

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF STRESSORS ON EMPLOYEE  
TURNOVER INTENTION IN SUPREME GROUP**

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**ACADEMIC YEAR (2017-2019)**

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**A thesis submitted to the Board of Examiners in partial fulfillment of the  
requirements for the degree of Master of Business Administration (MBA)**

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## ACCEPTANCE

This is to certify that the thesis entitled “The Effect of Stressors on Employee Turnover Intention in Supreme Group” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

This study aims to explore the effect of stressors on job satisfaction and to analyze the effect of job satisfaction on turnover intention in Supreme Group. Descriptive method and analytical research method are used in the study. To achieve the objectives, both primary data and secondary data are used. Primary data are collected from 119 respondents at Supreme Group by using structured questionnaire. Secondary data are used from company documents, previous research paper, magazines, journals, internet, other related information resources and websites. The findings revealed that there is only a significant negative effect of role conflict and role overload on job satisfaction of employees. Furthermore, it is found that there is the negative effect of job satisfaction on turnover intention of the company. The study recommends that the company need to make clearly procedures, job descriptions, job specifications and provide sufficient resources, rewards and facilities.

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# CHAPTER 1

## INTRODUCTION

Human resource is ranked as a driver in each organization; they are the determinant of supportability and add to the accomplishment of corporate objectives successfully and effectively. Thinking about this explanation, the organization requires dependable and qualified HR. Hence, organization needs to oversee and focus on the HR just as conceivable. One of the issues brought about by poor human asset the executives is the turnover aim. The negative effect of turnover expectation on organization is the quality and capacity to supplant workers who leave the organization, so it takes quite a while and exorbitant to select new representatives (Waspodo et. al, 2013). Workers are a significant resource of an organization that must be overseen well (Mondy, 2008).

Job stress is the antagonistic response individuals need to extreme weights or different kinds of interest put on them at work. Stress isn't an ailment – it is a state. Be that as it may, if stress turns out to be excessively over the top and delayed, mental and physical sickness may create. Stress, including business related pressure, can be a critical reason for disease and is known to be connected with significant levels of disorder nonattendance, staff turnover and different issues, for example, more mistakes. Stress is a segment of each human presence and a human faces a grouping of worry in his regular daily existence. It becomes danger when an individual faces it at work; in this way, it turns into a basic worry for the business and the representatives too. There are numerous speculations and various definitions about worry as it is exceptionally troublesome subject to address and the degree of stress change starting with one individual then onto the next and a similar individual responds diversely in a similar circumstance and various people respond the equivalent in various circumstances. The creator characterized worry as mental and physiological express that happens in a specific situation. Stress emerges when an individual feels weight and pressure or some other negative inclination, for example, tension or outrage (Joseph, 2013).

Work pressure can be certain and an inspiring element, and is regularly fundamental in work. It can accomplish objectives and perform better. Stress happens when this weight gets inordinate. Stress is a characteristic response to a lot of weight. When the stress level is high, job satisfaction is low. Besides, the organizational

stress factors such as working condition and workload are having negative relationship with the satisfaction of job. (Landsbergis, 1988)

Job satisfaction is negatively related with the turnover intention of employees. Employees often think to leave their job; they often make comparison of their current job with the others and evaluate the alternatives which they can get by leaving their recent job. (Mobley, 1977)

Supreme Group of Companies does engineering related tasks and projects in Myanmar. Supreme makes the partnership with multi-national companies in power sector including power generation and transmission, hotels, dairy farm, real estate, and hotels etc. Supreme is also trading commodities, machineries, chemicals and general products.

## **1.1 Rationale of the Study**

Nowadays, the most affecting factor on health of the workers becomes Job stress. One of the crucial problems for the management dealing with human resources in any organization could be arresting the causes leading to job and hence giving rise to the attitude marked with turnover intention. The achievement of the company relies on the human resources. If the employees have the pressure and resign the job, the company will face many difficulties for the long term regarded as big problem. A lot of employee turnover affect the organization in terms of high costs and loss of profitability. (Hassan, 2014).

