

TURNOVER INTENTION AMONG MANUFACTURING INDUSTRY EMPLOYEES IN MALAYSIA: AN ANALYSIS USING STRUCTURAL EQUATION MODELING (SEM)

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ABSTRACT

This research paper explores the turnover intention among manufacturing industry employees in Malaysia. Four variables were studied: role overload, role ambiguity, role conflict, and work-family conflict. The survey results collected from 153 employees from manufacturing companies in Malaysia. The analysis been obtained via SEM-PLS. Total four hypotheses were tested. Positive results obtained for role overloaded towards turnover intention. Negative results obtained for role ambiguity, role conflict, and work-family conflict. Based on the findings all the manufacturing recognize importance of staff retention for superior value for an organization.

Keywords: Manufacturing, Role ambiguity, Role conflict, Turnover Intention, Structural Equation Modeling (SEM)

INTRODUCTION

Since 1980, the manufacturing sector presented a framework for Malaysian economy as driver for economic growth, a tool for poverty alleviation. Malaysia started to shift focus from primary industry to secondary industry to achieve sustainable national income (Malaysian Economic Report 2013). Manufacturing sector in Malaysia focus on product group such as rubber, electrical and electronics, food, woods, petroleum, and chemical products. The manufacturing transformation has been called industrial revolution due to its large physical and fundamental impact on labour markets (Bowen et al. 2016). Industrialization created large labor movements from rural to urban and agricultural to semiconductor and electronics sector. Malaysia created many free trade zones and heavily invested in infrastructure developments. Malaysia's Pioneer status privileges largely attracted research based activities. Malaysia successfully attracted largest foreign direct investment in the region. Government's restrictions on trade union actives was seen as an important factors for the growth of manufacturing sector. Prime Minister Tun Dr.Mahathis's far sighted economic policy instrumental for economic and social transformation for Malaysia (Worldwatch Institute & Cornell University 2008). Manufacturing sector represent 22% of total workforce in the country and 76.2 %to total exports in 2013. Currently, the industry experience rapid growth (Economy Report 2014/2015). Manufacturing industry is a strategic sector in Malaysian economy. There is a strategic reason to protect and energize systematically organize growth through cultivating strong staff retention.

On one hand, due to increased regional competitiveness to attract FDI, the government was forced to increase economic benefit to investors. On the other hand, government raises overall quality control measures on ISO standards, safety requirements, environmental standards and competitive measures indirectly create stress at work. Among developing countries new modern life styles employees, stress at work is being one of the major issues. Drastic changes has taken place over last decades and its still changing rapidly in this manufacturing industry. Due to the high competitiveness in the manufacturing sector and non-flexible production nature give birth to role overload, role ambiguity, role conflict force employees in all levels to work longer hours in factory and office. Such environment

takes away quality family time from manufacturing staffs. These issues is being one of the debatable topic in organization tussle to sustain growth by attracting and retaining employees (Yahaya et al. 2011; Mukherjee 2015). Determined policy is required to address these issues in a bigger picture such as encourage, motivate and design industry friendly policy to address perception and reality of turnover intention in manufacturing sector (Fischer & Heutel 2013).

Turnover intention is the rate of staff recruitment and rate of staff leaving an organization. Manufacturing organizations involve in production. The production line is based on standard and fix amount of line workers is required. Owing to non-flexible nature, high staff turnover has been an serious phenomenon facing by management in many organizations. (Chen et al.2011). In a different front, supervisors are responsible for multi task. Production supervisors' responsibilities are cost sensitive in nature. Prior studies (McHugh 1993; Clarke 2006) shows that employment in manufacturing industry heavily contribute to stress management issues and significantly contribute for high turnover and occupational injuries and accident which will affect the firm's goal and objectives in a long run. Hence, studies regards impact of job stress is deemed necessary in Malaysia. Past literatures indicated that passive managerial decision on human resources eventually damage organization such as lost talent and skilled worker to competitors, rise in distress among work force, severe deterioration in employee performance and shrinking of product market share (Qureshi et al. 2012). Strategic managers therefore, be sensitive and proactive towards navigating stress into productive energy to increase employee satisfaction and retention to avoid staff turnover (Yunus et al. 2010). Contemporary employees prefer employer that offers conducive workplace environment that build in work-family balanced culture and includes career advancement (Hang-Yue et al. 2005; Qureshi et al. 2012). The researcher focus impacts of job stress to retain long-term business success in manufacturing industry in Malaysia.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The effects of Job Stress on turnover intention

