

**THE MEDIATING ROLE OF JOB SATISFACTION ON THE RELATIONSHIP
BETWEEN WORKPLACE STRESS AND TURNOVER INTENTION**

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WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

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By

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ABSTRACT

**THE MEDIATING ROLE OF JOB SATISFACTION ON THE RELATIONSHIP
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ALEXANDER FOO HONG LEONG

This study examines the effect of workplace stress, job satisfaction, and turnover intention among academic staff of private universities. The high turnover intention of academic staff caused many negative impacts on universities, including the quality of education provided. Workplace stress has always been a problem among academicians, especially in the private sector. From a population of 48,643 academic private university staff in Malaysia, a sample size of 110 academic staff was obtained using G-power. Questionnaires were distributed to the academic staff through email as well as face-to-face distribution. The Workplace Stress Scale, Job Satisfaction Scale, and Turnover Intention Scale were used to measure each variable, respectively. The data collected was then analyzed through multiple regression using SPSS to determine the predicting effects of workplace stress and job satisfaction towards turnover intention. Based on the findings, it was found that turnover intention was positively predicted by workplace stress and negatively predicted by job satisfaction, workplace stress negatively predicted job satisfaction, and satisfaction partially mediated the relationship between workplace stress and turnover intention. This study has contributed to the current literature by highlighting the essential effects of workplace stress and job satisfaction in determining turnover intention and indicating that job satisfaction mediates the relationship between workplace stress and turnover intention. The study also allowed for better insight and greater awareness of employers in private universities towards the importance of reducing workplace stress and ensuring high levels of job satisfaction among staff.

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APPROVAL SHEET

This thesis/dissertation entitled “PREDICTORS OF TURNOVER INTENTION AMONG ACADEMIC STAFF OF PRIVATE HIGHER EDUCATION INSTITUTIONS IN MALAYSIA” was prepared by ALEXANDER FOO HONG LEONG and submitted as partial fulfillment of the requirements for the degree of Master of Psychology in Industrial and Organizational Psychology at Universiti Tunku Abdul Rahman.

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SUBMISSION OF DISSERTATION

It is hereby certified that Alexander Foo Hong Leong (ID No: 18AAM04871) has completed this dissertation entitled “Predictors of Turnover Intention Among Academic Staff of Private Higher Education Institutions in Malaysia” under the supervision of Dr Lee Lai Meng (Supervisor) and Dr Gan Su Wan (Co-Supervisor) from the Department of Psychology and Counselling, Faculty of Arts and Social Science. I understand that the University will upload a softcopy of my dissertation in PDF format into UTAR Institutional Repository, which may be accessible to the UTAR community and the public.

Yours truly,



(ALEXANDER FOO)

DECLARATION

I hereby declare that the dissertation is based on my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has yet to be previously or concurrently submitted for any other degree at UTAR or other institutions.



(ALEXANDER FOO)

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LIST OF ABBREVIATIONS

PHEI	Private Higher Education Institutions
SPSS	Statistical Package for the Social Sciences
TIS	Turnover Intention Scale
WSS	Workplace Stress Scale
JSS	Job Satisfaction Survey

Chapter 1

Introduction

1.1 Background of the Study

Education is essential to a country's development and human capital. The human intellect makes achievements in terms of development possible, such as agricultural innovations, efficient public administration, growth in the private sector, and health advances. For a nation to fully reap these benefits, a person's mind's potential must be nurtured as well as developed, and the best way to do so would be through education. The academic sector is vital in preparing young individuals for the working environment by developing their intellect and practical skills. A country's progress and development depend on the availability of this fundamental civil right of education to all its citizens. It is of utmost importance that students receive the best education possible to ensure a nation's progress. Tertiary education is essential in promoting growth and development and reducing poverty (Marmolejo, 2016). Therefore, when it comes to tertiary education, the role of academicians is vital in producing high-quality graduates as they act as mentors, nurture students, become role models, and spread knowledge to their students.

When academicians are satisfied with their jobs, it leads to better quality teaching provided, which is the cornerstone of a successful educational system. However, due to the increasing workplace stress placed on current academicians each year, they need help to achieve job satisfaction. Evidences can be found in the article from Star Online (2016), where it was indicated that due to high expectations, the teaching demands are becoming more apparent. Academic staff need to practice teaching styles of the 21st century as well as make students think out of the box by exposing them to HOTS (Higher Order Thinking Skills) questions. A more recent news article from The Star Online (2018) reported that Teaching was no longer a passion but a burden as the standards increased. According to a new study, a news article by

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Joshua Bolkan obtained from The Journal (2018) also stated that high levels of job-related stress are more common among academicians than previously thought may be affecting student outcomes.

The increase in workplace stress can also be related to the recent development of the education sector in Malaysia. Based on The Star Online's report (2018), Malaysia strives to become the best location when it comes to universities, and Malaysia is aiming to have 200,000 students from other countries by the year 2020 and 250,000 in 2025. The report also stated that Malaysia has 170,000 students from over 135 nations. The accessibility of education also saw significant improvements of more than 44% in 2016 compared to 14% during the eighties. It was stated that Malaysia had a Gross Enrolment Ratio of 44% in 2016, higher than the world average of 37% and most Asian countries. Though the recent developments have brought about much potential for improving the quality of education provided, as a result, academicians are required to take on additional responsibilities, which makes being an educator more challenging and demanding, thus leading to more pressure placed on academicians. This change has influenced the education system and working conditions for academicians. The stressful conditions increase their distress which causes low productivity and leads to a negative impact on their family's life, negative behaviour, and chronic health problems (Nor Amalia, Huda & Hejar, 2016).

The amount of stress faced by the academic staff in the private sector as well as the lack of job satisfaction had resulted in the high turnover intention of private universities' academic staff, which presents the worry of reducing educational quality in the private sector. Private universities will lose talented and experienced academic staff, which leads to students being unable to receive proper education from the university and thus results in students being incapable of performing academically well. Therefore, it is of utmost importance that a study be carried out to investigate how job stress and job satisfaction affect turnover intention among university academic staff in the private sector.

1.2 Problem statement

The high turnover intention has caused many negative impacts on universities, which affects the quality of education provided by academic staff. This will lead to students needing help to receive proper education from the university, impacting their academic performance. According to Grapragasem, Krishnan & Mansor, (2014) with Malaysia's intention to become an educational hub in the Asian region, there has been an increase in the number of universities in Malaysia, as cited by Rathakrishnan, Ng & Tee (2016). However, Malaysia's education industry has seen an increase in the average yearly turnover rate, from 13.2% in 2013 to 20% in 2017, which shows that academic staff turnover continues to be an issue for the education sector (Orpina et al., 2022). Also, the turnover rate among academic staff of Malaysian universities has risen over time and has caused labour shortages in most departments (Orpina et al., 2020). The turnover rate for Malaysian private universities was significantly higher when compared to Malaysian public universities, whereby the academic staff turnover in private universities is over 26% every year,. In contrast, it was only about 11% in public universities (Orpina et al.022). Based on the statistics from MOHE, a decline can be seen from the year 2014, which had a total number of 36,185 academic staff, up till the year 2021, which had a total number of 28,570 academic staff even though the number of private higher education institutions keeps on increasing (MOHE, 2021). Therefore, from the statistics and studies above, the turnover rate of the academic staff in private higher education institutions is considered high despite the fact that the number of universities in Malaysia is increasing. The turnover intention of academic staff has always been an issue in private higher education institutions as the loss of experienced academic staff would be complicated to replace. Such loss of valuable human capital might severely affect the quality of education provided to the students in the university.

Workplace stress has always been a problem among academicians, especially in the private sector, in which the sector faces a shortage of manpower due to budgetary issues, thus causing academicians of the private sector to be faced with more work and pressure. Furthermore, research conducted by several

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universities in Malaysia has shown that the competitive pressure from other universities has led to the academic staff receiving more pressure from the management (Noor & Ismail, 2016). With fierce competition among the universities in the country to obtain more excellent ranking when it comes to being a university that is excellent, indirect pressure was placed on employees of the university to improve their performance, thus leading them to feel stressed about their work (Noor & Ismail, 2016). Even though an abundance of studies has been done on it, the issue of workplace stress still needs to be resolved. Despite considerable efforts done by the Ministry of Education to expand the educational sector, the issue regarding private university academicians' workplace stress was still not fixed as can be observed from the revolutionary Industry aspect and the spread of the Covid-19 pandemic outbreak, whereby the education system has changed to include new methods of teaching and learning, including conferences and workshops to be virtual in nature (Isa & Palpanadan, 2020). Lecturers are now expected to have expertise in the information technology system along with the capacity and accessibility of internet networking, which will affect the mood of lecturers in virtually carrying out their lectures (Isa & Palpanadan, 2020). And these changes in the role of the lecturers will lead them to have higher stress levels to adapt to the new methods (Isa & Palpanadan, 2020). As a result, stressed academicians might be relatively impaired in the quality of teaching and commitment, provide less information and praise, and have lesser interaction with their students to reach this ultimate goal.

According to Rahman & Chowdhury (2012), academicians are also becoming more dissatisfied with their jobs which is mainly related to job security, supervisor support, compensation satisfaction, job autonomy, and KPI achievability, which resulted in the decline in the performance of lecturers which has a negative impact on the quality of education provided, as cited in Rathakrishnan, Ng & Tee, (2016).

As the years go by, different challenges and stresses arise, and previous research may not be relevant to suit the new situations that current academic staff face. As of the time of conducting this study, many academicians are still dissatisfied with their current work and are still faced with the pressure of the

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stresses they face in the workplace. As such, this study would provide the opportunity to assess the current severity of this issue in private universities in Malaysia.

Workplace stress represents a massive issue, as high levels of workplace stress will lead to low job satisfaction, eventually increasing turnover intention (Tziner, Rabenu, Radomski, Belkin, & Alexander, 2015). The turnover intention among academic staff would result in underperformance in the education industry as well as incur high costs and a large significant time spent recruiting new staff for the organization. An effective education system would not be achieved without the active and spontaneous performance of the academic staff in the education institutes. For the education industry to be effective, the academic staff would have to be dedicated to their work, and with high levels of stress and low levels of job satisfaction, the academic staff are unable to perform effectively and only think of leaving the organization (Salam, 2017).

Based on the following studies, when academic staff are faced with high levels of stress, it causes them to feel less satisfied with their workplace, thus leading to them having thoughts of leaving the organization. It is important to address these issues because failure to do so will cause academic staff to perform poorly or decide to leave the organization, which in turn would affect the organization in terms of finding new staff as well as providing the necessary training for them, the quality of education provided to students of the institutions will also be affected as the academic staff are constantly changing or just having no desire to perform well due to a lack of job satisfaction and high levels of stress.

1.3 Significance of the Study

This study is the potential to address the effects of private university lecturers' workplace stress and job satisfaction on turnover intention as well as the role that job satisfaction plays as a mediator for turnover intention. Similar research carried out among Infomedia employees also recommended similar actions with regards to the study whereby their study aims to investigate the effects of workplace stress towards job satisfaction as well as turnover intention, the effects of job satisfaction on turnover intention, and how

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job satisfaction could indirectly affect work stress towards turnover intention (Hakim, Sudarmiati, & Sutrisno, 2018).

The findings of this study may provide suggestions and recommendations for the HR department as well as the management of private higher education institutions in resolving the issue whereby emphasis can perhaps be placed on policy recommendations at the university level as well as a reduction in terms of teaching hours to ensure that academic staff relieved from their stressful situation and are more satisfied with their job. Lu et al. (2017) also recommended similar actions to be taken according to the findings of their study, in which the development of appropriate policies should focus on decreasing turnover intention and achieving job satisfaction. Another recommendation would be to ensure measures are taken to decrease working hours and decrease work stress (Lu et al., 2017).

Also, balanced theoretical basis and explanations on lecturers' job stress and job satisfaction in this study are helpful in providing a means to identify the stresses and take action to reduce them to ensure that the lecturers are satisfied with their jobs. This would provide a form of direction for the management to take the appropriate actions to ensure that academic staff are really satisfied with their jobs. By being able to identify and understand that jobs that are highly demanding and which afford minimal control would cause staff to devote a lot of cognitive resources continuously in order to meet those requirements, which in turn leads to work stress, the management could place more emphasis on reducing the demands of jobs and providing academic staff with more control towards their jobs (Fila, 2016).

