

THE INFLUENCE OF JOB SATISFACTION AND JOB STRESS ON THE DESIRE TO RESIGN VOLUNTARILY

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ABSTRACT

The aim of this study is to determine factor affecting job stress, job satisfaction, work engagement, and organisational commitment influence municipal council employees' desire to resign. A total of 209 valid responses collected. Hypotheses were tested through correlation and regression analytic procedures to predict and estimate the relationships between the variables. The findings showed that three out of four of the independent variables (job stress, job satisfaction and organisation commitment) had significant impact on the employees' desire to resign. Some key conclusions emerged from the regression analysis. Firstly, there was important relationship between job stress, job satisfaction and employees' desire to resign. Secondly, employees' desire to resign could be related to organisational commitment. This indicates that high of job satisfaction do not reduce people's desire to leave their jobs, but lower organisational commitment has direct impact towards employees' desire to resign.

Keywords: Job satisfaction, job stress, work engagement, desire to resign

1.0 INTRODUCTION

In today's dynamic market environment, intellectual resources have become a critical component for the employers to be concerned. Organisations should compete in order to maintain their employees' expertise and investigate potential opportunities to increase the consistency and quantity of employee loyalty to their company. The workforce, also known as labour force, is a collective within a company that is undoubtedly one of the most powerful players that contribute to its growth. Employees work for the company, undertake required tasks to keep it running and are accountable for the company's benefit and progress (Tahir & Monil, 2015). Push factors seem to be the most favourable aspects of a workplace or organisation, which cause employees to search for a new job. A defect or distress that drives a person away from a certain apart known as push factor may include reduced wages,

quality of supervision, restricted advancement opportunity, lack of educational opportunity, lack of flexible working hours and absence of employee speech systems.

Employees who tend to resign from their jobs for long periods of time will have a huge impact on the organisation. This is very important and for some organisations, it is inevitable. To ensure the smooth workflow of the organisation is constantly efficient, this matter needs to be addressed immediately in such a way that the organisation will not be short of manpower, and thus, prolong the sustainable development of the organisation (Kasim, 2015). The presence of experienced employees is more important for both employee satisfaction and overall organisational improvement. Employees' desire to leave their jobs voluntarily appeared to be high in the study area due to a few factors. Previous studies elaborated on several dimensions of job satisfaction such as intrinsic and extrinsic. Intrinsic job satisfaction happens when you understand just the work to accomplish and the job tasks, while extrinsic job satisfaction occurs as you understand the work environment for example salary, superiors or your employer (Garg et al., 2018). An earlier study conducted had revealed that the satisfaction level on high workload was able to reduce the employees' desire to resign. This relationship is important, however, the part of job satisfaction as independent variable of desire for job resignation is under emphasised in the job satisfaction model (Hofaidhllaoui & Chhinzer, 2014). How do we know whether intrinsic job satisfaction had no significant relationship with employees' desire to resign their jobs and extrinsic job satisfaction has influence with employees' desire to resign? The report on this research will identify whether there is an existence of high levels of intrinsic job satisfaction that are incapable of reducing the employees' desire to resign. Conversely, this research will also confirm whether the level of job satisfaction that has high extrinsic job satisfaction is able to reduce the employees' desire to resign. Therefore, the overall objective of this study is to investigate if job satisfaction is the factor of the desire to resign voluntarily. The following are the specific objectives:

1. To examine the relationship between job stress and desire to resign voluntarily.
2. To understand the relationship between job satisfaction and desire to resign voluntarily.

3. To investigate the relationship between work engagement and desire to resign voluntarily.
4. To study the relationship between organisational commitment and desire to resign voluntarily.
5. To determine an employee's desire to resign voluntarily amongst the workforce.