Work stress is always associated with individual and environment. There are many scholars use the term of stress as a sentiments of exhaustion, pain, and powerlessness to adapt meanwhile (Arshadi et al. 2013) viewed stress as a person's response to the attributes of work environment which seems to be emotionally and physically threatening. Findings from Yozgat, Yurtkoru, & Bilginoglu (2013) says that whenever there is an increase in job demand and employee ability, job stress increases. In the context of gender variance, women falling higher frequency of stress compare with mans (Burke 2002; MacDonald et al. 2005). Prior studies shows many reasons for the driven of stress which is management style, leadership style, relationship with co-workers, organizational support, physical environment, role ambiguity, job security and etc. (Trivellas et al. 2013). (Ars & Damiri 2013; Applebaum et al. 2010) reported job stress positively influenced turnover intention and negatively influenced job performance. Prior studies also identified that stress lead to negative reactions towards physical, physiological and psychological factors (Ul Haq 2011). Many research has be carried out on the possible antecedents on losing employees in an organizations. Studies by (Firth et al. 2004) found that employees leave an organization and being underperforming employees due to stress from job. Hence, This study will be focus on four attributes of stress which is role ambiguity, role boundary, work family conflict and role overloaded in one specific manufacturing firm in Malaysia.

Work-family conflict (WFC) and turnover intention

Work-family conflict may view as inter role conflict which occur from the roles within work and family, which both are incomparable in some respect (Greenhaus & Beutell 1985). Prior studies (Suryani et al.

2014) shows that employee performance affected by conflict within family which triggers stress. (Usman 2012) describe low intensity conflicts gives positive impact towards performance whereby high intensity gives negative impacts towards performance alike low productivity and deliver underperforming employees which described as an inverted U curve.

Studies by (Lambert et al. 2017) relating job stress with family and supervisory support whereas relating job satisfaction with supervisory support, education, and ethnicity. The incongruence between work life and family (generous public child care services, the positive effect of educational attainment) increase stress and conflict among women workers (Bennett et al. 2017). Prior studies also suggested that to improve satisfaction and staff turnover managers should ensure better work life balance (Lee et al. 2018). Therefore, this research also hypothesizes that work-family conflict would negatively influence turnover intention.

H 1: Work-family conflict would negatively influence turnover intention among manufacturing industry employees in malaysia.

Role overloaded and turnover intention

Role overload is described as awarding excessive amount of job task beyond standard quantum a worker able to shoulder is a given time frame (French & Caplan 1972). Normal work schedule in an organization will spell out standard time line for completion of task. Prior studies indicated that, the work stress exists when the person has role overload where the workload requires more time and effort to complete which beyond the capability of a person. The excessive workload causes the person cannot perform their job comfortably and adequately or conform to required quality (Greenhaus et al. 2001; Greenhaus & Beutell 1985; Markham & Bonjean 1996). Prior studies also found that, an employee engaged with their passionate activity when they are overloaded with inefficient and ineffective role (Silvia & Joakim 2018). Montani (2018) have suggested that, extended research is highly needed on role overload to investigate the work related outcomes in an organization. Therefore, this research also hypothesizes that role overloaded would positively influence turnover intention. There is positive correlation between roleoverload and level of strain, anxiety and depression (Cooper et al. 2001).

H 2: Role overloaded would positively influence turnover intention among manufacturing industry employees in malaysia.

Role ambiguity and turnover intention

Role ambiguity is defined as an inadequate information, clarity and goal related to job within an organization (French et.al. 1972; Kahn et al. 1964). Often, role ambiguity reported in a working environment when an employee feels uncertain on next course of action in the work and unsure on expectation of their superior in the organization or end users Past literatures show that, higher degree of role ambiguity lead to high level of job dissatisfaction, lack of work commitment, higher job-related stress and anxiety and convince greater intention to leave the organization (Fisher & Gitelson 1983; Taap et al. 2003; Abu Bakar & Salleh 2015). Finding of previous researchers hypothesizes the role ambiguity would have negative influence on turnover intention.

