

The Influence of Work Satisfaction, Work Stress and Work Life Balance towards Turnover Intention among Staffs in a Manufacturing Company

NUR SYAHEERA ATAN

Kolej Universiti Islam Antarabangsa Selangor (KUIS)
syaheera@kuis.edu.my

NORAZNIDA HUSIN

Kolej Universiti Islam Antarabangsa Selangor (KUIS)
noraznida@kuis.edu.my

WAN NURAFIQAH ABDUL AZIZ

Kolej Universiti Islam Antarabangsa Selangor (KUIS)
19bb02026@student.kuis.edu.my

ABSTRACT

Turnover has created several problems faced by the employer especially in a manufacturing company around the globe. It becomes one of the crucial issue due to the high cost of money spent, time and energy provided. The other employees also faced several kind of problems while their colleagues tend to quit from the job. Employees' welfare needs to be one of the most important aspects to be focused by the employer to overcome this issue before it getting worst. This paper aims to identify the level of work satisfaction, work stress and work life balance among staffs in a manufacturing company in Semenyih, Selangor. Besides, it is aimed to analyze the association between the demographic factors and the turnover intention. The third objective is to investigate the most dominant factor that influences the turnover intention among staffs. This paper employed questionnaire-based surveys and a simple random sampling method. A total of 143 respondents were administered and the data were analyzed using descriptive analysis, Mann-Whitney U Test, Kruskal Wallis Test and multiple regression analysis. The findings show that the level of work satisfaction and turnover intention among staffs are moderate while the level of work stress and work life balance among staffs are high. Besides, it is found that there exists difference in turnover intention in term of respondents' education level and service duration. On the other hand, work life balance is found to be the most dominant factor that influences the turnover intention. The results may provide some insight for the employers to have a better planning and performance while managing staffs in their company.

Keywords: Turnover Intention, Work Satisfaction, Work Stress, Work Life Balance, Employer

INTRODUCTION

Human capital has become an important component in today's competitive world. Organizations that are directly involved in the industry need to make human capital as an issue that needs to be taken care of. Organizations in the modern era have challenges to maintain a good quality of human capital such as retaining talented and skilled employees and also

maintaining the quantity and a good quality of employees in organizations. The attitude and personality of the employees are different from each other and are not inherited by the new employee in an organization. Therefore, the need to retain talented and quality employees is one of the critical issue for the employers and organizations.

Turnover intention can be defined as the desire to move or leave of employees from their organization with reason to get a better job. Employees whom frequently have intention to change the jobs and quit from their existing organization usually have problems related to the work satisfaction, work stress and work life balance. This turnover intention among workers has become one of the most important issue for an organization. This issue really needs special attention form the management as it can affects the workplace atmosphere and lead to a decrease in performance (Chang, Black, P., & William, D., 2013). According to Rajan, D. (2013), the turnover intention drives companies to compete with other organizations to maintain the quality of their employees as globalization continues to grow rapidly. To ensure that organizations remain in the globally competitive market, some organizations indirectly put a high pressure on the employees thus becoming a burden to them.

For most organizations, turnover intention results in a waste of investment in the workers' selection and training of new staffs. Investments in terms of energy, time and cost cause huge losses to the organization especially if it happens more frequently. In addition, the high rate of job turnover propensity in an organization affects the motivation of the existing staffs, increases workload and affects work planning in the organizations involved. The resignation of skilled workers as a good human capital also give negative impacts on the efficiency, effectiveness and overall performance of an organization (Kaya & Abdioglu, 2010). The smooth implementation of work is disrupted, thus affecting the overall performance of an organization.

What is the main factor of the occurrence of this turnover problem, is it due to work stress, no work satisfaction or no work life balance among the workers? This study will attempt to answer this question by focusing on the aspects that influence the turnover intention. A manufacturing company in Semenyih, Selangor became the focus of researchers to achieve the objectives of the study. This study intend to broadly explore the turnover issue among workers by (1) identifying the level of work satisfaction, work stress, work life balance and turnover intention among staffs in a manufacturing company in Semenyih, Selangor, (2) analyzing the relationship between the demographic factors and the turnover intention among staffs and, (3) investigating the most dominant factor that influence the turnover intention among staffs in a manufacturing company. To obtain these objectives, four variables such work satisfaction, work stress, work life balance and turnover intention were selected to see the influence on the turnover intention among workers in a manufacturing workplace. The remaining sections exhibit five sections include literature review, research methodology, empirical results and findings, and conclusion.