Turnover intention and turnover has become a prominent problem for every organization in Myanmar. In project-based industry, people including engineers often do not have enough time to do their work well because of unmanageable workloads. They are often required to work overtime, even on weekends. This could interfere with an employer's home and individual life. The significant pressure factors in representatives were performance pressures: when excitement is either excessively high or excessively low, execution decreases thus carries out the responsibility fulfillment; job uncertainty: when representatives has insufficient data about their work job brings about employment stress that influence work fulfillment; home-work interface: family and work are between identified with the degree that encounters in a single zone influence the personal satisfaction in the other. The outstanding burden and association with different elements stayed irrelevant supporters of work worry among representatives. The employees

encounter higher level of stress (Wickramasinghe & Liyanage, 2013). In addition to that, there is higher employee turnover since most of the employees feel high levels of stress in order to finish their assigned projects in time. Thus, most of the employees in project-based engineering industry face some kinds of mental or physical problems.

Supreme Group faces that most employees who quit the job complain of stress at work in exit interview and some existing key employees want to quit their jobs because of high stress levels. This research helps to understand how the job stressors can affect employees' satisfaction and in turn, how it can be related to turnover intention.

## **1.2 Objectives of the Study**

This study attempts to achieve the following objectives:

- 1) To examine the effect of stressors on job satisfaction of employees in Supreme Group.
- 2) To analyze the effect of job satisfaction on turnover intention in Supreme Group.

## **1.3 Scope and Method of the Study**

This study only focuses on job stress of employees working at Supreme Group. The study is done by descriptive and analytical research methods and uses primary and secondary data. The primary data are collected from 119 employees as per sample size calculator (Raosoft, 2004) based on the total population of 170 employees in Supreme Group by personal interview method. Structured questionnaires are used in the study. Secondary data are collected documents of company documents, previous research papers, magazines, journals, internet, other related information resources and websites.

#### **1.4 Organization of the Study**

This study is composed of five chapters. Chapter 1 is the introduction chapter including the introduction of the paper, the rationale of the study, the objectives of the study, the scope and method of the study and the organization of the paper are included. Chapter 2 presents the theoretical background on the role conflict, role ambiguity, role overloads, job satisfaction and turnover intention. Chapter 3 presents profile and stressors on job satisfaction of Supreme Group. Chapter 4 presents the analysis result of relationship between job satisfaction and turnover intention. Finally, chapter 5 presents findings and discussions, suggestions and recommendations and needs for further research for this study is described.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter presents the theoretical background pertaining to this study. It begins with role stressors by describing the role conflict, role ambiguity and role overload. In addition, it also presents job satisfaction, turnover intention and empirical studies of stressors, job satisfaction and turnover intention. Final part is conceptual framework of the study.

#### **2.1 Role Stressors**

Job stressors or job stresses are anything about a hierarchical job that makes negative consequences for representatives (Kahn and Quinn, 1970). Job related pressure are worried about how individuals perceive the desires others have of them and incorporates job uncertainty and job struggle (Alexandros - Stamatios et. al., 2003). According to Schafer (1998), job stressors are related with social jobs, which are social positions with bunched desires. Job stressors are comprised of three factors: role conflict, role ambiguity & role overload.

The consistent association between an individual and others is known as the socialization procedure. It is in this procedure that an individual accept a job, position, status, or obligation that is required or requested for a specific setting. In the authoritative setting, for instance, an individual can accept a job that requires to go about as administrator, and simultaneously, can go about as subordinate to another territory, thus obligations will be distinctive for every single one of the positions (Monnot, 2008).

The two kinds of authoritative pressures most featured in the writing are role conflict and role ambiguity, which can start from the lot of personal pressure, interpersonal problems and organizational issues, which influence the view of administrators while satisfying their duties as indicated by Katz & Kahn (1970) and Fisher (2001) & Fichter (2011).

According to King and King (1990), the sending of the necessities of the job designators to the individual answerable for a position happens by means of immediate and circuitous correspondence between them. It is imperative to know the officeholder

elements of every necessity of the designators and taking consideration with the lucidity of the prerequisites. In organizations where this circumstance isn't regarded, can be normal that officials see role conflict and ambiguity (Montgomery, 2011).

There are so many factors that could influence job satisfaction. Job stressors such as role conflict, role ambiguity and role overload may have effect on job satisfaction. There are many empirical studies to find out the relationship among them.