This study can help verify the extent to which the results from previous studies can be generalized to a Malaysian context as well as to determine and discover new or already existing factors behind workplace stress and job satisfaction among academic staff of private higher education institutions in Malaysia. A similar study by Bakhtiar, Zamri, Hashim, Othman, & Ismail (2016) also provided similar recommendations and discovered that the management practices of Japanese organizations could be applied to the Malaysian context. Furthermore, the study also identified controllable stress (only present

with the introduction of Japanese restaurants in Malaysia) as a factor that motivates employees of Japanese restaurants to feel satisfied with their jobs and remain in their organization (Bakhtiar, Zamri, Hashim, Othman, & Ismail, 2016). Furthermore, since turnover intention among private higher education academic staff has been increasing and is higher than among public higher education institutions (Orpina et al., 2020), this study could perhaps assist in providing recommendations and insights on reducing turnover intention in private universities.

This study could also provide academic contributions to future researchers by acting as a source in which they can refer when conducting their study on a similar topic.

As the previous studies such as Ramlah et al., 2021, Li et al., 2021, Suryawan et al., 2021 & Mawardi, 2022, did not include the number of years worked, gender, job titles, monthly income, administrative positions, and marital status, this study hopes to fill in the research gap by including those predictors as well to apply it to the Malaysian context.

1.4 Research objectives

1. To examine predicting effects that workplace stress and job satisfaction have on turnover intention among academic staff of private higher education institutions in Malaysia.
2. To examine the mediating effect of job satisfaction on workplace stress and turnover intention among academic staff of private higher education institutions in Malaysia.

1.5 Research questions

1. Do workplace stress and job satisfaction significantly predict turnover intention?
2. Does job satisfaction mediate the relationship between workplace stress and turnover intention?

1.6 Conceptual Definition of Terms

Turnover Intention

Turnover intention is defined as the employees' withdrawal cognition process where employees have thoughts of quitting their job, intentions of finding another job, and intentions to leave the organization (Boamah & Laschinger, 2016).

Workplace Stress

According to the National Institute for Occupational Safety and Health, workplace stress is defined as a behavior that occurs when the requirements of the work are not compatible with the capabilities, resources, or needs of the worker (Whitaker, Dearth-Wesley, & Gooze, 2015; Sahoo, 2016).

Job Satisfaction

In this study, job satisfaction is defined as employees' feelings towards different elements of the job that they are currently in as well as the degree to whereby employees enjoy their jobs (Maqbali, 2015).

Private Higher Education Institutions (PHEI)

“Private higher educational institution” refers to an educational institution or organization, which includes University College or branch campus or a university, registered and approved under the Private Higher Educational Institutions Act 2017, that is not maintained or established by the Government providing distance education or higher education (MOHE, 2021).

1.7 Operational Definition of the Workplace Stress Scale, Job Satisfaction Survey & Turnover Intention Scale

Turnover Intention

Turnover intention is defined as the likelihood of the individual leaving their job, accepting another job, and how frustrated they are with their current job. A scale of 1-5 will be used with 1 indicating never, highly unlikely, or very satisfying and 5 indicating always, highly likely or very unsatisfying (Giffen, 2015).

Workplace Stress

The operational definition of workplace stress would be the level of safety that individuals feel at work, how negatively their job is affecting their physical or emotional well-being, the amount of control or input that they have over their work duties, the amount of recognition that they receive and whether they were able to utilize their skills and talents to the fullest extent at work. A scale of 1 to 5 will be used for each item with 1 indicating never and 5 indicating very often (Sembiyan & Asgarali, 2014).

Job Satisfaction

Job satisfaction is defined operationally as how appreciated one feels at work, how meaningful their jobs are, and how much one enjoys doing one's work. For each item, participants are given a choice to select between six choices ranging from "strongly disagree" to "strongly agree" (Spector, 1985).

Chapter 2

Literature Review

2.1 Turnover Intention

Turnover Intention (TI) refers to an employee's subjective perception of quitting their current job for other job opportunities. When such thoughts exist among employees, the likelihood of employee turnover increases (Kerdpitak & Jermstiparsert, 2020). Turnover intention is the willingness that is conscious and deliberate in leaving one's current job; it is one of the significant drivers of staff resignation. (Yildiz et al., 2021). Turnover intention occurs from unsatisfactory and stressful work environments, which in turn has adverse outcomes on the organization leading to staff shortages. (Yildiz et al., 2021). Turnover intention refers to the longing of an employee to leave the organization, whereby this longing has not arrived at the part of actually leaving the organization (Pratama et al., 2022). And once this desire to move or leave the organization arises, employees will begin to display behaviors such as more violations of work rules, absenteeism on an increased basis, an increase in the likelihood of opposing or protesting against their superiors, and a reduction in terms of their sense of responsibility in completing their work (Pratama et al., 2022). Turnover Intention refers to the way employees react after experiencing unsatisfied things in the withdrawal process, which in turn creates high levels of stress for employees at the workplace (Yakut & Kara, 2022). This causes employees to lose their organizational loyalty and commitment, thus increasing the turnover rates among employees, which in turn causes organizations to increase expenditure for employee training (Yakut & Kara, 2022).

2.2 Workplace Stress

Workplace stress, which is also known as occupational stress or job stress, refers to a force that is harmful and affects employees' well-being, either psychological or physical, and happens when job requirements do not meet the employees' needs, resources, and capabilities (Mohammed, 2019; Kerdpitak &

Jermsittiparsert, 2020; Mulugeta et al., 2021). Workplace stress comprises the employees' environmental surroundings and the conflicts that occur among employees when fulfilling tasks or responsibilities within a given period of time with their supervisors (Kerdpitak & Jermsittiparsert, 2020). Employees' mental health, physical health, and behaviour are affected by workplace stress (Mulugeta et al., 2021). High levels of workplace stress would lead to a lack of motivation, ill health, poor employee performance, and also absence (Kerdpitak & Jermsittiparsert, 2020). The adverse effects of workplace stress do not only impact employees but also family income and company performance (Mulugeta et al., 2021).

2.3 Job Satisfaction

Job satisfaction cannot be viewed from just a single definition, as it has many dimensions. (Riyanto et al., 2021). Job Satisfaction is defined as employees' attitude or feeling toward their work, whereby positive attitudes indicate satisfaction with what they do, and negative attitudes mean dissatisfaction with their work (Karácsony, 2021). Job satisfaction refers to a combination of psychological conditions and environmental styles which causes employees to admit satisfaction with their work honestly (Riyanto et al., 2021). Job satisfaction also refers to the positive emotional state from evaluating an employee's work experience, and job dissatisfaction arises when these expectations are not met (Ramlawatia et al., 2021; Riyanto et al., 2021). Job satisfaction is being satisfied with one's own job, recognition, pay, association between employees and supervisors as well as advancement opportunities (Ramlawatia et al., 2021). The feeling of comfort would be the essence of job satisfaction (Riyanto et al., 2021). Job Satisfaction can be either internal or external. Whereby internal satisfaction relates to the nature of work tasks and employees' perceptions of the tasks that they do, and external satisfaction refers to external motivating factors such as the work environment and pay (Karácsony, 2021). Job satisfaction can also be referred to as the driver of staff retention and staff productivity (Ali & Anwar, 2021).

According to a study conducted among university lecturers at Pamulang University, Indonesia, when lecturers are satisfied with the work they do, they will contribute all their professional knowledge

and perform to their best capabilities when completing their tasks (Subarto, et al., 2021). Staff who are satisfied will display an increase in terms of responsiveness, quality, and productivity (Ali & Anwar, 2021). Staff with high levels of job satisfaction within the organization tend to be more efficient with their work when compared to staff who have low levels of satisfaction in the organization (Subarto, et al., 2021).

2.4 Relationship between Workplace Stress and Turnover Intention

A study conducted among Malaysians who work in Japanese restaurants in the Klang Valley found workplace stress to be significantly and positively related to turnover intention (Kamal et al., 2020). Long working hours, conflicts and tensions with fellow staff members, and dealing with guests who are fussy turned out to be the factors that increase the levels of workplace stress (Kamal et al., 2020). These high levels of workplace stress lead to employees' exhaustion and would affect their job satisfaction and overall performance, leading them to have high turnover intention (Kamal et al., 2020). However, as the study was only carried out in Japanese restaurants in Malaysia, the results were unable to be generalised as it only highlighted the influence of Japanese work cultures on turnover intention among employees in Malaysia (Kamal et al., 2020). Another study conducted among employees also revealed that workplace stress has a significant and positive effect on turnover intention (Ramlah, et al., 2021). This is because workplace stress can affect the thought processes, emotions, as well as physical and mental well-being of employees which will result in employees having high levels of turnover intention (Ramlah, et al., 2021). Based on a study conducted among employees of PT. Aerofood Indonesia Denpasar unit, workplace stress has been shown to have positively and significantly affected turnover intention (Suryawan et al., 2021). This is because an employee's ability to cope with the environment is threatened when faced with too much stress at the workplace (Suryawan et al., 2021). And because of that, employees tend to develop different stress symptoms which would interfere with employees' performance at work and these symptoms concern both the mental and physical health of employees (Suryawan et al., 2021).

Similarly, a study conducted among employees of manufacturing firms in China showed that workplace stress positively influences turnover intention (Li et al., 2021). Huge amounts of time pressure and job anxiety usually originate from working long hours, which might cause a person to have less time to spend with family members, often resulting in employees developing higher turnover intention (Li et al., 2021). Although the study focuses on workplace stress and turnover intention, it only focused on manufacturing enterprises, which caused it only to apply to the manufacturing sector and not the academic setting (Li et al., 2021). According to a study conducted among Gen Z employees in Indonesia, workplace stress has a significant positive effect on Turnover Intention (Mawardi, 2022). The increase in workload was seen to be one of the factors that contributed to an increase in workplace stress, and this in turn causes the employees to have high levels of turnover intention. (Mawardi, 2022). When employees are unable to meet the demands of the job, and conflicts occur, their levels of workplace stress increases. (Mawardi, 2022).

As the study from Suryawan et al., 2021, Ramlah, et al., 2021 & Mawardi, 2022 were conducted in Indonesia, generalisation towards the Malaysian population was unable to be made. Since the samples of all of the studies were not academic staff, it would be difficult to relate to the academic setting when it comes to workplace stress and turnover intention. Therefore, it is hoped that this study will contribute to our understanding of the predicting effect workplace stress has towards turnover intention when it comes to the academic staff of Malaysia.

H1: Workplace stress has a positive significant effect towards turnover intention.

2.5 Relationship between Job Satisfaction and Turnover Intention

Research conducted among accountants working in companies in Istanbul revealed job satisfaction negatively influences turnover intention (Torlak et al., 2020). In this case, a lack of supervisor support, lesser opportunities for growth and advancement as well as the absence of recognition of significant achievements along with special contributions of employees were factors that decreased levels of job

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satisfaction which led to an increase in turnover intention (Torlak et al., 2020). However, the limitation of this study was that it was conducted only among private companies in Istanbul and the respondents were few in number (Torlak et al., 2020). Similarly, a study conducted among millennial employees in Bengaluru indicates that job satisfaction has negative and significant effects on turnover intention (Chavadi et al., 2021). In this situation, the main factors that affect employees' job satisfaction would be personal growth as opposed to salary and welfare, this is because the employees are in the phase of learning, are interested in improving their working capacity and are currently focused on developing their job skills to perform their job with competence and this in turn increases the levels of job satisfaction which reduces turnover intention (Chavadi et al., 2021). The limitation of this study was that it only emphasized organizational factors which led to job satisfaction. Personal factors, which play an equally important role in improving job satisfaction were not explored (Chavadi et al., 2021).

Another study was carried out among Marketing employees or Tele Account Management (TAM) at PT. Infomedia Nusantara Malang showed that Job satisfaction had a negative significant effect on turnover intention (Ramlah et al., 2021). Low levels of compensation were seen as the main factor that reduces the employees' job satisfaction and increases turnover intention (Ramlah et al., 2021). A poorly managed compensation will lead to dissatisfaction with the remuneration received which will in turn have an impact on employees' turnover intention (Ramlah et al., 2021). Furthermore, research carried out by Mawardi, (2022) showed that job satisfaction negatively influences turnover intention. In this case, the work environment was the main factor that affected Job satisfaction, whereby working environments that are not conducive due to huge amounts of pressure from the upper management when reaching target goals reduce job satisfaction which leads to an increase in turnover intention among employees. The physical environment, which includes air quality, noise, exposure to toxins, light, humidity, temperature, and aesthetics, has an effect on employee job satisfaction levels (Mawardi, 2022).