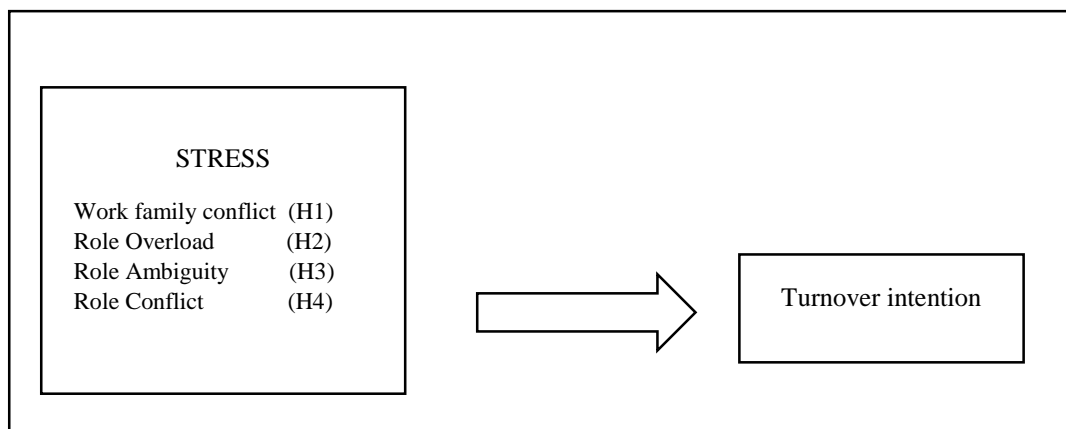
H 3: Role ambiguity would negatively influence turnover intention among manufacturing industry employees in malaysia.

Role conflict and turnover intention

Role conflict arise when people experience high demand on their job responsibilities and job functions (Spector 1997). Role conflict is also view as incompatibility of requirements and role expectations which arise within another role and effects the job performance (Rizzo et al. 1970; Kopelman et al. 1983). Prior studies results indicates that, the respondents perceived by role conflict however they are still satisfied with the current work conditions. In contrast, several research have revealed that role conflict negatively influenced turnover intention (Palomino & Frezatti 2016; Specht 2013). Prior studies by (Leo et al. 2015) found that role conflict and role ambiguity creates lower confidence level among employees and lead to lower performance level. Therefore, this research also hypothesizes that role conflict would negatively influenced turnover intention among manufacturing employees in Malaysia.

H 4: Role ambiguity would negatively influence turnover intention among manufacturing industry employees in malaysia.

RESEARCH FRAMEWORK



METHODOLOGY

The population of this research was individuals residing in Malaysia aged 21 and above who are existing employee from one of the manufacturing company. The estimated population of this study is 396 (Malaysia Demographics Profile 2015). A minimum sample size of 196 was recommended by Raosoft sample size calculator with a confidence level set at 95% and margin error at 5% (Raosoft 2015). According to Hair et al. (2010), a minimum sample size of 300 is required for Structural Equation Modeling (SEM) analysis for seven constructs in the structural model. Therefore, 392 self-administered questionnaires were distributed to the respondents. The questionnaire was designed to accommodate the data required in this research by adapting the previous research.

The six point Likert scale (1: strongly disagree to 6: strongly agree) was used to assessed the 23 items and demographic variable with 6 items were included in this research. The variables of role overload, role ambiguity, role conflict, work family conflict and employee turnover intention were measured by the scale. A software, Statistical Package for Social Sciences (SPSS) version 22 was used to analyzed the collected data to obtain results of descriptive, validity and reliability analysis. To test hypotheses SEM analysis was used.

FINDINGS

Structural equation modeling employing Partial statistical procedure (PLS) was used to test the hypotheses. Ramayah et al. (2013) suggested to use PLS software with the application of bootstrapping technique to find out the importance levels for loadings, weights and path coefficients. In addition, two stage analytical procedures was suggested by Anderson and Gebing (1998) to test the validity and goodness of the measuring model and the examination of the relationship made public within the structural model. Common method bias during this study was assessed using the Harman's single issue check. Common technique bias exists if one principal issue accounts for the bulk of the variance explained or an emergence of one issue (Podsakoff et al. 2003; Podsakoff 1990). The results showed that, un-rotated correlational analysis accounted for 62.55 % of the full variance Thus; this concludes that common technique bias is negligible during this study. Table 2 shows the respondents demographics.