### **2.1.1 Role Conflict**

Role conflict is defined as the predicament faced by working individuals, who are facing two or more sets of conflicting roles and strains that are happening at the same time (Kahn et al., 1964). According to Spector (1997), role conflict forms from the very basis of coincidence multiple roles and emotional conflicts like, for example when a working individual's role coincides with the role of their own personal life. On another definition, role conflict is the differing role demands that are coincided one another and affect the outcome of it as put forth by Spector (1997). When there are complications' arising from the distribution of resources between the work territory and family territory this is called as a role conflict. Role conflict is seen to have been linked towards causing a high level of work-family conflict (Kopelman et al., 1983; Greenhaus and Beutell, 1985; Bedeian et al., 1988; Greenhaus et al., 1989).

The role emerges when more requests have been occurred upon the person by the companions, managers, subordinates. Such kind of stress is progressively predominant in the occupations which have absence of portrayals or hazy depictions and these require the theoretical reasoning and basic leadership (Zhao et al., 2010). Job hypothesis expresses that when practices expected of an individual are incongruent the person will encounter pressure, discourage, become disappointed, and perform less adequately than if the desire is forced don't struggle, Thus, it very well may be seen that jroleconflict can adversely influence a person's perspective. Another approach to clarify it, the individual duty might be diminished because of job struggle, Ahmad and Taylor (2009). Kahn et al. (1964) clarified the job hypothesis and they recommended that a situation of the association influences the desire for the job of workers. The desires are weights and standards to go about as they have coordinated. Be that as it may, the jobs may not be in the scope of obligations.

Role conflict will be produced when the requests are incongruent with the worker's objective, capacity, worth and conviction. Singh et al. (1994) proposed that job struggle can be unmistakable all Organizations. Lipinskiene (2008) gave an expansive meaning of the activity fulfillment in words it is passionate positive state or pleasurable enthusiastic state coming about because of the professional training or evaluation of one's job.

Miles (1976), Katz and Piotrkowski (1983) and Burden (1986) explained the positive relationship that exists between the effects of role conflict towards causing strains to an individual. Role conflict can also be seen to have caused negative consequences such as low job contentment, low dedication towards a job and its conduct as well as a high resignation intention (Fisher and Gittelsohn, 1983; Jackson and Schuler, 1985). Kahn et al. (1964) have studied the negative effects that role conflict has on the work-family domain. Role conflict happens when individuals are faced with contradictory job desires in the different social statuses they involve. Struggle may likewise happen when individuals differ about what the desires are for a specific job (Muchinsky, 2000).

### **2.1.2 Role Ambiguity**

Baron (1986) stated that role ambiguity can be defined as employees' confusion to performance the expectation of their tasks without sufficient information. According to Boles et al. (2003), role ambiguity is the result of employees with unclear responsibilities and information to performance the tasks. Similarly, Rizzo et al. (1970) stated that role conflict may be experienced when employees' received expected performances to fulfill their jobs without clarity.

Rizzo, House, and Lirtzman (1970), defined role ambiguity as a stress situation in which a person lacks clear direction about the expectations of role in the job or organization. Ford (1972) said that when role ambiguity is high, for example in the salespersons do not fully understand the job in terms of necessary activities, how to perform them, and their relative importance. Kahn (1973) defined role ambiguity as the discrepancy between the amount of information that a person has and the amount that is required to perform the role adequately and has been frequently studied in the marketing literature.

Role ambiguity has been found to negatively influence in-role performance in a number of studies (e.g., Jaworski and Kohli, 1991). Spector (1996), define role ambiguity is the extent to which employees are unclear about what their job functions and responsibilities are supposed to be. Osborn (2000) defined that role ambiguity occurs when a person is uncertain about the role.

Spector (1997) found that role ambiguity is the extent to which working individuals are sure of their responsibilities and what are they capable of. When an individual is unclear regarding how to make decisions or what is expected out of their job performance, role ambiguity can occur. Role ambiguity means the vagueness that fall under what to expect from a given role.