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However, a study conducted among bank employees revealed that there was a positive significant effect that job satisfaction had on turnover intention (Ramlawati et al., 2021). This is because of the presence of multiple other job opportunities whereby employees could get a job that is better if employees decide to leave the job in which they are currently working, and this leads to them becoming dissatisfied with their current job (Ramlawati et al., 2021). However, once they find that current markets are saturated, along with the fact that job opportunities are more difficult to come by, employees display more satisfaction towards the job that they are currently working in (Ramlawati et al., 2021). Therefore, job market conditions affect job satisfaction among staff which indicates that staff with high job satisfaction are unable to lower turnover intention because of staff's perceptions of better opportunities to get other jobs from other organizations (Ramlawati et al., 2021). Looking at the following studies, high levels of job satisfaction reduce turnover intention. However, certain studies yielded different results whereby turnover intention remained high even though the level of job satisfaction was high. Therefore, due to the contradictory results that were yielded among the various studies, this research aims to identify the effects that job satisfaction has among the academic staff of private higher education institutions in Malaysia.

Since previous studies such as Ramlawati et al., 2021, Ramlah, et al., 2021 & Mawardi, 2022 were conducted in Indonesia, generalisation towards the Malaysian population was unable to be made when it comes to job satisfaction and turnover intention. And since the samples of all of the studies above were not academic staff, it would be difficult to relate to the academic setting when it comes to workplace stress and turnover intention. Therefore, it is hoped that the insights of this study may be of assistance to getting a better understanding of the predicting effect job satisfaction has towards turnover intention when it comes to the academic staff of Malaysia.

H2: Job satisfaction negatively predicted turnover intention.

2.6 Relationship between Workplace Stress and Job Satisfaction

A study conducted among employees who work at Four-Star Hotels in Bali found that workplace stress negatively affected job satisfaction (Puspitawati & Atmaja, 2021). In this study, one of the main factors that increase workplace stress is the pressure experienced by employees at work which affects the level of job satisfaction (Puspitawati & Atmaja, 2021). Specifically, given that employees in the hotel industry are most likely going to be involved with many distressing circumstances because of their constant contact with clients, employees will be disappointed with their positions if this pressure is not productively overseen or mitigated, which would result in low levels of job satisfaction (Puspitawati & Atmaja, 2021). A study was conducted among employees of PT. Aerofood Indonesia Unit Denpasar Badung also revealed that workplace stress negatively affects job satisfaction (Suryawan et al., 2021). This was because employees were given too much work by the organization leading to employees experiencing high levels of workplace stress (Suryawan et al., 2021). Suppose the level of workplace stress felt by employees has become too high. In that case, employees will become exhausted at work, which leads to depression due to employees thinking too much about work, causing them to have low levels of job satisfaction (Suryawan et al., 2021).

Also, another study was conducted among Marketing or Tele Account Management (TAM) employees at PT. Infomedia Nusantara Malang showed that workplace stress negative significantly affects job satisfaction (Ramlah et al., 2021). Employees experienced high levels of workplace stress in the form of excessive workload, which led to them being dissatisfied with their job. When employees are dissatisfied with their work, they will show negative attitudes toward work (Ramlah et al., 2021). According to a study by Mawardi (2022), it was revealed that workplace stress had a negative significant influence on job satisfaction (Mawardi, 2022). The high amounts of workload and conflict were negatively and significantly associated with these aspects of job satisfaction, such as physical environment, job opportunities, style of management, work enrichment, rewards, and security (Mawardi, 2022).

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Research conducted by Puspitawati & Atmaja, 2021, Suryawan et al., 2021, Ramlah, et al., 2021 and Mawardi, 2022 was conducted in Indonesia which makes generalisation towards the Malaysian population difficult when it comes to workplace stress and job satisfaction. And since the samples of all of the studies above were not academic staff, it would be difficult to relate to the academic setting when it comes to workplace stress and job satisfaction. Therefore, this study could help in providing more insights into the predicted effect workplace stress has on job satisfaction when it comes to the academic staff of Malaysia.

H3: There is a negative significant relationship between workplace stress and job satisfaction.

2.7 Job Satisfaction mediates the relationship between workplace stress and Turnover Intention

Research conducted among employees of Marketing or Tele Account Management (TAM) at PT. Infomedia Nusantara Malang revealed that job satisfaction mediates workplace stress and Turnover Intention (Ramlah et al., 2021). High levels of workplace stress can reduce job satisfaction among employees, leading to higher levels of intention to leave their current organization (Ramlah et al., 2021).

In this regard, the provision of financial and non-financial compensation and reduced employee workloads were seen as important in reducing workplace stress and improving job satisfaction, improving performance, and reducing turnover intention (Ramlah et al., 2021). Also, a study was conducted among employees of PT. Aerofood Indonesia Unit Denpasar Badung revealed similar results to the above finding (Suryawan et al., 2021). In this study, the contribution of the satisfaction variable acts as a determinant for not leaving the organization and reducing workplace stress (Suryawan et al., 2021). Excessive workload causes employees to become tired at work. It will cause depression which leads to higher levels of workplace stress, which results in employees feeling dissatisfied with the organization, thus leading them to become lazy, experience a reduction in performance, and have high turnover intention (Suryawan et al., 2021).

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A study conducted among manufacturing industry workers also revealed the relationship between workplace stress and turnover intention to be mediated by job satisfaction (Li et al., 2021). Time pressure and job anxiety were the main factors that increased workplace stress which negatively affected employees' job satisfaction, thus leading them to have a higher turnover intention (Li et al., 2021). However, the study only focuses on manufacturing enterprises, which caused it only to be applicable to the manufacturing sector and not the academic setting (Li et al., 2021). Furthermore, according to Mawardi (2022), the association between workplace stress and turnover intention was mediated by job satisfaction (Mawardi, 2022). The results from the study found that the work environment influenced employee turnover intention through job satisfaction. By involving staff in the decision-making process with regard to their physical work environment, the levels of employees' job satisfaction would increase and a reduction in employee pressure can be seen, which ultimately reduces employee turnover intention (Mawardi, 2022).

As the research conducted by Suryawan et al., 2021, Ramlah, et al., 2021 & Mawardi, 2022 were conducted in Indonesia, generalisation towards the Malaysian population was unable to be made. And as none of the samples from the research above is academic staff, it would be difficult to relate the mediating effect of job satisfaction on workplace stress and turnover intention to the academic setting. Therefore, it is hoped that this study could fill the gap by providing insights into the mediating effect of job satisfaction towards workplace stress and turnover intention among the academic staff of Malaysia.

H4: Job satisfaction mediates the relationship between workplace stress and turnover intention.

2.8 Underlying Theories

The proposed framework is supported by the Job Demand Control Theory.

The Job Demand-Control (JDC) model was introduced by Robert Karasek in 1979 which outlines the impact of work characteristics on stress, health, and occupational wellbeing (Fila, 2016). When it comes to

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workplace stress, job demands and decision latitude (Control) would be the crucial components that could be measured through the application of the Job Demand-Control (JDC) model (Akbari, Akbari, Shakerian, & Behzad, 2017). The central tenet of the JDC model is that highly demanding jobs that afford minimal control over work are most likely to lead to decrements in well-being and induce strain (Fila, 2016).

When it comes to models used in conceptualization, applied as a theoretical foundation, and empirically tested regarding industrial organizational psychology, the Job Demand-Control Model is considered one of the most well-studied and prestigious models used (Gameiro et al., 2020).

Specifically, in line with research on the classical stress process, Karasek believed that jobs that are highly demanding and afford minimal control would cause staff to devote a lot of cognitive resources in order to meet requirements, which would lead to an increase in cardiovascular and nervous system attention and an elevated level of physiological arousal (Fila, 2016). Moreover, if sustained, this condition would cause the individual's body to run out of resources, resulting in an impairment of physical functioning and psychological well-being (Fila, 2016). Positions characterized by high demand and low control were termed by Karasek as high-strain jobs (Fila, 2016). High job demands combined with low job control, have a high likelihood of causing job stress (Akbari et al., 2017). The competitive pressure from other universities has led the academic staff of private higher education institutions to receive higher demands from the management to perform better. This increase in demand has led academicians in the private sector to be faced with more work and pressure, thus leading them to have minimal control over their work. This leads academicians to feel very stressed about their work, leading to them having thoughts about leaving the organization.

However, it is not stressful if higher levels of job demands are paired with higher levels of decision latitude because these jobs are then treated as situations that are challenging, where employees can expand towards defending behaviours (Akbari et al., 2017). It is passive jobs that have lower levels of decision latitude but higher levels of job demand that increase stress (Akbari et al., 2017).

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Staff are more likely to be satisfied with their work when it has higher control and lower demands compared to jobs with low control and high demands (Ibuykun & Perotin, 2022). Staff with jobs that are passive in nature, (low control and low demand) however have a reduced likelihood of being satisfied with influence and achievement compared to staff with low control and high demand (Ibukun & Perotin, 2022). Turnover intention among academic staff will also increase with an increase in the amount of workplace stress because staff are faced with high demands and low control at the workplace (Rangrez et al., 2022). However, the turnover intention will decrease if staff are provided with jobs that are low in demand and high in control because such jobs are considered less stressful (Rangrez et al., 2022).

As individuals are faced with jobs that are highly demanding and which afford minimal control, they would feel high levels of workplace stress which results in them being dissatisfied with their jobs. This would eventually lead to turnover intention as higher levels of job demands as well as lower levels of job control would lead to higher levels of stress, physical and psychological, towards individuals to the extent that they are unable to cope with the strain and decide to quit due to too much pressure and due to them being dissatisfied with their work conditions.

Finally, when high levels of job demands are paired up with high levels of decision latitude, jobs become less stressful because those jobs are now seen as situations that are challenging instead, where staff can expand towards defending behaviours and thus lead them to stay within the organization as they are still considered satisfied with their jobs whereby they find these challenging situations as a form of motivation to fulfil their esteem needs (recognition).

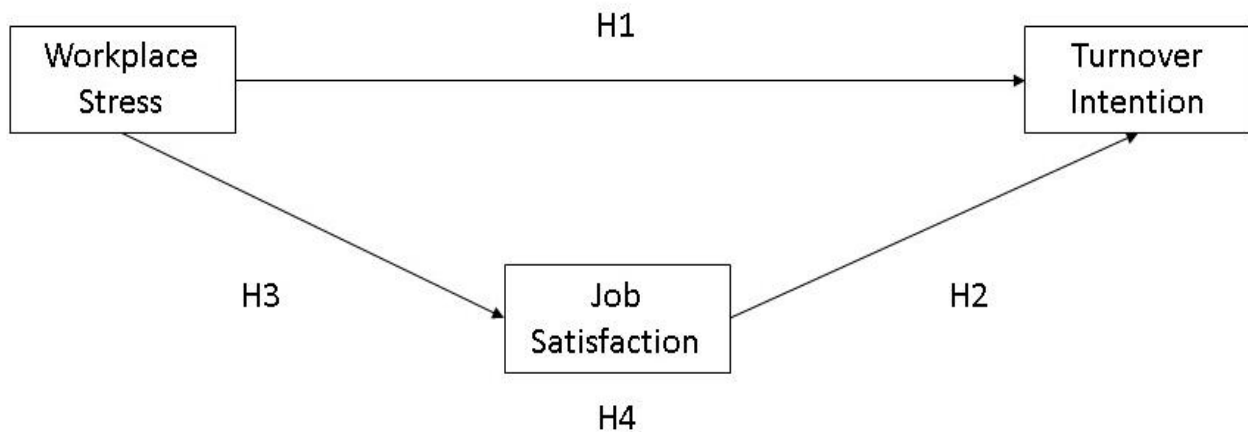
Therefore, in applying the Job Demand Control Theory to the study, it can be interpreted that academic staff who perceive that they experience conditions of work which are unpleasant/unsafe and that their job is negatively affecting their emotional well-being would affect their feelings of satisfaction towards their job, thus increasing their turnover intention. Based on the study, the academic staff of private higher education institutions in Malaysia are faced with high expectations from the management, an

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increase in their work amount as well as more pressure to perform better, (increase in workplace stress) and this has therefore caused their job to affect their emotional well-being negatively, thus causing them to feel dissatisfied with their work (decrease in job satisfaction) which leads to them having thoughts about leaving the organization (increase in turnover intention).

It is, therefore, imperative that Malaysian private higher education institutions' academic staff have low levels of workplace stress in terms of work conditions that are safe & pleasant, being able to express their opinions and feelings to their supervisors regarding their work conditions and are provided with the recognition that they deserve (job satisfaction). These will lead to lower turnover intention because the academic staff are less pressured every time they go to work and feel satisfied as they are being given the recognition they deserve for their efforts.