Measurement Model Estimation

First, the hypothesized model been tested after the measurement model of all reliability, convergent validity, and discriminant validity been analyzed. Table 3 shows the measurement model which explains the scores obtained from the analysis. Supported Table three, it are often seen that everyone loadings were on top of zero.70, that is that the threshold, steered by (Hair et al. 2014). The common variance extracted (AVE) of all constructs exceeded zero.5 (Bagozzi & Yi 1988) whereas the composite reliability scores (CR) were all on top of zero.7 (Hair et al. 2014).

Table 1: Convergent validity

Items	Loadings	rho_A	CR	AVE	VIF
Gender	1	1	1	1	1
RA * Gender	0.992	1	1	1	1
RA1	0.801	0.82	0.873	0.633	1.941
RA2	0.844				1.877
RA3	0.795				1.652
RA5	0.738				1.662
RC * Gender	1.002	1	1	1	1
RC1	0.822	0.882	0.909	0.666	2.155
RC2	0.85				2.312
RC3	0.808				2.016
RC4	0.837				2.184
RC5	0.762				1.744
RO * Gender	0.995	1	1	1	1
RO1	0.831	0.798	0.864	0.681	1.566
RO2	0.891				1.874
RO3	0.747				1.479
TI1	0.778	0.85	0.89	0.618	1.996
TI2	0.764				1.953
TI3	0.804				1.863
TI4	0.803				1.944
TI5	0.782				1.754
WFC * Gender	0.994	1	1	1	1
WFC1	0.821	0.878	0.907	0.62	2.344

WFC2	0.832	2.332
WFC3	0.758	1.861
WFC4	0.772	1.8
WFC5	0.791	1.996
WFC6	0.745	1.686

CR= Composite reliability, AVE= Average variance explained ,VIF= Variance Inflation Factor

As such, we are able to conclude that convergent validity is achieved. Table 4 shows the results for the discriminant validity test. As suggested by Fornell and Cha (1994) and Fornell and Larcker (1981), the AVE of every construct ought to be on top of the correlation between it and the other constructs of the model. As shown in Table 4, all constructs meet this criterion indicating the constructs have discriminant validity. Hair et al. (2016) suggests that the loadings of measured variables (i.e., items) ought to be on top of the cross loadings by a minimum of zero.1 to point adequate discriminant validity. As shown in Table 3 the loadings of all constructs satisfy this criterion. As such, we are able to conclude that discriminant validity is achieved.

Table 2: Discriminant validity of construct

	Gender	M1	M2	M3	M4	RA	RC	RO	TI	WFC
Gender	1									
Moderating Effect 1	-0.017	1								
Moderating Effect 2	0.015	0.616	1							
Moderating Effect 3	-0.006	0.65	0.577	1						
Moderating Effect 4	0.007	0.769	0.662	0.599	1					
RA	0.058	0.04	-0.038	-0.017	0.048	0.795				
RC	-0.05	-0.038	-0.022	-0.065	-0.021	0.598	0.816			
RO	0.022	-0.017	-0.064	0.035	0.022	0.638	0.555	0.825		
TI	0.019	0.03	-0.075	0.107	0.064	0.741	0.561	0.811	0.786	
WFC	-0.024	0.048	-0.021	0.022	0.041	0.771	0.655	0.597	0.674	0.787

RA= Role ambiguity, RC= Role conflict, RO = Role overloaded, TI = Turnover Intention & WCF = Work-family conflict