2.0 LITERATURE REVIEW

In their theory of job satisfaction, Herzberg and colleagues emphasised the distinction between intrinsic and extrinsic causes in the workplace (Tietjen & Myers, 1998). Intrinsic factors are issues regarding the employee's personality, i.e., the desire for a sense of self-accomplishment on the job, which is generally referred to as intrinsic job satisfaction. Intrinsic job satisfaction is extracted from a combination of intrinsic variables encountered on the job. Intrinsic job influences include factors, such as responsibility, self-direction, competence growth and observed success associated with performing the work. Meanwhile, extrinsic job satisfaction states to external features of the job, such as organisational policies, supervisory style, salaries or wages, relationships with co-workers, workplace environment, status, guarantees and safety at the work place (Sobaih & Hasanein, 2020). Although Judge and Tang et al., (2020) found that when employees' attitudes towards money were considered, the relationship between job satisfaction and desire to resign voluntarily changed. In this study, researchers found that employees tended their resignation voluntarily due to other existing factors. Meanwhile, according to Sang et al., 2009 employees who were dissatisfied with extrinsic work characteristics (organisational policies, supervisory style, relationships with co-workers) had a strong desire to resign voluntarily.

Several studies had found links between workplace tension, work participation, job satisfaction, organisational commitment and desire to leave (Liu et al., 2018; Tran et al., 2020). For example, employees who are stress and experienced job-related tensions are more likely to leave the company. Furthermore, employees are unable to invest in their present jobs, therefore, they deliberately search for another alternate job option to reinstate those emotions, as a decision that impair their turnover intention (Alias et al., 2018). According to previous studies, if employees were extremely happy with their

new work, they would continue with the company for extended age of time. However, if employees were unhappy and had a career opportunity in a larger organisation, they could resign. Finally, several researchers discovered that high organisational engagement would occur if employees were sufficiently contented with the organisation, resulting in low employees' intention to quit from the organisation. Based on the aforementioned topic, the four key predictors, which had been regularly researched and could have a major impact on employees' turnover intention include the workplace tension, work motivation, job satisfaction and organisational commitment. Therefore, the proposed hypotheses are as follows:

- H1: There is a significant relationship between job stress and desire to resign voluntarily.
- H2: Job satisfaction has a significant relationship on an employee's desire to resign voluntarily.
- H3: There is a significant relationship between work engagement and an employee's desire to resign voluntarily.
- H4: There is a significant relationship between organisational commitment and an employee's desire to resign voluntarily.

As a result, the following research model was developed as the conceptual framework.

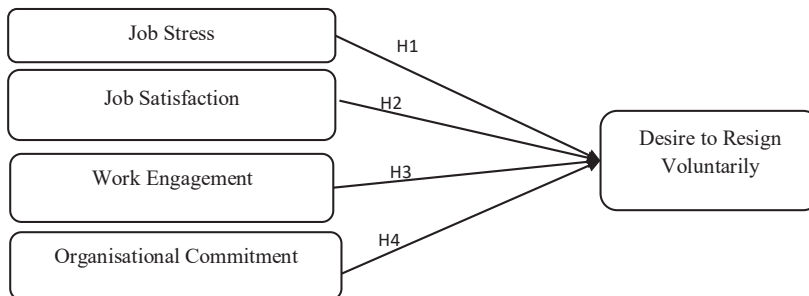


Figure 1: Proposed Conceptual Framework Adapted from: Mohamad et al., (2019)

3.0 METHODOLOGY

All factors in this analysis were measurable, and therefore, a quantitative testing approach was used. The population were all employees from the Municipal Council. The sample was chosen using the basic random sampling

technique to ensure that each individual in the population had an independent and equal probability of being chosen as a respondent. In other words, each particular employee had a fair probability of success to become selected. Respondents were asked to complete a self-administered questionnaire. This was a descriptive study since it thoroughly investigated and examined the factors of turnover and the difficulties in maintaining workers in the Municipal Council. The analysis was mostly based on primary data gathered by the distribution of questionnaires. The research population consisted of the Municipal Council administration and workers. The council was divided into several divisions, including Information Technology, Accounting, Valuation and Community.

3.1 Sampling

To ensure that the population was well-served, the data should come from the respondents at the appropriate time. Since the impartial of this study was to discover the turnover intention amongst employees in the Municipal Council, the sample comprised people who work in the council. To ensure proper sampling and population, a sample size calculator was used as a tool to produce the sampling and population recommendations based on the target audience. The Municipal Council consisted of approximately 500 employees, however, the recommendation sample size produced was 218 respondents.