LITERATURE REVIEW

Turnover intention can be defined as the conscious and deliberate intent to leave the organization (Tett & Meyer, 1993). In other words, it is the extent to which employees plan to leave the organization (Bothma & Roodt, 2013; Jacobs & Roodt, 2011). Work satisfaction was found to be the major factor causing employee turnover (Du Plooy & Roodt, 2010). According to a study conducted by Qureshi et al. (2013), employees tend to leave the organization due to several factors such as communication problems in the workplace, environment, job assigned, salaries and benefits received that do not satisfy the employees. The tendency of job turnover also occurs due to several external factors such as company characteristics, financial problems, personal conflicts or opportunities to have a better career (Martin et al., 2015).

Work Satisfaction

According to Hassan & Roshidi (2014), most previous theories and research have found that work satisfaction is one of the variables influences turnover intention. Work satisfaction can be defined as what an employee should obtain from an organization and what an employee expects (Hassan & Roshidi, 2014). Work satisfaction can influence the decision of an employee who is willing to stay or leave the organization. Work dissatisfaction will cause employees to consider leaving their current job and thinking about switching to another job. If employees satisfied with their current job, they will stay longer in the organization. However, if the employee dissatisfied with the current career and has employment opportunities in other organization, they will leave the organization (Zulbahari, N. H., and Alias, R. 2014). Employees with high level of work satisfaction will react with good behavior and good performance in order to ensure the missions, goals and objectives of the organization are achieved successfully (Hussein Alkahtani, A., 2015).

Work Stress

Nowadays, individuals who live with high level of stress will affect their life routine, especially if it influences an individual's career performance. The situation of having overload commitment and high level of stress that affect the turnover intention continuously to be extensively studied and refined. Somers (2009) says that a stressful work environment can cause serious physical and emotional effects on employees. Indeed, it has been proven that employees who experience higher level of work stress have a higher tendency to quit from their current job. There are several stress factors related to the individuals' career, including unstable job, unsafe work environment, job continuity, overload and finally having intention to leave the organization (Qureshi et al., 2013).

Work Life Balance

Work life balance also was found to be a major cause of job turnover. Work life balance really important to fulfill the needs of employees in different ways such as social, self-esteem, skills and so on (Cheung & Tang, 2009). Dissatisfaction with working life is a problem that affects almost all employees, regardless of position or status. The frustration, boredom, and anger commonly felt by employees who are dissatisfied with their work life gives high burden on the individuals or organizations. Thus, by giving attention towards work life balance, it enables organizations to understand how the work environment influences employee's work experience, work satisfaction and organizational commitment (Mohammed J Almalki et al., 2012).

METHODOLOGY

This paper is a quantitative research using a set of questionnaire as the instrument to collect the data. The survey questionnaire consists of three parts. Part A collects data about the demographic background of the respondents, Part B focuses on the questions related to the work satisfaction, work stress and work life balance. Part C gains respondents' information related to the turnover intention. Respondents were required to answer the questionnaire using a five-point Lickert scale ranging from 1- strongly disagree to 5- strongly agree. The respondents were 143 out of 220 staffs in one of the manufacturing company in Semenyih, Selangor.

The data was collected using simple random sampling via Google Form. A pilot test was conducted among 30 respondents to clarify the content validity of the questionnaire. The reliability test is done by applying Cronbach's Alpha. Statistical Package for the Social Science (SPSS) version 26 then was used as a tool to analyze the data using descriptive analysis, Mann-Whitney U Test, Kruskal Wallis Test and Multiple Linear Regression.

