Stress*. Great Britain: John Wiley & Sons, Ltd.
- Won-Jae Lee. 2008. *A Pilot Survey of Turnover Intention and Its Determinants among Adult Probation Line Officers in Texas*. Doctor Philosophy, Angelo State University.
- Workplace Health and Safety Queensland. 2012. *Role Clarity and Role Conflict*. [Brochure]. The State of Queensland: Department of Justice and Attorney-General.