Table 3: Cross loadings

	Gender	M1	M2	M3	M4	RA	RC	RO	TI	WFC
Gender	1	-0.017	0.015	-0.006	0.007	0.058	-0.05	0.022	0.019	-0.024
RA * Gender	-0.017	1	0.616	0.65	0.769	0.04	-0.038	-0.017	0.03	0.048
RA1	0.008	0.015	0.019	-0.012	0.027	0.801	0.555	0.455	0.51	0.657
RA2	0.097	0.094	-0.024	0.026	0.073	0.844	0.44	0.558	0.685	0.61
RA3	-0.004	0.025	-0.106	-0.069	0.03	0.795	0.424	0.524	0.625	0.622
RA5	0.08	-0.024	0.008	-0.001	0.013	0.738	0.516	0.481	0.506	0.573
RC * Gender	0.015	0.616	1	0.577	0.662	-0.038	-0.022	-0.064	-0.075	-0.021
RC1	-0.057	-0.035	-0.036	-0.046	-0.053	0.535	0.822	0.436	0.457	0.551
RC2	0.016	-0.014	-0.018	-0.087	-0.028	0.566	0.85	0.506	0.524	0.575
RC3	-0.066	-0.005	0	0.025	-0.026	0.429	0.808	0.411	0.417	0.511
RC4	-0.019	-0.035	-0.061	-0.025	-0.007	0.465	0.837	0.493	0.475	0.535
RC5	-0.097	-0.071	0.036	-0.132	0.034	0.429	0.762	0.405	0.401	0.494
RO * Gender	-0.006	0.65	0.577	1	0.599	-0.017	-0.065	0.035	0.107	0.022
RO1	0.056	0.039	-0.033	0.089	0.042	0.5	0.457	0.831	0.699	0.502

RO2	0.009	-0.065	-0.086	0.018	0.005	0.598	0.445	0.891	0.765	0.523
RO3	-0.02	-0.01	-0.032	-0.035	0.006	0.474	0.494	0.747	0.505	0.453
TI1	-0.008	0.068	-0.096	0.071	0.066	0.63	0.43	0.533	0.778	0.56
TI2	-0.039	0.134	-0.015	0.149	0.085	0.6	0.377	0.475	0.764	0.547
TI3	0.055	0.02	-0.052	0.053	0.078	0.558	0.456	0.671	0.804	0.523
TI4	0.05	0.034	-0.022	0.162	0.043	0.565	0.463	0.738	0.803	0.552
TI5	0.004	-0.112	-0.108	-0.004	-0.009	0.573	0.468	0.728	0.782	0.477
WFC * Gender	0.007	0.769	0.662	0.599	1	0.048	-0.021	0.022	0.064	0.041
WFC1	-0.018	0.015	0.008	0.02	-0.008	0.603	0.61	0.435	0.517	0.821
WFC2	-0.062	0.026	-0.093	-0.025	0.018	0.63	0.495	0.484	0.549	0.832
WFC3	-0.095	0.077	-0.015	0.097	0.032	0.568	0.47	0.404	0.495	0.758
WFC4	0.019	-0.044	-0.075	-0.026	-0.005	0.604	0.506	0.492	0.56	0.772
WFC5	0.053	0.058	0.039	-0.013	0.039	0.619	0.533	0.462	0.494	0.791
WFC6	-0.013	0.101	0.044	0.055	0.114	0.612	0.479	0.532	0.557	0.745

RA= Role ambiguity, RC= Role conflict, RO = Role overloaded, TI = Turnover Intention & WCF = Work-family conflict

Henseler et al. (2015) conjointly went on to demonstrate the superior performance of this technique by means that of a town simulation study. per se we've conjointly tested the discriminant validity using this new advised technique and also the results ar shown in Table 6. There ar 2 ways in which of using the HTMT to assess discriminant validity: (1) as a criterion or (2) as a statistical check. For the primary one, if the HTMT worth is bigger than HTMT.85 worth of zero.85 (Kline 2015), or HTMT.90 worth of zero.90 (Gold & Arvind 2001) then there's a retardant of discriminant validity.

Table 4: Heterotrait-Monotrait (HTMT)

	Gender	M1	M2	M3	M4	RA	RC	RO	TI	WFC
Gender										
Moderating Effect 1	0.017									
Moderating Effect 2	0.015	0.616								
Moderating Effect 3	0.006	0.65	0.577							
Moderating Effect 4	0.007	0.769	0.662	0.599						
RA	0.066	0.055	0.055	0.037	0.05					
RC	0.067	0.042	0.04	0.082	0.039	0.718				
RO	0.039	0.053	0.07	0.065	0.024	0.802	0.684			
TI	0.043	0.102	0.081	0.121	0.078	0.886	0.644	0.973		
WFC	0.058	0.073	0.062	0.054	0.049	0.918	0.746	0.724	0.782	

RA= Role ambiguity, RC= Role conflict, RO = Role overloaded, TI = Turnover Intention & WCF = Work-family conflict