According to Fisher (2001), role ambiguity is born when executives do not have useful information that they allowed to effectively perform their duties. This information should provide evidence of: (i) relevant expectations regarding the performance of a role, as well as its scope in term of rights duties and responsibilities; (ii) crucial activities for effectively fulfilling a position's obligations, just as the means or the most ideal approach to accomplish this; (iii) the results of doing and of not completing the obligations; (iv) conduct that is compensated or rebuffed, the nature of pay and disciplines, conduct that is acceptable or unsuitable in playing out the job; lastly, (v) open doors for headway.

Role theory states that role ambiguity will bring about adapting conduct by the role incumbent, which may appear as endeavors to take care of the issue to evade the sources of stress, or to utilize guard components which mutilate the truth. In this manner, as per role theory, ambiguity should expand the likelihood that an individual will be disappointed with his job, will encounter uneasiness, will twist reality and will hence perform less successfully. The role theory defines role ambiguity as, various roles that an individual would have to face, in which the individuals face ambiguity in the clarity of roles expected or required of the individuals, in terms of what behavior should be portrayed or what responsibility is expected of the individual. Hence, when there is an absence in the concise information of what to expect from the given roles this can in no doubt cause tension and anxiety (Sell et al., 1981).

A negative relationship existed between the effects of role ambiguity towards dedication, participation and contentment towards work (Fisher and Gittelsohn, 1983). Baron (1986) has proposed that working individuals who face vagueness or lack of clarity

regarding what is required from their work are faced with the condition known as role ambiguity. Spector (1997) states that role ambiguity is the extension to which working individuals are uncertain with that is demanded of them or required of his or her job and what the obligations are.

According to Greenhaus and Beutell (1985) and Carlson and Perrewe (1999), role ambiguity is also seen as the root cause of work-family conflict. Many researchers (Greenhaus et al., 1987; Loerch et al., 1989; Bacharach et al., 1990; Barling and Macewen, 1992; Parasuraman et al., 1992; Bedeian et al., 1998; Lance and Richardson, 1998 and Voydanoff, 1998), identified role ambiguity as having a direct relationship towards work-family conflict. According to Beehr et al. (1976), role ambiguity is presumed to lead a much reduced performance in certain work tasks due the fact that these working individuals are not aware in utilizing and aiming their efforts efficiently which in turn can lead to them leaving the organization (Beehr and Newman, 1978).

### **2.1.3 Role Overload**

Role overload is characterized as when an individual partakes in a region loaded up with numerous of jobs, every one radiating their own special requests, all against to what the individual can satisfy because of the person in question having no adequate assets to fulfill these needs (Goode, 1960). Role overload is defined as the situation in which individuals have to meet the high demand of roles, obligations or tasks that need to be fulfilled within a specified period of time and it is more than what they could perform (Rizzo et. al., 1970; Cooper et. al., 2001).

Role overload is a sort of incongruence between work requests and the time accessible to satisfy those requests. Bacharach et. al., (1990) conceptualized job overburden as far as the laborers' discernments that they can't finish appointed undertakings adequately because of time restrictions, a develop autonomous of role conflict. Along these lines, role overload and role conflict will in general be utilized conversely in the writing when, truth be told, they are connected yet unmistakable ideas (Coverman, 1989; Hecht, 2001).

Role overload happens when a worker thinks that its hard to perform proficient obligations that are unnecessary or can't in any way, shape or form be done in the time accessible. Role overloadlikewise has been operationally characterized as happening

when an individual can finish all commitments yet not at the degree of fitness that would be accomplished if different obligations were absent (Brumels& Beach, 2008; Goldstein &Rockart, 1984).

When working individuals face more workload than they could cope at any single period of time they will face a higher work-family conflict. And this in turn, will lead to negative feelings, exhaustion, stress and other psychological health issues (Lingard and Franics, 2006) However with regards to this, researchers have also discovered that increased adaptable work arrangements may also increase work-family conflict, due to reasons being that it will lead to more inter-domain conversions which in other words can lead to more work-family conflict.

Role overload describes situations in which employees feel that there are too many responsibilities or activities expected of them in light of the time available, their abilities, and other constraints (Rizzo, House, &Lirtzman, 1970). Role overload occurs when people feel inconsistency between the time required to finish the task and the time available for them.