2.9 Research Framework



Figure

Figure 2.9 Theoretical Framework

Chapter 3

Methodology

3.1 Research Design

This study was cross-sectional and quantitative in its design.

i. Cross-sectional

A cross-sectional study is observational in nature, where the researcher measures the outcome and the exposures of the study participants at the same time (Setia, 2016). The reason for using cross-sectional studies was that they could be carried out relatively inexpensively and quickly – especially when comparing cross-sectional studies with cohort studies (Setia, 2016).

ii. Quantitative

A quantitative study is defined as science, or a branch of science, whereby facts and theories can be measured, tested, or proven firmly and exactly (Jafar, 2018). The generalisation of a larger population of different settings is able to be made from quantitative study results (Xiong, 2022). The analysis and collection of data are also less time-consuming when carrying out quantitative research (Xiong, 2022).

3.2 Population

Academic staff teaching at PHEI during the study time are the population. The PHEI academic staff in this study were defined according to the 2017 Higher Education Statistical Report obtained from The Malaysian Ministry of Education which incl, including working in private universities (MOHE, 2017). The number of private university academic staff in Malaysia based on the 2017 Higher Education Statistical Report would be 48,643.

3.3 Sample

Sample Size

The sample in this study would consist of male and female lecturers and tutors who have been working for at least one year in private universities and colleges. G-Power was used for the actual study. Based on the population of 48643 given by the MOHE, and G-Power, the recommended sample size obtained was 110.

Sampling technique

Since the research encountered limitations in terms of limited manpower, time as well as formal procedures, the non-probability sampling method of purposive sampling (selecting participants based on characteristics of a population and the objective of the study) was selected and used for data collection. The samples were academic staff who have worked in the institution for a duration of a minimum of one year.

3.4 Data Collection Procedure

Ethical Clearance was first obtained from Universiti Tunku Abdul Rahman (UTAR) in order for the data collection to be carried out, Re: U/SERC/189/2019. As this study intends to cover Malaysia, questionnaires will be sent out to the academic staff of Private Higher Education Institutions in the northern, centre and southern parts of West Malaysia. Questionnaires will be sent out in the form of emails as well as direct face-to-face distribution.

The questionnaires will explain to the targeted samples the study's objective and allow the participants to voluntarily choose to fill up the questionnaires, ensuring they understand that the current study and participation are voluntary. Data were collected from February 2020-September 2020, prior to and during the pandemic.

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i.) Email

As the researcher intended to send the questionnaires through email to the academic staff of private higher education institutions in Malaysia, the email address of the academic staff will be obtained through the staff directory to distribute the questionnaires to them by email. The email will contain information about the researcher's background information and the institution in which the researcher is currently studying to allow the researcher to identify himself. The email would also explain the purpose of the questionnaire and ask if the academic staff are willing to fill in the online questionnaire. The email will state that the academic staff are free to choose whether to participate or not to participate in answering the questionnaires, and no inducement was provided for them to do so.

The email sent to them will contain a link to the questionnaires and once finished, the academic staff would only have to click on the submit button to send their completed questionnaire. The researcher will receive only the answered questionnaires, excluding the email address of the academic staff who sent the completed questionnaire, to maintain confidentiality by retaining their anonymity.

ii.) Face-to-face distribution

Permission would be required from the PHEIs' relevant authorities in order to obtain entry into their respective campuses to hand out the questionnaires since the questionnaires were intended to be personally handed out to the academic staff, as most educational institutes adhere to certain policies. In this case, it would be to ensure that every research carried out within the institute with academic staff as participants are appropriate, not unreasonably intrusive in nature and sound.

After randomly selecting the PHEIs, the respective institutes were contacted through email and direct contact in order to gain entry permission to carry out the survey. Assurance was also given to the respective PHEIs that the institution's identity would remain confidential. Once approved, the researcher would make appointments with the randomly selected PHEIs to come in at their convenience. The

researcher would then visit the institutes in person to distribute the questionnaires. The researcher will then proceed to visit the offices of the academic staff of the educational institution. The researcher will approach any academic staff that happens to be there to fill in the questionnaires so as to reduce sampling bias.

The participant was first confirmed to be academic staff of the particular institution before proceeding to fill up the questionnaires. After verification was made, the researcher will then proceed to identify himself, provide explanations on the objective of the questionnaire and ask the academic staff about his/her voluntary participation in the current study. Participation is voluntary on the part of the academic staff. In order to ensure that the responses are strictly confidential and anonymous, cover letters will be provided for participants to put in their questionnaires after the participants have finished filling them up. As the academic staff are answering the questionnaires, the researcher will be close, not interrupting and not being obtrusive. Once the academic staff completed filling up the questionnaire, the questionnaire will be collected directly by the researcher. Questionnaires that were completed by the academic staff will be collected, screened and organized to eliminate incomplete questionnaires from reaching the analysis.

3.5 Instruments

There are four parts in the questionnaire. The first part seeks to obtain the respondent's background details. This functioned to collect demographic information. The demographic information of specific interest collected here is related to the participants' job in the university. The Information included would be the number of years worked in the university, the nationality of the participants, their socioeconomic status as well as the marital status of the participants.

Workplace Stress Scale (WSS)

Section B consists of the Workplace Stress Scale (WSS) which was developed by the Marlin Company and the American Institute of Stress (The Marlin Company, North Haven, CT, and the American Institute of Stress, Yonkers, NY, (147). Participants are required to answer 8 statements describing how they feel about the job. The scale evaluates work stress according to the employee's thoughts regarding that individual's current job. A 5-point rating scale is used to rate the 8 items which ranges from 'very often', 'often', 'sometimes', 'rarely' & 'never' (Sembiyan & Asgarali, 2014). This survey instrument has been validated in previous studies to measure workplace stress (Sembiyan & Asgarali, 2014; Lawal & Idemudia, 2017). Based on a study conducted among a sample of 228 nurses in Ibadan, Nigeria, the scale's validity was examined by looking at the nurses' points of view as experts. The nurses' opinions were then evaluated and taken into consideration through the test items' modification where necessary. The Workplace Stress Survey (WSS) had a reliability of 0.70 (Lawal & Idemudia, 2017).

Job Satisfaction Survey (JSS)

Section C comprised of items adopted from Spector (1985), The Job Satisfaction Survey (JSS) evaluates nine aspects of job satisfaction which is linked to overall satisfaction. It is well established amid the other scales used to measure job satisfaction. Candidates are needed to answer 36 items which have choices between "strongly disagree" to "strongly agree". The Job Satisfaction Survey (JSS) has been repeatedly investigated for reliability and validity. Overall, out of a sample of 3,067 individuals, an average of 0.70 for internal consistency was gained. Other studies that used different scales regarding job satisfaction towards a single worker, supported validity. Five of the sub-scale of job satisfaction as well as a few of the Job Description Index were calculated, and a correlation of 0.61 for coworkers to 0.80 for supervision was obtained (Spector, 1985).

Turnover Intention Scale

Section D consists of the Turnover Intention Scale, which is a 6-item scale adapted from the 15-item scale that was developed initially by Roodt (2004) which measures turnover intention (the intention to leave or stay) (Bothma & Roodt, 2013). The TIS-6 uses Osgood's (1964) semantic differential technique of bipolar 5-step response scales to measure participants' response which is explained through two opposites (e.g., to no extent - to a very large extent; highly unlikely - highly likely; never-always) (Giffen, 2015). The TIS-6 could reliably measure turnover intention with an internal consistency of 0.80. And according to Bothma & Roodt's (2013) study, an exploratory factor analysis (EFA) using varimax rotation as well as principal axis factoring confirmed that the TIS6 is a one-dimensional construct, which confirms the construct of the scale, and more specifically its factorial validity (Bothma & Roodt, 2013).

3.6 Data Analysis

The data was then analyzed using SPSS. Data were analyzed using multiple linear regression (1DV+2IVs) on the data to determine whether job stress and job satisfaction are able to effectively predict turnover intention as well as to determine whether job stress or job satisfaction, in particular, are significant predictors of turnover intention, and in what way they—indicated by the magnitude and sign of the beta estimates—impact turnover intention. PROCESS Macro is used to test the significance of the mediating (indirect) effect that job satisfaction has over job stress and turnover intention.

3.7 Pilot study

A pilot study is a small study conducted prior to the conducting of a larger study in order to test the research protocols, instruments used to collect data, strategies for recruiting samples as well as other research techniques (Hassan, Schattner, & Mazza, 2006).

According to Birkett and Day (1994), it was recommended that a sample size of 20 should be used for pilot studies. Browne (1995) then suggested using 30 as the sample size since it was commonplace at

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the time. Julious (2005) suggested a sample size of 24 and recommended a minimum of 12 subjects per group as a minimum. Sample sizes of 10, 15, 25 and 75 in a pilot study were suggested for large (0.8), medium (0.5), small (0.2) or extra small (≤ 0.1) standardized effects sizes. Bujang, Omar & Baharum (2018) stated that a sample size of 30 is considered sufficient in measuring reliability through the use of Cronbach's alpha. (Whitebread et al., 2016)

Therefore, based on the current study, a pilot test will be conducted on 30 samples which are adopted from the sample size for pilot studies developed by Bujang, Omar & Baharum (2018). The pilot study aims to test the reliability of the Workplace Stress Scale, the 8-item scale adapted from the 36-item Job Satisfaction Survey and the Turnover Intention Scale in the Malaysian context among academic staff. Based on the data collected for the pilot study, with a sample size of 30, the Workplace Stress Scale (WSS) had a reliability rating of 0.850, the Job Satisfaction Scale (JSS) was 0.940, and the Turnover Intention Scale (TIS) was 0.726. Looking at the value obtained based on the current study, the Workplace Stress Scale has good reliability, Job Satisfaction Scale has excellent reliability, and the Turnover Intention Scale has acceptable reliability (Segal & Coolidge, 2018). Therefore, it can be said that the instruments used for the current study were reliable to be used in the Malaysian context and the academic population.

Table 3.1 Pilot Test (N = 30)

Instruments	Number of Items	Cronbach's Alpha
Workplace Stress Scale	8	0.850
Job Satisfaction Survey	36	0.940
Turnover Intention Scale	6	0.726

3.8 Summary

Based on the methodology above, the study would be cross-sectional and quantitative in design, and a sample of 381 academic staff would be obtained from the population of 48,643 academic staff who are teaching at private higher education institutions at the time of study using G-Power for determining the sample size of a population. Data collection was done through the non-probability sampling method of purposive sampling due to limitations in terms of time, formal procedures as well as limited manpower. The questionnaire will consist of four sections with Section A being the respondent's background details, Section B being The Workplace Stress Scale used to measure workplace stress, Section C which is the Job Satisfaction Survey to measure job satisfaction and Section D which would be the Turnover Intention Scale that will be used to measure turnover intention. Data was collected from 2020-2022, before and during the pandemic, and also after the lockdown was lifted in Malaysia. Emails and face-to-face distribution were used to obtain the data which was then analyzed using multiple linear regression through SPSS. Finally, a pilot test will be conducted on 30 samples to examine the Workplace Stress Scale, the 8-item scale adapted from the 36-item Job Satisfaction Survey and the Turnover Intention Scale's validity and reliability in the Malaysian context among academic staff.

CHAPTER 4

RESULTS

4.1 Descriptive Analysis

Descriptive statistics allow for the summary and organization of data into tables and charts in order for the data to be understood easily. Mean, standard deviation and frequency using descriptive and frequency statistics were used to summarize the profiles of the participants of the current study.

4.2 Profile of Participants

A total of 135 participants participated in the present study. 25 of the filled questionnaires by the participants did not fulfil the inclusion criteria of the study as they were considered outliers with the other results obtained and were eventually removed, making the final total number of participants in the current study 110 which was still in line with the current sample size of 110 obtained from G-Power. All missing data were handled via listwise deletion, whereby participants with missing values were deleted and excluded from statistical analysis. Based on the data collected from the participants, 3 (2.7%) of them were tutors, 61 (55.5%) of them were Lecturers, 30 (27.3%) of them were Senior Lecturers, 7 (7.3%) of them were Assistant Professors, 6 (5.5%) of them were Associate Professors, and 2 (1.8%) of them were Professors. Looking at the administrative positions of the participants, 7 (6.4%) of them were Deans, 18 (16.4%) of them were Heads of Department and 85 (77.3%) of them did not hold any administrative position in the Institution. 59 (53.6%) participants were female and 51 (46.4%) were male. For the number of years working in the institutes, 53 (48.2%) of participants worked for more than 10 years, 17 (15.5%) of them worked for 9-10 years, 14 (12.7%) of them worked for 7-8 years, 9 (8.2%) of them worked for 5-6 years, 7 (6.4%) of them worked for 3-4 years, 10 (9.1%) of them worked for 1-2 years. 75 (68.2%) of them had an income of more than RM5000, 17 (15.5%) of them had an income between RM4001-RM5000, 15 (13.6%) of them had an income between (RM3001-RM4000), 3 (2.7%) of them had an

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income between RM2001-RM3000. For Marital Status, 80 (72.7%) were married, and 30 (27.3%) were single. The participants' demographic information in the present study was displayed in Table 4.1 below.