Structural Model Estimation

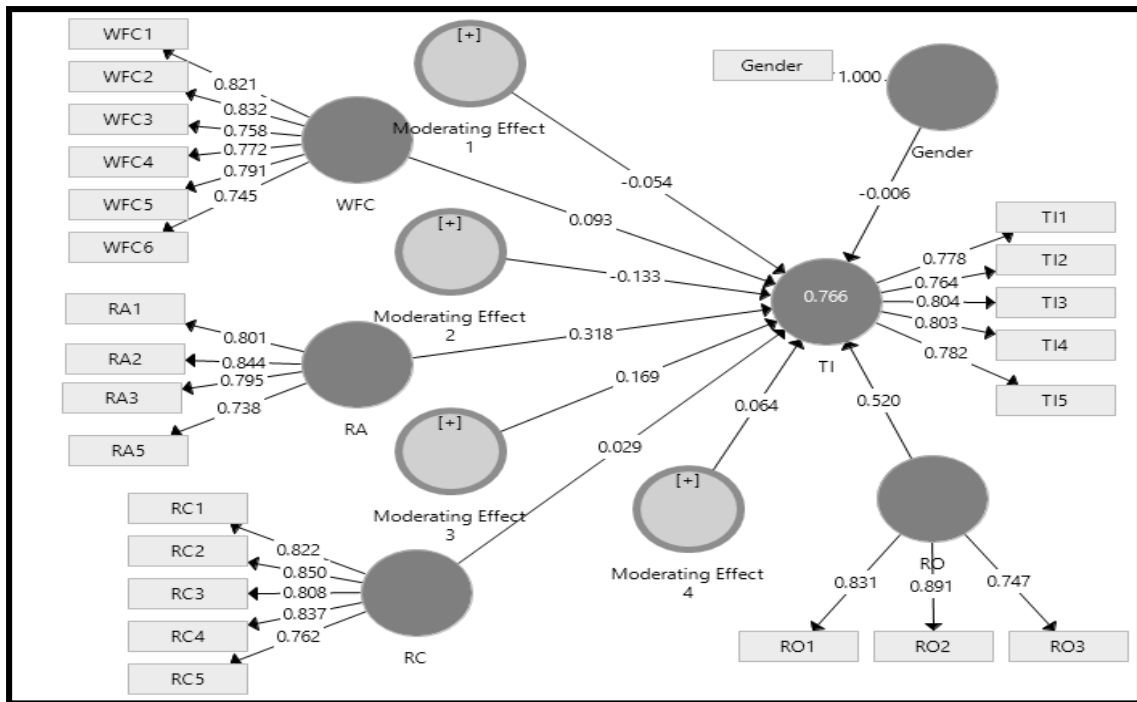


Figure 1: Structural model

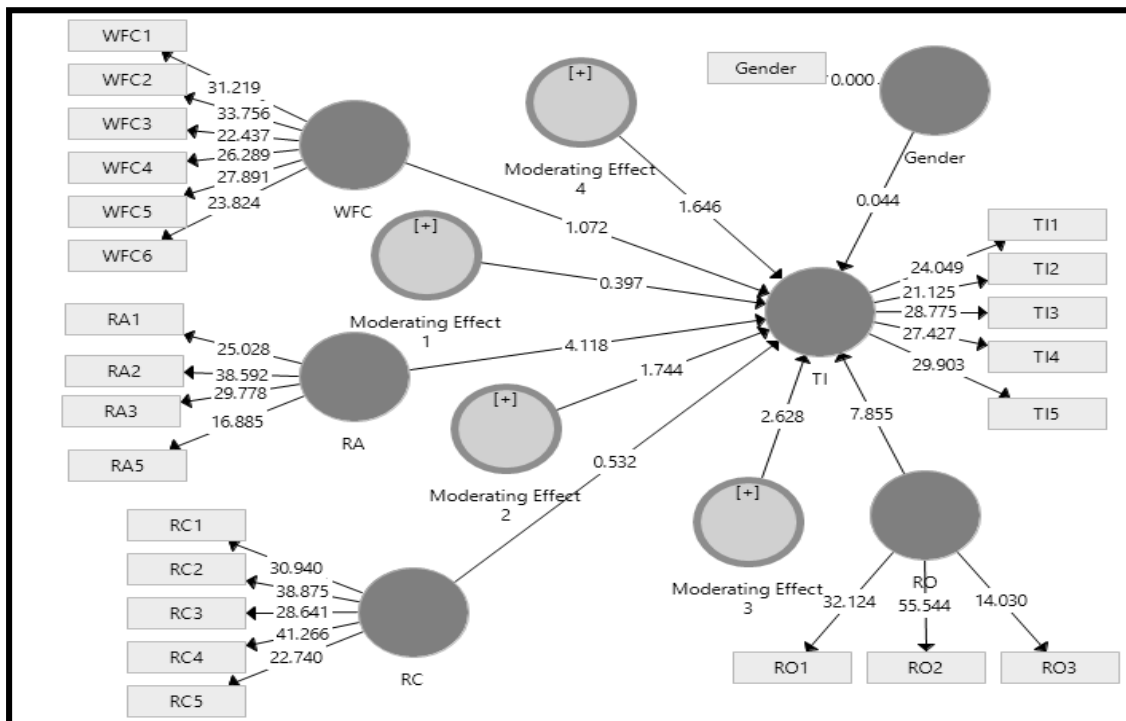


Figure 2: Structural model

Table 5: Hypothesis results

Hypothesis	Beta Value	Std Error	T value	P Values	LL	UL	Decision
Moderating Effect 1 ->RA- TI	-0.026	0.065	0.397	0.691	-0.155	0.099	Not supported
Moderating Effect 2 -> RC-TI	-0.113	0.065	1.744	0.081	-0.239	0.015	Not supported
Moderating Effect 3 ->RO- TI	0.178	0.068	2.628***	0.009	0.047	0.312	Supported
Moderating Effect 4 -> WFC-TI	-0.056	0.034	1.646	0.1	-0.124	0.009	Not supported

To estimate the structural model, a bootstrapping procedure with 5000 resamples was run to generate the t-values. Figure 2 presents the structural model while Table 7 presents the results of the hypothesis testing. Preacher and Hayes (2004; 2008) method of bootstrapping the indirect effect was applied. As shown in Figure 2 and Table 7, only H3 is supported ($\beta = 0.178$, $p < 0.05$). While H1 ($\beta = -0.026$, $p > 0.05$), H2 ($\beta = -0.113$, $p > 0.05$) and H4 ($\beta = -0.056$, $p > 0.05$) not moderate by gender towards turnover intention which explaining 76.6% variance. Thus, only H3 is supported as indicated by Preacher and Hayes (2008) the indirect effect lower level (LL) and Upper level (UL) does not straddle a zero in between indicating there is moderation. Thus we can conclude that the moderation effect is statistically significant, indicating that H3 was supported except H1, H2, and H4.

CONCLUSION AND IMPLICATION OF THE STUDY

Conclusion

The research investigate factors causing job stress and turnover intention among manufacturing industry employees in Malaysia. Researchers considered role overload, role ambiguity, role conflict, and work-family conflict as factors causing job stress. Past literates was reviewed to gain underlying knowledge. Well-structured 153 questionnaires utilized to collect data to extent subject knowledge. Data was processed via SEM-PLS 3.27 software. Four hypotheses were tested. The relationship between role overload and turnover intention significant and supported. The relationship between role ambiguity, role conflict, and work-family conflict and turnover intention not supported. The interpretation of findings represents continuously for long period of time, a single employee handle over and above high volume of work, beyond ordinary capacity at standard efficiency rate, tent to create job stress therefore employees' dissatisfaction rise and resign. There is a clear signal to the employers in manufacturing industry that from time to time the top management must assess and reassess the job-volume relationship. This will support employee motivation program and job retention objective, therefore, management could control in recruitment and selection, staffing, training cost. Management should focus quality time to gain sustainable competitive advantage. The researches acknowledge that there could be factors beyond this research cause job stress and employee turnover intention among manufacturing industry Malaysia.

Future Study

The research investigate factors causing job stress and turnover intention among manufacturing industry employees in Malaysia based on two models investigated in Europe. The prior study shows positive and significant result. However, the similar research reveal different results in Malaysia. The findings further

indicate that there are factors such as cultural and life style, believe system and legal system may have contribution on the findings. Therefore researchers recommend future study to focus these areas.

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