Boundary theory (Ashforth et. al., 2000) and a conservation of resources theory (Hobfoll, 1998), discuss the idea of how role overload relates to work-family conflict. They suggest that with these theories they explain the concept that when these individuals face role overload they undergo a phenomenon, known as inter domain transition which occurs when these individuals adjust their resources from one role to the other role. Froneet. al. (1997a, b) have proposed that the relationship that existed between role overload and work-family conflict are in due to the fact of resource constraint.

## **2.2 Job Satisfaction**

Job satisfaction is defined as the extent to which a worker feels positively or negatively about his or her job (Locke, 1976).Spector (1997) explained job satisfaction as simply how people feel about their jobs and different aspects of their jobs. Job satisfaction speaks of individual feelings about the rewards they have received on the job(Lawler, 1990).

Job satisfaction is the employees' attitude towards their jobs. According to Locke (1976), employees' job satisfaction is the employees' emotions towards their works. Employee satisfaction is a key element in encouraging employees' motivation, goal achievement, and confidence in their workplace. It means, when the job satisfaction level is high, the employees' have a very strong positive relationship regarding related to their jobs.

According to Harrison and Hubbard (1998), other than the job, for instance role conflict, role ambiguity, and job satisfaction are kind of job characteristics which are proposed. Bernstein and Nash (2008) stated that employees' positive emotion is directly affected by the nature of employees' assignment. Based on the numerous empirical studies, which stated that employees' job satisfaction highly rely on employees' emotions, who satisfy or dissatisfy regarding to their jobs. Job satisfaction is a key factor to organization growth process and achieves the firms' goals.

Workers who are unsatisfied with their activity won't be spurred and eager towards any errands allocated to them, and they will be increasingly inclined to getting away from their obligations. Also, they will be seen with more elevated levels of nonappearance from work. In any event, when they are available, they will show extremely less worry in the issues of the association, which will surely influence the associations' exhibition contrarily.

The study of Landsbergis (1988) showed that high levels of work stress are associated with low levels of job satisfaction. Moreover, Cummins (1990) have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization. BabjideandAkintay (2011) indicated that the pressure emanated from the job has considerably influenced the perceived level of job satisfaction. Igharia and Greenhaus (1992) also revealed that job stress affects job satisfaction and career satisfaction negatively.

### **2.3 Turnover Intention**

Turnover refers to a kind of behavior which explains the procedures of leaving or replacing employees in an organization (Currivan, 1999). In management, turnover is not new but an important issue in human resource management which attracts the interest of public administration and industrial relations management practitioners all over the world. As the competition increases, the organizations must develop strategies to retain

the employees (Ongori, 2007). Bothma and Roodt (2013) stated that turnover intention is very much studied and validated but there is needed to validate the turnover intention scale. Turnover is a planned behavior to leave the organization. It is also noted that turnover is a deliberate intention or a part of an employee's strategy to escape from the current situation. There is an indirect relationship between turnover and job demands. When there are a lot of job demands, the stress arises and leads to turnover intentions. The job resource also stimulates the turnover intentions. Turnover is dependent on many personal and impersonal reasons and people leave the job when employees find another job easily or they have other opportunities. The quitting intention has always a high cost and negative outcomes. Kumar and Govindarajo (2014) stated that there are a few instruments available in literature to measure some of the concepts such as absenteeism, turnover, and retention. There are some factors that make the decision easy to say whether the employees will stay or leave such as rewards, fairness at workplace, bullying and harassment, poor management relationships, management support, supervisor, safety and security, coworker relationship and others as well. The researcher used qualitative techniques to identify those factors which enforce the employees to stay or leave. Following this, the factor analysis is also used. According to Varshney (2014), turnover can be defined as the members who quit the organization for those opportunities which they considered more suitable than their current jobs.

Employees, who leave the organization by their own choice or by the requests of others, both create troubles for the organization. The organization bears a loss of investment which they do in training and selection of such employees. The turnover is the outcome of the attitudes and behaviors of coworkers and supervisors on job and in every state of affairs the intention of quitting becomes dependent on different factors, and turnover becomes an opposite dependent variable to predict the actual intentions of quitting. As the intention to quit is increased, the turnover also increases.