The population was well-served, the data should come from respondents at the appropriate stage. The determination of this research was to discover the understanding of the employees' turnover intentions and the demographic was focused on those who served at the Municipal Council. The study population was estimated at 500 employees during the research. The sampling frame represents the target population and is an operational description of the population that provides the foundation for drawing a sample. As long as the conditions for the research are met, the procedure will include selecting the respondents at random. To be more precise about the target respondents, the Municipal Council was the focus of this study. As for the research purposes, sampling frame, $N = 500$ with sample size of 218 respondents was proposed. The study needed to collect at least 218 responses from the employees to achieve a 95% confidence level with a 5% margin error based on the generated sample size.

3.2 Data Collection

The study data were gathered from both sources. In this study questionnaires were used to assess the employees' desire to resign from their current jobs. The aim of using questionnaires was to allow the researcher to learn about what was on the employees' minds, what they think and how they feel about things. In other words, in descriptive analysis, information is gathered by questionnaires administered to participants. The primary data in this case was generally contributed from the sample questionnaire. The primary data collection tool was the questionnaire, which was clearly written to ensure simplicity in understanding. It contained closed-ended questions to elicit management's viewpoints and points of view on particular topics related to the subject matter. Data collection is the systematic process of collecting and measuring information on variables in order to answer research questions, test hypotheses, and determine results.

Table 1: Measurement of variables for the questionnaire

Construct	Item	Measure	Source For Items
Job stress	5	Employee's empowerment, role overload, role ambiguity, rule violation and work hazard were the five subscales used to quantify job stress.	Peterson (2009)
Job satisfaction	5	Pay, promotion, supervision, benefits, contingent incentives, operational procedures, co-workers, types of labour and communication.	Ajaz and Mehmood (2015)
Work engagement	5	Job contribution, organisational objectives and employee's skills.	Jackson (2014)
Organisational commitment	5	Readiness to exert effort, desire to maintain relationship in the organisation and acceptance of values.	Ismail and Razak (2015)
Desire to resign	5	Intention to resign from existing job.	Mgiba, Steven (2015)

3.3 Data Analysis

The method of applying statistical tools to compress, summarise, and evaluate data is identified and subjected to analysis. Various logical strategies, according to Shamoo and Resnik (2009), presented a method of generating inductive inferences from data and isolating the signal (the phenomena of interest) from the noise in the data. The surveys can be used for a variety of purposes, including data verification. The questions were also coded in such a way that they could be analysed with the Statistical Packages for the Social Sciences (SPSS). The respondents' demographic

profiles were then evaluated and reported using descriptive statistics. Second, because Cronbach's alpha testing is the most generally used reliability test approach among social scientists, it was used (Sekaran, 2006). The closer Cronbach's alpha is near 1.0, the more dependable the internal consistency, according to a Cronbach's alpha reliability research. Quantifiable data were described promptly.

4.0 RESULTS AND DISCUSSIONS

There were a total of 209 replies (n=209) that were analysed using SPSS software, which included descriptive, reliability, and multiple regression analysis. To learn about the demographic profiles of the respondents, descriptive analysis was performed. Cronbach's alpha was used in the reliability study to determine the genuineness of the collected samples. Multiple regression analysis was used to anticipate the value of a variable based on two other factors in this study to analyse the link between the variables and dimensions.

The Cronbach's alpha is for internal consistency, or to look closely a group of things are related. This shows the summary of the reliability analysis scale for each variable and dimensions. The results showed which Cronbach's alpha that ranged from 0.575 (satisfaction) to 0.597 (job stress) indicated a poor consistency. A small number of questions, weak item inter-relatedness, or heterogeneous constructions can all contribute to a low alpha value. If a low alpha is caused by a deficiency of connection between items, then certain items should be updated or deleted. However, the Cronbach's alpha values reached from 0.917 (resign), 0.922 (engagement) and 0.930 (organisational commitment) showed good and acceptable values, meaning that the tested items were correlated.