Table 4.1

Demographic Information of Participants (N=110)

Variable	n	%	Min	Max	Mean	S.D.
Working Experience			1	>10	3.64	1.69
Number of Years Worked						
1-2 years	10	9.1				
3-4 years	7	6.4				
5-6 years	9	8.2				
7-8 years	14	12.7				
9-10 years	17	15.5				
>10 years	53	48.2				
Gender						
Male	51	46.4				
Female	59	53.6				
Job Title						
Tutor	3	2.7				
Lecturer	61	55.5				
Senior Lecturer	30	27.3				
Assistant Professor	8	7.3				
Associate Professor	6	5.5				
Professor	2	1.8				
Monthly Income						
RM2001-RM3000	3	2.7				
RM3001-RM4000	15	13.6				
RM4001-RM5000	17	15.5				
>RM5000	75	68.2				
Administrative Position						
Dean	7	6.4				
Head of Department	18	16.4				
None	85	77.2				

Marital Status

Married	80	72.7
Single	30	27.3

4.3 Multiple Linear Regression Assumptions

An examination of the data set was done before the interpretation of results obtained from multiple linear regression analysis to determine if the data either met or violated several assumptions of its analysis. The reason for conducting this data examination was to ensure the reliability and validity of the regression analysis results. For results to be interpreted in a more cautious manner, any violation of assumptions must be reported.

4.3.1 Linear Relationship between Independent Variables and Dependent Variable

To test the First assumption above whereby a linear relationship between the independent variables and the dependent variable exists, a scatterplot was created for each variable, with the dependent variable being turnover intention and the independent variables being workplace stress along with job satisfaction. According to Figure 4.1 and Figure 4.2, a linear relationship between the variables can be seen by modelling a linear line on the scatter plot which meets the criteria for the first assumption.

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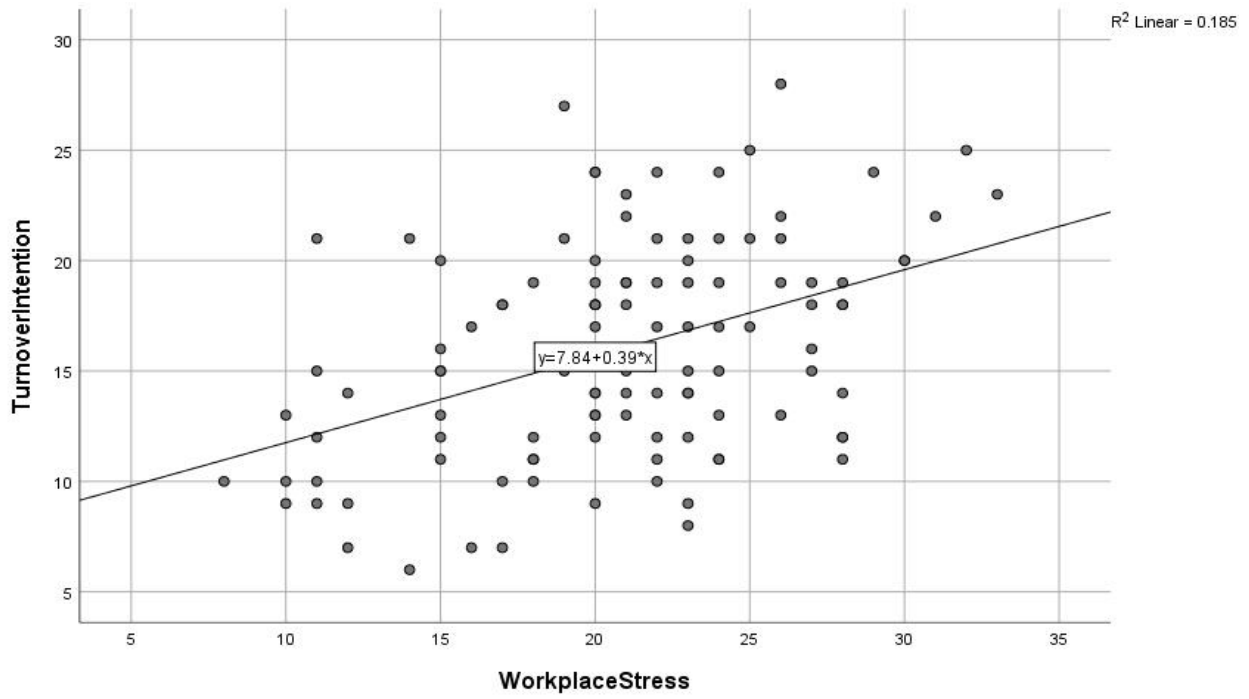


Figure 4.1 Simple scatterplot of workplace stress vs turnover intention

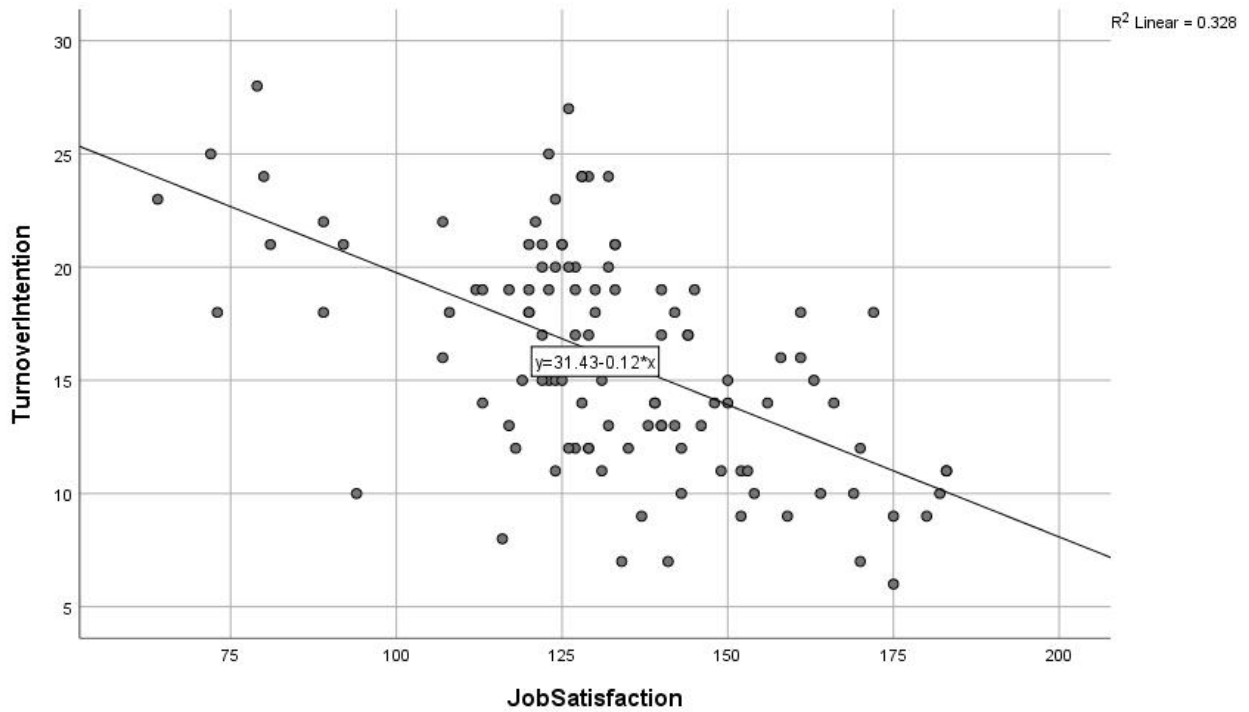


Figure 4.2 Simple scatterplot of job satisfaction vs turnover intention

4.3.2 Multicollinearity in Data

The second assumption suggests that workplace stress and job satisfaction, which are predictors, should not be highly correlated with one another. Two methods can be used to test this assumption. The first method would be through checking the Correlations table (Appendix F) and ensuring the correlation, r is not higher than .70 (Grande, 2015). The second method would be to check the Coefficients table and look at the Collinearity Statistics column. From the collinearity column, the VIF scores need to be below 10 and the Tolerance scores are required to be above 0.2 (Pallant, 2007). According to the current study, the correlation between workplace stress and job satisfaction is $r = -.489$, below .70. Furthermore, the VIF scores were 1.314, below 10, and the Tolerance scores were 0.76, above 0.2. After reviewing the results of the analysis above, it can be inferred that there is no multicollinearity in the data which meets the criteria of the second assumption.

Table 4.2
Correlations

		Workplace Stress	Job Satisfaction
Workplace Stress	Pearson Correlation	1	-.489**
	Sig. (1-tailed)		.000
	N	110	110
Job Satisfaction	Pearson Correlation	-.489**	1
	Sig. (1-tailed)	.000	
	N	110	110

** . Correlation is significant at the 0.01 level (1-tailed).

Table 4.3
Coefficients

Model		Tolerance	VIF
1	Workplace Stress	.761	1.314
	Job Satisfaction	.761	1.314

a. Dependent Variable: Turnover Intention

4.3.3 Independent Values of Residuals.

The third assumption would be that the values of residuals should be independent, which means that each data points are uncorrelated and independent of one another. The Durbin-Watson statistics and examining the Model Summary table could be referred to in order to test this assumption (Refer to Appendix F), which ranges from 0 to 4. In order for the third assumption to be met, the value should be close to 2. The validity of the analysis might be affected if the value obtained was below 1 and above 3 (Field, 2009). The criteria for the third assumption were met by looking at the Durbin-Watson value in Table 4.4, which was 1.677, and fairly close to 2.

Table 4.4
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.598 ^a	.357	.345	3.981	1.677

4.3.4 Constant Variance of Residuals.

Homoscedasticity is the fourth assumption which means that the variation in the residuals has to be similar at each point across the model, which is commonly known as homoscedasticity. This means that the residuals should be constantly spread at each point of the predictor variables. The test of homoscedasticity can be examined based on a scatterplot. For the assumption to be met, the scatterplot should depict randomly distributed dots across the graph, as shown in Figure 4.3. The assumption may be violated if the scatter dots are unevenly distributed or are seen as denser on one side.

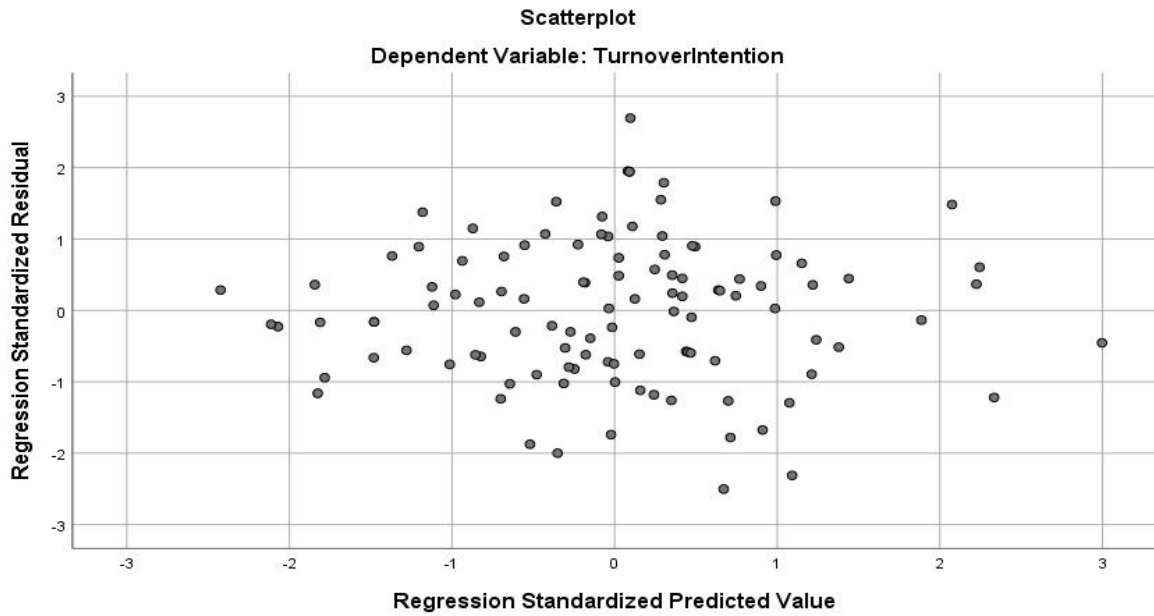
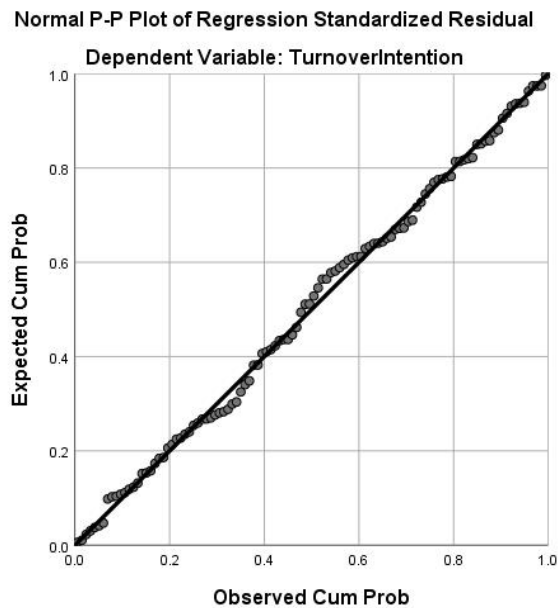


Figure 4.3 Scatterplot of standardized values vs standardized residuals

4.3.5 Normal Distribution of Residuals' Values.

The fifth assumption, whereby the values of residuals should be normally distributed can be examined by referring to the P-P plot of regression Standardized Residual. The closer the dots are to the diagonal line, the closer to normal the residuals are distributed. By referring to Figure 4.4, as the majority of data points can be seen to touch the diagonal line, this indicates that the criteria for the fifth assumption are fulfilled.