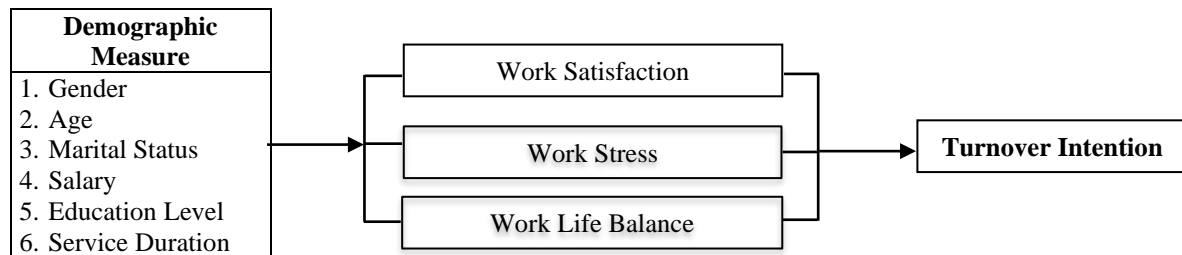


Figure 1. Research Framework

EMPIRICAL RESULTS

The findings indicate that out of 143 respondents, 85% are female, and 15% males as summarized in Table 1. In terms of the age range, a large portion of the respondents are between 18 and 25 years old (74.3%). The survey data also shows that 84.3% of the respondents are single and about 15.7% married respondents. As for the educational level profile, the highest percentages are of those who have obtained a Diploma (37.1%), followed by Bachelor Degree (35%) and Sijil Pelajaran Malaysia (SPM) holders (17.9%). Majority (46.4%) of respondents earn between RM1001-RM2000, while 32.9% are those with an income below RM1000, and 13.6% earn between RM2001-RM3000. These results depict that most of the respondents are in the lower-income range and very few participants gain high income. With regards to the respondent's service duration, the highest duration (50.7%) was workers with less than one year experience, followed by workers with 1-5 years of service duration (41.1%) and about 5% with more than 10 years of experience. The summary of the demographic profile of the respondents listed in Table 1.

Table 1: Respondents' Profile

Construct	Characteristics	Frequency	Percentage
Gender	Male	21	15.0
	Female	119	85.0
Age	18-25 years old	104	74.3
	26-35years old	27	19.3
	36-45years old	7	5.0
	46 & above	2	1.4
Marital Status	Single	118	84.3
	Married	22	15.7
Education Level	Bachelor Degree	49	35.0
	Diploma	52	37.1
	SPM	25	17.9
	SRP/PMR	2	1.4
	Other	12	8.6
Salary	Below RM1000	46	32.9
	RM1001 – RM2000	65	46.4
	RM2001– RM3000	19	13.6
	RM3001– RM4000	5	3.6
	Above RM4000	5	3.6
Service Duration	Less than 1 year	71	50.7
	1 – 5 years	58	41.4
	6 – 10 years	4	2.9
	More than 10 years	7	5.0

The first objective aimed to identify the level of work satisfaction, work stress, work life balance and turnover intention among staffs in a manufacturing company in Semenyih, Selangor. Based on the results of analysis, it was found that the level of work stress and work life balance were high among the staffs. However, work satisfaction and turnover intention among staffs in the company were at moderate level. The following Table 2 depicts a summary results of the descriptive statistics.

Table 2: Descriptive Statistics

	N	Mean	Std. Deviation	Level
Work satisfaction	143	11.4965	2.25449	Moderate
Work stress	143	21.1469	6.01636	High
Work life balance	143	19.4755	7.33008	High
Turnover intention	143	13.4266	4.72108	Moderate

Besides, this study was conducted to analyze the relationship between the demographic factors and the turnover intention among staffs in a manufacturing company. Six demographic factors were being analyzed in this study including gender, age, marital status, education level, salary and service duration.

H₀: There is no difference between the demographic factors and the turnover intention among staffs in a manufacturing company.

Table 3 shows the findings related to the stated hypothesis. According to gender, the p-value = .812 is higher than the significance level of .05. The age, marital status and salary factor also

show the p-value = .082, p-value = .627 and p-value = .465 respectively which are higher than the significance level of .05. However, while considering the education level of the respondents, the p-value = .021 which is less than the significance level of .05. The service duration of the respondents also shows the p-value = .016 which is less than the significance level of .05.

The finding indicates that there is no difference in the turnover intention between males and females respondents in that manufacturing company and no difference in the turnover intention among respondents' age, marital status and respondents' salary. In contrast, the significant value of the other factors indicates that there are differences in the turnover intention among staffs in a manufacturing company based on respondents' education level and service duration.

Table 3: Mann-Whitney U and Kruskal Wallis Test for Demographic Factors and the Turnover Intention among Staffs in a Manufacturing Company

Demographic Factors	Asymptotic Significance (2-tailed)
Gender	.812
Age	.082
Marital Status	.627
Education Level	.021
Salary	.465
Service Duration	.016

Source: Primary Data

On the other hand, the third objective aimed to investigate the most dominant factor that influence the turnover intention among staffs in a manufacturing company. The study shows that the regression model was significant for predicting the use of digital payment (adjusted $R^2 = .540$, p-value = .000). This result shows that the turnover intention among staffs in a manufacturing company is explained by all of the independent variables about 54%. Several tests were performed to test the assumptions for multiple regression. Durbin-Watson statistics test ($d = 1.795$) confirmed the absence of any first-order linear autocorrelation. The plot analysis suggested a normal distribution and linear relations between a dependent variable and independent variables. As displayed in Table 4, it shows that work satisfaction (H_1) and work life balance (H_3) have significant relationships with the turnover intention among staffs. Among different predictors, work life balance was found to be the strongest predictor of the the turnover intention among staffs ($\beta = -.395$, p-value = .000), followed by work satisfaction ($\beta = -.309$, p-value = .013). However, work stress was found as insignificant predictors of the turnover intention among staffs ($\beta = .083$, p-value = .200). The following Table 5 depicts a summary results of the formed hypotheses.