Table 2: Reliability test

Variables	Dimensions	No. of Items	Cronbach's alpha
Job Stress	Job Stress	5	0.597
Satisfaction	Job Satisfaction	5	0.575
Engagement	Work Engagement	5	0.922
Organisational Commitment	Organisational Commitment	5	0.930
Resign	Desire to Resign	5	0.917

This study directed to look into the connection between the desire to resign and job satisfaction. There was one dependent variable and four independent variables, which were job stress, job satisfaction, work engagement and

organisational commitment (independent variables), and the desire to resign (dependent variable). The online surveys, which comprised 25 questions, were given to the Municipal Council employees. This research had a total of 209 respondents (n=209). There were nearly equal numbers of male (51.2%) and female (48.8%) respondents amongst the total respondents, therefore it was expected that there would be no gender comparison in this study. The age range of 25 - 34 years old had the highest percentage of responders, followed by 35 - 44 years old. Another result was that the majority of respondents were not Head of Departments (91.9%); only 8.1% were Head of Departments. This questionnaire was likely to be a representative of these two types of authority status level.

Descriptive analysis was used to learn about the respondents' demographic profiles. The table shows the lowest standard deviation of organisational commitment was 0.48018. It showed that the respondents were directly affected by the organisation's commitment.

Table 3: Descriptive statistic

	Mean	Std. Deviation
Job Stress	3.0660	0.57550
Satisfaction	3.3091	0.56497
Engagement	3.7598	0.64503
Organisational Commitment	3.1608	0.48018
Resign	3.0593	0.89546

Furthermore, results of the multiple regression analysis revealed that three variables were significant: job stress, job satisfaction and organisational commitment.

Table 4: Multiple regression analysis

Unstandardized β Coefficient	β	Sig.
Job Stress	0.701	0.000
Job Satisfaction	-0.890	0.000
Work Engagement	-0.144	0.136
Org Commitment	0.785	0.000
Coefficient of Determination	Model 1	
R	0.645	
R ²	0.417	
Adjusted R ²	0.405	

Based on the result show in the table above, coefficient show R square is 0.417 and adjusted R is 0.405. Generally its mean 40.5 variation on Desire to Resign can explain by the variation of job stress, job satisfaction and organization commitment. The β values indicate the relative influence of the variables that is, job stress has the influence on job Desire to Resign ($\beta = 0.701$, $p < 0.05$), followed by job satisfaction ($\beta = -0.890$, $p < 0.05$) and then organization commitment ($\beta = -0.785$, $p < 0.05$). The direction of influence for two variables which are job satisfaction and organization commitment is positive. But variable of work engagement was not influence because the variable is $P > 0.05$, therefore the entire variable is not supported. This was due to the possibility that the employer and the organisation had a good working connection, which could be the result of employees understanding their roles and responsibilities, and adequate work training provided by the organisation. Therefore, the overall finding of hypothesis as follow:

Table 4: The findings summary of all constructs

Constructs' Hypotheses	Result
H1: There is a significant relationship between job stress and an employee's desire to resign voluntarily.	Supported
H2: Job satisfaction has a significant relationship on an employee's desire to resign voluntarily.	Supported
H3: There is a significant relationship between work engagement and an employee's desire to resign voluntarily.	Not Supported
H4: There is a significant relationship between organisational commitment and an employee's desire to resign voluntarily.	Supported

5.0 CONCLUSION

According to the data, there was a important influence of job satisfaction and the desire to resign voluntarily. Contented employees are more inclined to adjust their employment and working environment to their preferences, implying that they love their work. Employees' job satisfaction and commitment might be harmed by excessive duties, severe workloads, short deadlines and the employer's pressure. Job stress has a detrimental impact on job satisfaction, resulting in absenteeism, job delays and discipline issues, which can lead to employees resigning from their jobs voluntarily. However, it was discovered that handling this disagreement was a more important factor

in reducing employees' desire to resign voluntarily. The more recognition they receive, the better they understand their duties, the more contented they are with the organisation. Furthermore, the more they adapt to the work engagement provided by the company, the more likely for them to stay at their current position. As a result, it is critical to develop a strong sense of commitment and trust between employees and the organisation. Employee training programmes also assisted employees in clarifying their roles and improving their work skills to enable them to perform better in the future. The survey findings revealed a clear picture of the major causes for the Municipal Council employees resigning from their employment voluntarily. Knowing what causes the problem allows the employer to devise the best strategy in retaining individuals who can help the company to advance further.

The study focused on employees' evaluations towards their desire to resign voluntarily. Greater study is needed to look at additional variables that focus on the employer and the organisation's involvement in determining whether there is a link between the employee's job satisfaction, like offering more perks, chances for career advancement and training, job stress, work engagement and organisational commitment with their willingness to resign voluntarily.

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