Figure 4.4 Normal P-P plot



4.3.6 No Influential Cases Biasing the Model

The model could be significantly affected by Outliers and influential data points which negatively impact the representativeness of the data. In order to identify any influential data points that could possibly have an effect on the model, Cook’s Distance statistics can be applied. Values above 1 are likely to be the significant outlier and may place an unwarranted influence on the model (Tabachnick & Fidell, 2007), and these outliers should therefore be removed before re-running the multiple linear regression analysis. In the current study, the values of Cook’s Distance ranged from .00 to .10, which were all well below 1. Therefore, no significant outliers were detected. Seeing that the data obtained met all required assumptions, the study then proceeded towards the next phase, which is reliability, regression, and mediation analysis respectively.

Table 4.5
Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	8.86	24.81	15.99	2.942	110
Std. Predicted Value	-2.423	2.997	.000	1.000	110
Standard Error of Predicted Value	.386	1.205	.622	.214	110
Adjusted Predicted Value	8.78	24.99	15.99	2.947	110
Residual	-9.963	10.726	.000	3.944	110
Std. Residual	-2.503	2.694	.000	.991	110
Stud. Residual	-2.519	2.711	.000	1.003	110
Deleted Residual	-10.098	10.859	.000	4.042	110
Stud. Deleted Residual	-2.586	2.796	.000	1.012	110
Mahal. Distance	.032	9.001	1.982	2.120	110
Cook's Distance	.000	.104	.008	.014	110
Centered Leverage Value	.000	.083	.018	.019	110

a. Dependent Variable: Turnover Intention

4.4 Reliability Analysis

Reliability can be defined as the degree to which measurements are repeatable when performed by different people during different occasions and under different conditions. Reliability is also the extent of consistency or dependability of a construct (Kubai, 2019). According to Taber (2018), the acceptable reliability for a scale requires that Cronbach’s alpha should have a value equal to 0.70 or above. According to another study, it was stated that Cronbach’s alpha with a value between 0.6 and 0.8 is acceptable. (Said, 2018) It was also stated in a study conducted by Gavidia and Marino (2021) that values of >0.9 are excellent, values of >0.8 are good, and >0.7 is acceptable. Based on the data collected for the present study, with a sample size of 110, the Cronbach’s alpha for the Workplace Stress Scale (WSS) was 0.774, the Cronbach’s alpha for the Job Satisfaction Scale (JSS) was 0.893, and the Cronbach’s alpha for the Turnover Intention Scale (TIS) was 0.806. Looking at the Cronbach’s alpha value obtained in the current study, the Workplace Stress Scale has acceptable reliability, Job Satisfaction Scale has good reliability, and the Turnover Intention Scale has good reliability (Segal & Coolidge, 2018). Therefore, it can be said that the instruments used for the current study were reliable to be used in the Malaysian context and the academic population.

Table 4.6 Reliability results of WSS, JSS, and TIS

Instruments	Number of Items	Cronbach's Alpha
Workplace Stress Scale	8	0.774
Job Satisfaction Survey	36	0.893
Turnover Intention Scale	6	0.806

4.5 Main Findings of Study

With PROCESS Macro, the role of Workplace Stress and Job Satisfaction as predictors of Turnover Intention and the role of Job Satisfaction as a mediator towards Turnover Intention was investigated. Turnover intention (i.e., “TI”) was coded as endogenous variable “Y”, workplace stress (i.e., “WS”) was

coded as exogenous variable “X” and job satisfaction (i.e. JS) was coded as mediator variable “M” in this analysis. Gender (G), number of years working (NYW), monthly salary (MS), and marital status (MS) which are the controlled variables were coded as “Covariate”. All of the controlled variables were coded variables. For instance, looking at Gender, ‘Male’ was coded as 1, while ‘Female’ was coded as 0. For Marital Status, ‘Single’ was coded as 0, ‘Married’ as 1, and ‘Divorced’ as 2.

4.5.1 To determine if workplace stress predicts turnover intention among academic staff of Private Higher Education Institutions in Malaysia

Based on the results obtained, it was found that workplace stress positively predicted turnover intention ($\beta = .19, p = .035$). Therefore, H1 was supported. None of the controlled variables seemed to significantly impact Turnover Intention as the controlled variables have a p-value greater than .05, which would suggest that changes in these variables are not associated with changes in the response, that being turnover intention in this case. Refer to Table 4.5.

4.5.2 To determine if job satisfaction predicts turnover intention among academic staff of Private Higher Education Institutions in Malaysia.

The results yielded showed that job satisfaction negatively predicted turnover intention ($\beta = -.49, p < .001$). Therefore, H2 was supported. None of the controlled variables seemed to significantly impact Turnover Intention as the controlled variables have a p-value greater than 0.05, which would suggest that changes in these variables are not associated with changes in the response, that being turnover intention in this case. Refer to Table 4.7.

4.5.3 To determine if workplace stress predicts job satisfaction among academic staff of Private Higher Education Institutions in Malaysia.

Results yielded showed that workplace stress negatively predicted job satisfaction ($\beta = -.50, p < .001$) Therefore, H3 was accepted. None of the controlled variables seemed to significantly impact towards Job

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Satisfaction as the controlled variables have p-values greater than 0.05, which would suggest that changes in these variables are not associated with changes in the response, that being job satisfaction in this case.

(Table 4.8)

Table 4.7

Model Summary and Coefficient of Workplace Stress, Job Satisfaction, and Turnover Intention (N = 110)

	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	SE	β		
(Constant)	24.0906	3.7296		6.4593	<.0001
Workplace Stress	.1782	.0835	.1957	2.1348	.0352
Job Satisfaction	-.0994	.0187	-.4879	-5.3240	<.0001
Gender	.5432	.7975	.0552	.6800	.4980
Number of Years Worked	-.3291	.2852	-.1130	-1.1538	.2512
Monthly Income	.7477	.5606	.1265	1.3337	.1853
Marital Status	-.4818	.8953	-.0449	-.5381	.5917

B= unstandardized beta, SE= standard error for the unstandardized beta, β = the standardized beta, t= test statistic, p= probability value

Table 4.8

Model Summary and Coefficients of Workplace Stress and Job Satisfaction (N = 110)

	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	SE	β		
(Constant)	158.6317	11.8903		13.3413	.0000
Workplace Stress	-2.2420	.3791	-.5017	-5.9138	.0000
Gender	3.8216	4.1699	.0793	.9165	.3615
Number of Years Worked	-.0589	1.4971	-.0041	-.0394	.9687
Monthly Income	4.7798	2.9055	.1648	1.6451	.1030
Marital Status	2.3660	4.6945	.0449	.5040	.6153

B= unstandardized beta, SE= standard error for the unstandardized beta, β = the standardized beta, t= test statistic, p= probability value

4.5.4 To determine if job satisfaction mediates the relationship between workplace stress and turnover intention among academic staff of Private Higher Education Institutions in Malaysia.

In order to investigate the mediating effect of job satisfaction on workplace stress and turnover intention, PROCESS macro was used to conduct a mediation analysis. Workplace stress negatively predicted job satisfaction ($\beta = -.50, p < .001$) (Path a), and job satisfaction negatively predicted turnover intention ($\beta = -.49, p < .001$) (Path b). Also, workplace stress positively predicted turnover intention ($\beta = .19, p = .0035$) (Path c). All covariances (i.e., gender, number of years worked, monthly salary, and marital status) were seen to be not significant in mediating the relationship between workplace stress and turnover intention. Bootstrapping 5000 resamples was carried out to examine the indirect effect's significance, for further validating job satisfaction's mediating effect. As shown in Figure 4.5, the unstandardized regression coefficient between workplace stress and job satisfaction was statistically significant, with a coefficient value of -2.24, and so was the unstandardized regression between job satisfaction and turnover intention which had a coefficient value of -.10. The indirect effect was .26 with 95% confidence interval (.12, .34). This indicates that Path a x b is significant. The unstandardized regression coefficient between workplace stress and turnover intention with a coefficient value of .18 was also statistically significant. And this indicates that Path c was also significant. Furthermore, a positive coefficient was produced by multiplying a, b and c, $-2.24 \times .10 \times .18 = 0.04$. Referring to a study conducted by Zhao et al. (2010), a complementary mediation requires that:

1. the mediated/ indirect effect (a x b) and direct effect (c) were both significant; and
2. coefficient of a x b x c must be positive.

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From the results obtained, a complementary mediation can be said to have occurred in the current study where job satisfaction partially mediated the relationship between workplace stress and turnover intention. Thus, H4 was supported.

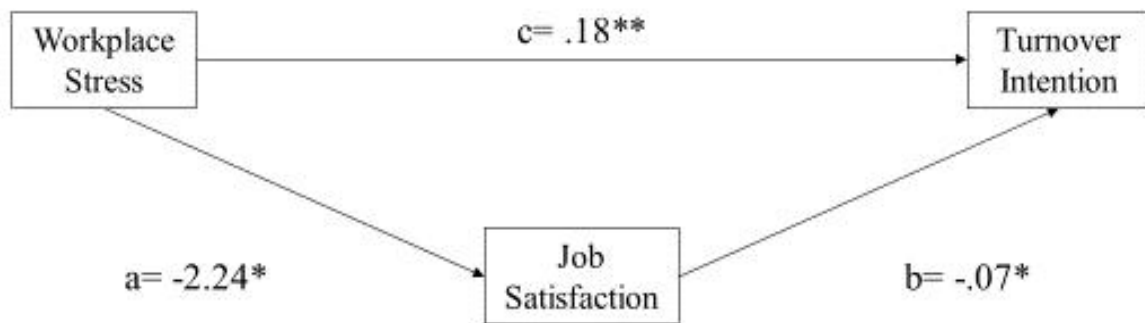


Figure 4.5. Unstandardized regression coefficients for the relationship between workplace stress and turnover intention, as mediated by job satisfaction. The unstandardized regression coefficients of the total effect between workplace stress and turnover intention are in parenthesis. Note: * $p < .001$ ** $p < .01$

CHAPTER 5

DISCUSSION

5.1 Workplace Stress and Turnover Intention

Results from Hypothesis 1 revealed that workplace stress significantly predicted turnover intention among academic staff, consistent with previous studies' findings regarding workplace stress and turnover intention (Celik, 2018; Liu, Zhu, Wu & Mao, 2019). The reason is that excessive workload, role conflict, and poor working environment cause health workers to feel very stressed with their current workplace and seek other jobs which are less stressful (Chao, Jou, Liao & Kuo, 2013). Staff suffering from Workplace Stress display low performance and poor quality of work and life, and this causes them to be less successful in performing tasks to which they contribute (Wang et al., 2020). High levels of such stress (Workplace Stress) can produce organizational outcomes such as staff having a higher tendency towards leaving an organization (Djarmiko, Prasetyo, Sofa, & Alamanda, 2019). Looking at the results obtained, it can be stated that the Malaysian academic staff from private sectors face low levels of workplace stress as they are happy with their work condition which is considered pleasant and safe, they are able to easily express their opinions and feelings about their work conditions to their supervisors and they also feel that their performance is recognized by their supervisors which in turn leads to lower turnover intention because they feel less pressured every time they go to work and they feel appreciated for their efforts. As the results of previous studies were not linked to the academic setting and were not in the Malaysian context, the results of this study could be of interest to future researchers and the HR of private higher education institutions to act as a reference when studying the predicting effects that workplace stress has towards turnover intention.