Table 4: Multiple Regression Analysis for the Factors that Influence Turnover Intention among Staffs in a Manufacturing Company

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22.900	2.539		9.020	.000
Work satisfaction	-.309	.123	-.147	-2.516	.013
Work stress	.083	.065	.106	1.288	.200
Work life balance	-.395	.054	-.613	-7.318	.000

a. Dependent Variable: Turnover intention

Table 5: Results of Hypotheses Formed

	Hypothesis	Decision
<i>H₁</i>	There is a significant relationship between work satisfaction and turnover intention.	Significant
<i>H₂</i>	There is a significant relationship between work stress and turnover intention.	Insignificant
<i>H₃</i>	There is a significant relationship between work life balance and turnover intention.	Significant

CONCLUSION

In conclusion, this study has examined the relationship between work satisfaction, work stress and work life balance factors which are related to the turnover intention among employees in in the manufacturing company. Based on the results of the study, it shows that work stress and work life balance for the workers at the company is at a high level, while work satisfaction and turnover intention are at a moderate level. The findings also indicate that there is no difference in the turnover intention between male and female staffs in a manufacturing company and no difference in the turnover intention among staffs' age, marital status and salary. However, there are differences found in the turnover intention among staffs based on staffs' education level and service duration. Both work satisfaction and work life balance factors also have significant relationship and influence the workers' turnover intention. Work life balance factor was identified as the most dominant factor that influences the turnover intention among workers in the company. In summary, despite many challenges in managing the organization, the management of the company must ensure the level of work satisfaction and work life balance for each employee is well managed in order to reduce employee turnover especially in manufacturing workforce.

REFERENCES

- Bothma, C., & Roodt, G. (2013). The validation of the turnover intention scale. SA Journal of Human Resource Management, 11(1), 507-519.
doi:10.4102/sajhrm.v11i1.507.

- Chang, Black, P., and Wiliam, D. (2013). Inside the Black Box: Raising Standards Through Classroom Assessment. *Wiley Online Library*, 80(2), 139–148. <https://doi.org/10.1002/hrm>.
- Cheung, F.Y.L & Tang, C.S.K(2009):” Quality of Work Life as a Mediator Between Emotional Labor and Work Family Interference”, Springer Science Business Media, LLC 2009
- Du Plooy, J., & Roodt, G. (2010). Work engagement, burnout and related constructs as predictors of turnover intentions. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde*, 36(1), Art. #910, 13 pages. DOI: 10.4102/ sajip.v36i1.910
- Hassan, Roshidi. (2014). Factors Influencing Turnover Intention Among Technical Employees in Information Technology Organization: A Case of Xyz (M) Sdn. Bhd. *International Journal of Arts and Commerce*, Vol. 3 No. (2008), 120–137
- Hussein Alkahtani, A. (2015). Investigating Factors that Influence Employees’ Turnover Intention: A Review of Existing Empirical Works. *International Journal of Business and Management*, 10(12), 152. <https://doi.org/10.5539/ijbm.v10n12p152>
- Kaya H & Abdioğlu H (2010). An Empirical Study on Employee Turnover Tendency. *Todađe’s Review of Public Administration*, Volume 4 No 4, p.141-183.
- Martin Ganco, Rosemarie H.Ziedonis, R. Agarwal. (2015). More Stars Stay, But the Brightest Ones Still Leave: Job Hopping in The Shadow of Patent Enforcement. *Academy of Management Journal*, 51(2), 315–334. <https://doi.org/10.1002/smj>
- Mohammed J Almalki, Gerry FitzGerald and Michele Clark (2012), The relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia. *BMC Health Services Research* 2012, 12:314
- Qureshi, M. I., Iftikhar, M., Abbas, S. G., Hassan, U., Khan, K., and Zaman, K. (2013). Relationship between job stress, workload, environment and employees turnover intentions: What we know, what should we know. *World Applied Sciences Journal*, 23(6), 764–770. <https://doi.org/10.5829/idosi.wasj.2013.23.06.313>
- Somers, M.J. (2009). The combined influence of affective, continuance and normative commitment on employee withdrawal. *Journal of Vocational Behaviour*, 74(1), 75– 81.
- Tett, R.P.; Meyer, J.P. Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytical findings. *Pers. Psychol.* 1993, 46, 259–293.
- Zulbahari, N. H., and Alias, R. (2014). Malaysia’s trend of employment turnover: Study on Generation Y. *Journal of Modern Marketing Research*, 3(1), 1– 13.