5.2 Job Satisfaction and Turnover Intention

Looking at the results of Hypothesis 2, it can be stated that job satisfaction negatively predicted turnover intention, which was in line with the findings of previous studies (Rathakrishnan, Ng, & Tee, 2016; Lu et al., 2017). The perception of staff towards their superiors, work colleagues, characteristics of the job, compensation packages and career development are factors that are responsible for shaping overall job satisfaction (Saragih, Prasetyo, & Luturlean, 2020). Satisfaction with supervision also improves overall job satisfaction among staff (Alam & Asim, 2019). Employees will examine their level of satisfaction based on the work they are currently working on. Higher levels of job satisfaction will greatly impact employees' willingness to remain longer in an organization (Saragih, Prasetyo, & Luturlean, 2020). Furthermore, organizations that provide staff with working environments which are good as well as assist in the development of good co-worker relationships among the staff will improve job satisfaction which in turn leads to lower intention to leave the organization (Alam & Asim, 2019). Based on the results obtained, the level of job satisfaction among the Malaysian academic staff of private higher education institutions was linked to being satisfied with their supervisors and also their work colleagues as well as enjoying what they do at work as they feel a sense of pride in doing their job. Receiving recognition or reward for their long years of staying in the organization also contributed to the academic staff's job satisfaction because they feel appreciated for what they do and their loyalty towards the organization. This reduces their turnover intention as they feel that they have competent supervisors and co-workers and are being rewarded and given recognition for their loyalty, which reduces their likelihood of leaving the organization.

Since the findings of previous studies were not carried out in Malaysia and were not related to the academic staff, the findings of this study could provide a new understanding of the predicting effects of job satisfaction towards turnover intention for the HR department as well as employers of private higher education institutions.

5.3 Workplace Stress and Job Satisfaction

The results of Hypothesis 3 indicated that Workplace Stress was a significant predictor of Job Satisfaction which were in line with previous studies (Li et al., 2014; Tao, Guo, Liu, & Li, 2018). Staff with higher levels of stress usually have lower satisfaction towards the job that they are doing, and as they are continuously faced with responsibilities and tasks that are demanding, staff happiness will gradually be reduced (Saragih, Prasetyo, & Luturlean, 2020). Staff who do not enjoy their job have less job satisfaction (Saragih, Prasetyo, & Luturlean, 2020). The working environment, control over one's work, and relations with co-workers and organizational supervisors contribute to job satisfaction (Zaidi, Ashiq & Rehman, 2021). A positive and healthy environment provides staff with opportunities to demonstrate their skills and capabilities as well as earn prestige (Zaidi, Ashiq & Rehman, 2021). According to the results, the academic staff were happy with their work conditions and the recognition they received for their efforts. In relation to the Job Demand Control Theory, being happy with their pleasant working conditions reduces their stress level as they feel safe and enjoy working in their workplace. Being given the recognition they deserve makes them feel less pressured when doing their job because it is appreciated. These factors, therefore, led to them feeling satisfied because they are happy and appreciated in their workplace.

The findings of this study could fill the gap of previous studies by providing new insights on the predicting effects of workplace stress towards job satisfaction for future researchers, the HR department as well as employers of private higher education institutions.

5.4 Mediating Role of Job Satisfaction on Workplace Stress and Turnover Intention

The findings from Hypothesis 4 indicated that job satisfaction mediated workplace stress and turnover intention which was in line with previous studies (Prasetyo et al., 2018; Hakim, Sudarmiatin, & Sutrisno, 2018; Ferdian, Luturlean, Zhafira & Izumi, 2020). Satisfaction in reward, occupation and organizational management successfully mediated the relationship between workplace stress and turnover intention (Liu, Zhu, Wu & Mao, 2019; Lebang & Ardiyanti, 2020). According to Lebang & Ardiyanti (2020), job

stability and being satisfied with the work environment were also strong indicators to show high levels of job satisfaction. A workplace where the staff are with coworkers who trust and respect each other, who are more flexible and not rigid, which makes it easier to discuss or ask for advice, and being with colleagues who support one another would increase job satisfaction, thus increasing the likelihood of employees remaining in an organization (Lebang & Ardiyanti, 2020). Therefore, in applying the Job Demand Control Theory, based on the results obtained in relation to the academic staff of private higher education institutions in Malaysia, when academic staff have low workplace stress whereby they are working in pleasant conditions that are less stressful, they will feel satisfied with their job and are less likely to leave the organization.

As the previous studies were done outside of Malaysia and did not involve academic staff, the findings of this study could provide future researchers with a new understanding of the mediating role that job satisfaction has on workplace stress and turnover intention when it comes to the academic setting of Malaysia which could benefit future researchers who plan to carry out similar research, as well as the HR department and the employers of private higher education institutions in better dealing with turnover intention among academic staff.

5.5 Implication of Study

5.5.1 Theoretical Implication

Results obtained from the present study have allowed for an increase in understanding of workplace stress and job satisfaction in explaining turnover intention in the Malaysian private educational sector. The current study acted as one of the pioneer studies in Malaysia in exploring the possible underlying mechanism regarding the relationship between workplace stress, job satisfaction and turnover intention among academic staff of private higher education institutions, in which job satisfaction was found to be a significant mediator between workplace stress and turnover intention. Thus, the current research has assisted in adding value to the existing workplace stress and job satisfaction literature in a non-Western

setting, particularly in the education industry in Malaysia. In addition, this study also further strengthens the Job Demand Control Theory by Robert Karasek (1979) in the Malaysian Context whereby the concept of Job Demand Control is often used to describe the nature of a job and the amount of control one has over one's work in determining one's intention to leave or continue to stay in the organization, which is a key topic in relating workplace stress, job satisfaction and turnover intention. With these significant findings, validation of the theory could be made, along with the conceptual framework which makes the findings applicable in the non-Western setting, specifically, in the education industry of Malaysia. Therefore, The current results could be a source for future studies' reference.

5.5.2 Practical Implication

The current study allowed for better insight and greater awareness to the employers in the Private Higher Education Sector towards the importance of reducing workplace stress and ensuring high levels of job satisfaction among their staff. Results obtained from the current study showed that workplace stress positively predicted turnover intention. In simple terms, when employees have high levels of workplace stress, they are more likely to develop thoughts of leaving the organization. Therefore, employers will have to reduce employees' workplace stress to ensure that they are more likely to remain in the organization (Liu et al., 2019). Based on the current study, although the academic staff indicate low levels of workplace stress, there were certain areas that they were facing pressure from which employers could highlight and improve on to avoid an increase in workplace stress if left unchecked and to perhaps instead further reduce workplace stress among the academic staff. Even though restructuring and additional costs are inevitable, employers need to think of ways to minimize employees' workplace stress. Measures to reduce workplace stress should still be implemented to ensure that academic staff have low levels of stress on a consistent basis, one of the measures that could be implemented would be to carry out stress management workshops in order to assist academic staff in identifying, acknowledging as well as in providing the means for academic staff to deal with their stresses. That way, the academic staff would be

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able to understand the nature of their stress better and be better able to deal with those stresses accordingly to reduce workplace stress. If needed, the employers could conduct interviews with each staff member for instance to ask about how they feel about their control over the work they do and, if given the opportunity, how they would like to exercise their flexibility with regard to their teaching or the way they work, therefore making the staff feel appreciated and being heard.

The current study also showed that job satisfaction negatively predicted turnover intention; if employees are more satisfied with their jobs, they are more likely to remain with the organization. And since the level of satisfaction in the current study was ambivalent, further steps could be taken to improve academic staff's job satisfaction. Therefore, employers should put more effort into improving employees' job satisfaction by providing more attractive offers and better benefits packages (Liu, Zhu, Wu & Mao, 2019). It is imperative that employers promote more attractive rewards and competitive wages such as giving higher pay to academic staff compared to other industries. Benefit packages such as dental care or medical insurance should also be provided to improve reward satisfaction and payment mechanisms that are more effective should be introduced such as the use of online banking transfer to ensure convenience when receiving payment which saves staff a lot of time and is more secure as well as immediate compared to receiving a check where staff will have to go all the way to the bank to deposit their salary, this will also allow staff to easily keep track of their payments as there will be banking records of the transfer. In addition, individuals who have been staying with the organization for long periods of time should be given more attention by providing them with more frequent raises for their efforts and long-term commitment within the organization, thus improving their motivation and commitment. This will also motivate newly recruited staff to remain longer in the organization as there are rewards and benefits for remaining with the organization for longer periods.

Furthermore, this study revealed that job satisfaction also serves as a mediator between workplace stress and turnover intention. And this indicates that even though an organization places a lot of emphasis

on increasing job satisfaction through different means, the turnover intention might still be high if work stress is not reduced or taken into consideration. Therefore, it is important for employers to address job satisfaction and work stress without considering them when improving staff well-being to reduce turnover intention effectively. It is suggested that employers carry out the recommendations mentioned above for improving job satisfaction and reducing workplace stress with equal emphasis, not neglecting either one of the categories and conducting certain monthly surveys whereby survey forms are given to academic staff to fill in order to determine their levels of stress along with their job satisfaction within the institute so as to ensure that they are not highly stressed out and that they are satisfied with their workplace. And, for instance, if it is found out that they are satisfied with their workplace but face a lot of stress, the HR department could conduct interviews with them to identify the issue and focus on resolving that particular issue so that the staff are not only satisfied but also have low levels of work stress.

5.6 Research Limitations and Recommendations for Future Studies

One of the limitations of this current study was the sampling method used. Since the research faced limitations in terms of time and formal procedures as well as limited manpower, the non-probability sampling method of purposive sampling was applied. A lack of representativeness of the sample group to the actual population would be the disadvantage of using non-probability sampling. In addition, the participants were only sampled in West Malaysia, and this also served as another limitation of the current study. And though the results obtained turned out to be significant, since the sample group was only focused in West Malaysia, the conclusion made with reference to the findings from the current study could not be generalized to the whole of Malaysia. Based on the limitations above, suggestions that could be made would be the employment of a probability sampling method to sample participants for future studies and also increase the range of the participants to include participants from East Malaysia as well in order to increase the representativeness and generalizability of future studies.

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The recent covid outbreak also caused the data collection process to be delayed as face-to-face distribution can not be done due to the lockdown and there was a lack of responses from online distribution thus causing the data collection to be slowed down during the period of the lockdown from February 2020- January 2022. This delay was resolved after the lockdown was lifted in 2022 and university entry was made possible again, therefore the questionnaires were immediately distributed through face-to-face distribution in order to fulfill the remaining sample size needed for data collection. As the data collection period was prior to and during covid-19 pandemic, the responses might be biased because conditions prior to and during the covid-19 pandemic are different. Therefore, to avoid such a situation from occurring in the future, it is recommended that data be collected based on one period of time in order to avoid biases.

Also, the present study only focuses on one mediator, which is job satisfaction. There may be other possible variables that may mediate workplace stress and turnover intention, such as job performance and organizational commitment which future studies may consider looking into. According to Suswati (2020), job performance was indicated to mediate the relationship between work stress to turnover intention fully. Furthermore, organizational commitment was indicated to partially mediate work stress and turnover intention (Dewi & Piartrini, 2021). By investigating the role of these potential mediators, additional insights into the underlying mechanism of the relationship between workplace stress and turnover intention could be provided for future studies.

Further recommendation would be to include other determining factors behind stress and job satisfaction. In a study conducted among private-sector employees, it was indicated that locus of control had an impact towards job satisfaction whereby internal locus of control increases job satisfaction (Padmanabhan, 2021). It was also stated that an employee's perception of training had a negative impact towards workplace stress and a positive impact towards job satisfaction (Sensen & Ertan, 2021). Furthermore, in a study conducted among bank employees, having sufficient supporting facilities, physical

environments that are satisfactory, as well as good management had an impact towards reducing workplace stress whereas providing appropriate responsibilities, improving employee career development policies, rewarding workers that performed well, making improvements on the welfare of workers, fostering employees' passion towards their job & the implementation of management that is consultative in nature had an impact towards job satisfaction (Kurniawatya et al.,2019).

5.7 Conclusion

The current study provided us with a much better understanding of how workplace stress, job satisfaction and turnover intention were linked to each other. Looking at the current findings, job satisfaction could be inferred to have an indirect effect towards academic staff's intention to leave the organization as a result of workplace stress. With the support of the Job Demand Control Theory, it is jobs that are passively come with high levels of job demands along with higher levels of decision latitude that increase stress and as individuals are faced with jobs which are highly demanding and which afford minimal control, they would feel high levels of workplace stress which results in them being dissatisfied with their jobs. This would eventually lead to turnover intention as high levels of job demands along with lower job control may lead to high levels of stress, physically and psychologically towards individuals to the extent that they are unable to cope with the strain and decide to quit due to too much pressure and due to them being dissatisfied with their work conditions. Turnover Intention among Academic staff is an issue that should be taken seriously as it often results in poor quality education provided and reduced productivity at work. Therefore, employers need to figure out ways to ensure that there is a constant reduction of workplace stress and increased job satisfaction among academic staff in order to decrease the likelihood of intention to leave the private institution. Carrying out these actions will eventually contribute to organizational effectiveness and success, as a whole.

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APPENDIX A



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**Department of Psychology and Counseling
Faculty of Arts and Social Science
Universiti Tunku Abdul Rahman**

Introduction

I would like to conduct a study to examine the effects of work stress and job satisfaction on turnover intention.

Procedures and Confidentiality

The following questionnaire contains 4 sections of which you are required to answer all sections accordingly. The questionnaire will require approximately 10-15 minutes to complete. All information provided will remain **private and confidential**. The information given will only be reported as group data with no identifying information and only use for academic purposes.

Participation

All the information gathered will remain anonymous and confidential. Your information will not be disclosed to any unauthorized person and would be accessible only by group members. Participation in this study is voluntary, you are free to withdraw with consent and discontinue participation at any time without prejudice. Your responses will be coded numerically in the research assignment for the research interpretation. Your cooperation would be greatly appreciated. Please contact the researcher via alexhlfoo@gmail.com (Alexander Foo Hong Leong) if you have any questions.

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

If you choose to participate in this study, please answer the questions as honestly as possible and return the completed questionnaire promptly.

By signing this informed consent form, you are indicating that you understand the nature of the research study and your role in that research and that you agree to participate in the research.

Sincerely,

Mr Alexander Foo Hong Leong

By signing this form, I am stating that I am at least 18 years old and that I understand the above information and consent to participate in this study.

Participant's Printed Name (optional) Participant's Signature Date

Section A: Demographics Information

Please circle the relevant information and fill in the blanks if necessary.

Gender: Male / Female

Number of years worked in the university: 1-2 / 3-4 / 5-6 / 7-8 / 9-10 / >10

Nationality: Malaysian/Others _____ (Please specify)

Income per month: RM1000-RM2000 / RM2001-RM3000 / RM3001-RM4000/

RM4001-RM5000/ >RM5000

Marital status: Single / Married / Divorced

Section B: Workplace Stress Scale

The Workplace Stress Scale™ Copyright © The Marlin Company, North Haven, CT, and the American Institute of Stress, Yonkers, NY

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

Directions: Please circle the following number for each situation that best describes how you feel at your workplace.

No.		Never	Rarely	Sometimes	Often	Very Often
1.	Conditions at work are unpleasant or sometimes even unsafe.	1	2	3	4	5
2.	I feel that my job is negatively affecting my physical and emotional well-being.	1	2	3	4	5
3.	I have too much work to do and/or too many unreasonable deadlines.	1	2	3	4	5
4.	I find it difficult to express my opinions or feelings about my job conditions to my superiors.	1	2	3	4	5
5.	I feel that job pressures interfere with my family or personal life.	1	2	3	4	5
6.	I have adequate control or input over my work duties.	1	2	3	4	5
7.	I receive appropriate recognition or rewards for good performance.	1	2	3	4	5
8.	I am able to utilize my skills and talents to the fullest extent at work.	1	2	3	4	5

Section C: Job Satisfaction Survey (JSS)

<p>JOB SATISFACTION SURVEY</p> <p>Paul E. Spector Department of Psychology University of South Florida</p> <p>Copyright Paul E. Spector 1994, All rights reserved.</p>		
<p>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p>		<p>Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much</p>
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6

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2	There is really too little chance for promotion in my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My superior is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of the people I work with.	1 2 3 4 5 6

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17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have that we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I do not feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6

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34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

Section D: Turnover Intention Scale

The following section aims to ascertain the extent to which you intend to stay at the organization.

Please read each question and circle your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

1	How often have you considered leaving your job?	Never	1-----2-----3-----4-----5	Always
2	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-----2-----3-----4-----5	Totally dissatisfying
3	How often are you frustrated when not given the opportunity to achieve your personal work-related goals at work?	Never	1-----2-----3-----4-----5	Always
4	How often do you dream about getting another job that suits your needs better?	Never	1-----2-----3-----4-----5	Always
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
6	How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

Descriptive Analysis

[DataSet8] D:\SPSS Data & Output\Data For Multiple Regression & Process Macro.sav

		Statistics					
		Gender	NumberofYears Worked	MonthlyIncome	MaritalStatus	Designation	AdministrativePo sition
N	Valid	110	110	110	110	110	110
	Missing	0	0	0	0	0	0
Mean		.54	3.64	3.49	.73	1.63	1.71
Std. Deviation		.501	1.690	.832	.447	.994	.580

Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	51	46.4	46.4	46.4
	Female	59	53.6	53.6	100.0
	Total	110	100.0	100.0	

		NumberofYearsWorked			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	10	9.1	9.1	9.1
	3-4 years	7	6.4	6.4	15.5
	5-6 years	9	8.2	8.2	23.6
	7-8 years	14	12.7	12.7	36.4
	9-10 years	17	15.5	15.5	51.8
	>10 years	53	48.2	48.2	100.0
	Total	110	100.0	100.0	

		MonthlyIncome			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM2001-RM3000	3	2.7	2.7	2.7
	RM3001-RM4000	15	13.6	13.6	16.4
	RM4001-RM5000	17	15.5	15.5	31.8
	>RM5000	75	68.2	68.2	100.0
	Total	110	100.0	100.0	

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MaritalStatus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	30	27.3	27.3	27.3
	Married	80	72.7	72.7	100.0
	Total	110	100.0	100.0	

Designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tutor	3	2.7	2.7	2.7
	Lecturer	61	55.5	55.5	58.2
	Senior Lecturer	30	27.3	27.3	85.5
	Assistant Professor	8	7.3	7.3	92.7
	Associate Professor	6	5.5	5.5	98.2
	Professor	2	1.8	1.8	100.0
	Total	110	100.0	100.0	

AdministrativePosition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dean	7	6.4	6.4	6.4
	Head of Department	18	16.4	16.4	22.7
	None of The Above	85	77.3	77.3	100.0
	Total	110	100.0	100.0	

Reliability Test (Pilot Study) Scale: Workplace Stress

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

Reliability Statistics

Cronbach's Alpha	N of Items
.850	8

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.940	36

Scale: Turnover Intention

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.726	6

Reliability Test (Actual Study)
Scale: Workplace Stress

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.774	8

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	36

Scale: Turnover Intention

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.806	6

Mediation Analysis

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.1 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
 Y : TI
 X : WS
 M : JS

Covariates:

G NYW MI MS

Sample

Size: 110

OUTCOME VARIABLE:

JS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5250	.2756	442.3656	7.9144	5.0000	104.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	158.6317	11.8903	13.3413	.0000	135.0528	182.2106
WS	-2.2420	.3791	-5.9138	.0000	-2.9937	-1.4902
G	3.8216	4.1699	.9165	.3615	-4.4476	12.0907
NYW	-.0589	1.4971	-.0394	.9687	-3.0278	2.9099
MI	4.7798	2.9055	1.6451	.1030	-.9819	10.5415
MS	2.3660	4.6945	.5040	.6153	-6.9434	11.6754

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

Standardized coefficients

	coeff
WS	-.5017
G	.0793
NYW	-.0041
MI	.1648
MS	.0449

Covariance matrix of regression parameter estimates:

	constant	WS	G	NYW	MI	MS
constant	141.3785	-2.8292	-8.6031	3.2306	-22.3857	-10.0219
WS	-2.8292	.1437	-.1136	-.0795	.0216	.1521
G	-8.6031	-.1136	17.3883	-1.0236	2.0913	-2.5992
NYW	3.2306	-.0795	-1.0236	2.2414	-2.2643	-1.7070
MI	-22.3857	.0216	2.0913	-2.2643	8.4419	-.5642
MS	-10.0219	.1521	-2.5992	-1.7070	-.5642	22.0382

OUTCOME VARIABLE:

TI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6111	.3735	16.0518	10.2340	6.0000	103.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	24.0906	3.7296	6.4593	.0000	16.6937	31.4874
WS	.1782	.0835	2.1348	.0352	.0126	.3438
JS	-.0994	.0187	-5.3240	.0000	-.1365	-.0624
G	.5423	.7975	.6800	.4980	-1.0394	2.1240
NYW	-.3291	.2852	-1.1538	.2512	-.8947	.2366
MI	.7477	.5606	1.3337	.1853	-.3642	1.8595
MS	-.4818	.8953	-.5381	.5917	-2.2575	1.2939

Standardized coefficients

	coeff
WS	.1957
JS	-.4879
G	.0552
NYW	-.1130
MI	.1265
MS	-.0449

Covariance matrix of regression parameter estimates:

	constant	WS	JS	G	NYW	MI	MS
constant	13.9100	-.2267	-.0553	-.1007	.1140	-.5477	-.2327
WS	-.2267	.0070	.0008	-.0071	-.0028	-.0030	.0037
JS	-.0553	.0008	.0003	-.0013	.0000	-.0017	-.0008
G	-.1007	-.0071	-.0013	.6361	-.0372	.0823	-.0912
NYW	.1140	-.0028	.0000	-.0372	.0813	-.0823	-.0620
MI	-.5477	-.0030	-.0017	.0823	-.0823	.3143	-.0165
MS	-.2327	.0037	-.0008	-.0912	-.0620	-.0165	.8016

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

Test(s) of X by M interaction:

F	df1	df2	p
.4424	1.0000	102.0000	.5075

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

TI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4484	.2011	20.2724	5.2353	5.0000	104.0000	.0003

Model

	coeff	se	t	p	LLCI	ULCI
constant	8.3151	2.5454	3.2667	.0015	3.2675	13.3627
WS	.4012	.0812	4.9431	.0000	.2402	.5621
G	.1623	.8927	.1818	.8561	-1.6079	1.9325
NYW	-.3232	.3205	-1.0084	.3156	-.9587	.3124
MI	.2723	.6220	.4379	.6624	-.9611	1.5058
MS	-.7171	1.0050	-.7135	.4771	-2.7100	1.2758

Standardized coefficients

	coeff
WS	.4404
G	.0165
NYW	-.1110
MI	.0461
MS	-.0668

Covariance matrix of regression parameter estimates:

	constant	WS	G	NYW	MI	MS
constant	6.4790	-.1297	-.3943	.1480	-1.0259	-.4593
WS	-.1297	.0066	-.0052	-.0036	.0010	.0070
G	-.3943	-.0052	.7969	-.0469	.0958	-.1191
NYW	.1480	-.0036	-.0469	.1027	-.1038	-.0782
MI	-1.0259	.0010	.0958	-.1038	.3869	-.0259
MS	-.4593	.0070	-.1191	-.0782	-.0259	1.0100

***** CORRELATIONS BETWEEN MODEL RESIDUALS *****

	JS	TI
JS	1.0000	.0000
TI	.0000	1.0000

WORK STRESS, JOB SATISFACTION, TURNOVER INTENTION

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c'_cs
.4012	.0812	4.9431	.0000	.2402	.5621	.4404

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c'_cs
.1782	.0835	2.1348	.0352	.0126	.3438	.1957

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
JS	.2230	.0547	.1259	.3390

Completely standardized indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
JS	.2448	.0579	.1404	.3645

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----



UNIVERSITI TUNKU ABDUL RAHMAN

Re: U/SERC/189/2019

25 September 2019

Dr Lee Lai Meng
 Department of Advertising
 Faculty of Arts and Social Science
 Universiti Tunku Abdul Rahman
 Jalan Universiti, Bandar Baru Barat
 31900 Kampar, Perak

Dear Dr Lee,

Ethical Approval for Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student’s project) and are pleased to inform you that your application has been approved under expedited review.

The details of your research project are as follows:

Research Title	Predictors of Academic Staff Turnover Intention in Malaysian Private Higher Education Institutions
Investigator(s)	Dr Lee Lai Meng Alexander Foo Hong Leong (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Malaysia
No of Participants	381 participants (Age: 21 - 60)
Research Costs	Self-funded
Approval Validity	25 September 2019 - 24 September 2020

The conduct of this research is subject to the following:

- (1) The participants’ informed consent be obtained prior to the commencement of the research,
- (2) Confidentiality of participants’ personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.



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Should you collect the personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.



Yours sincerely,

Professor Ts Dr Faiz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Arts and Social Science
 Director, Institute of Postgraduate Studies and Research

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