Varshney (2014) focused on the theory of self-concept to explain more variety in employees' turnover. The personality traits enable the researchers to perk up comprehending the reasons of turnover and the collision of every attribute on it. Following this, the individual level of self-concept is positively and the collective level of self-concept is negatively associated with the turnover intent. The turnover intention is an individual intention to quit not only the location but also the job, role, and work

environment. Moreover, employee turnover can lead to a social capital loss, which negatively impacts the organization effectiveness as well as success of an organization.

## **2.4 Empirical Studies of Stressors, Job Satisfaction and Turnover Intention**

Empirical studies are important to get the theoretical background and conceptual framework for the current study.

### **(i) Stressors and Job Satisfaction**

In the study of Feldman (1976) it is concluded that relationship exists between the Inter Role conflict and job satisfaction. The study of Bhagatet. al., (1985) identified that the negative relationship between job satisfaction and work conflict. Role conflict has strong negative effect on job satisfaction (Netemeyer et al.,1990).

Bennetet. al., (2000) identified that the significant relationship is between work life conflict or work home interference and job satisfaction. In the study of Lankauet. al.,(2006), it is concluded that if the role conflict is reduced, the level of job satisfaction and organizational commitment will be increased.

Several studies have tried to examine the relationship between role conflict and job satisfaction. A study among physical education teachers in Greece explored negative relationship between role conflict and job satisfaction. A study of professional accountants found that role conflict was associated with low job satisfaction and high intention to leave. Other studies also found that the role conflict experienced by employees could lead to job dissatisfaction. Similarly, The odorakis et al., found that role conflict was negatively related to job satisfaction.

According to Netemeyeret al., 1990; Teas, 1983, role conflict looksto have a stronger effect on job satisfaction than doe's role ambiguity. Findings of Sager's recommend that role conflict directly impacts job stress and job satisfaction while job satisfaction seems to lessen job stress. In adding to affecting job stress, role conflict is probable to be a negative influence on job satisfaction and job expectations.

Manasseh (2013) inspected the impact of authoritative job struggle and occupation fulfillment on representative execution in the traditions administration of Nigeria. The

information from 103 Customs Officers were chosen with the end goal of study. The aftereffect of the examination uncovered those officials who were under low job strife performed superior to anything officials under high job struggle. Authoritative job struggle hence significantly affected their presentation. Then again, there was no critical impact of occupation fulfillment on execution. The effect of employment fulfillment and job strife on execution was seen as unimportant.

Kahn et. al. (1964) stated that role ambiguity will result in a job holder engaging in a coping behavior in an attempt to solve unclear tasks in a move to overcome stress which in turns will distort the reality of the job requirements. This will then lead to a person feeling dissatisfied with his role, experiencing anxiety and thus perform less effectively. According to Yousef (2000) that role ambiguity affects the job satisfaction. Hariset. al., (2000) studied that role conflict and role ambiguity affects the level of resourcefulness in a negative way.

In the study of Lankau et al., (2006) it was concluded that if role ambiguity was reduced, the level of job satisfaction and organizational commitment will be increased. In a study of Yousef (2002) it was established that role stressors have direct and negative relationship to the job satisfaction. In 2006, Wu & Norman investigated and found that negative relation between role stressors and job satisfaction.

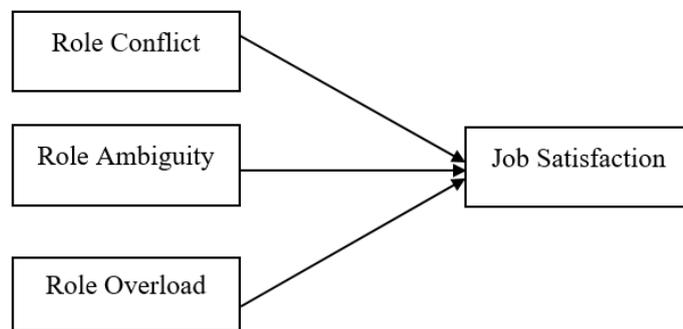
Bacharach et al., (1991) found that the job over-burden has an out of the blue solid constructive outcome on work fulfillment for engineers, and an inconsequential negative impact on job satisfaction for medical attendants. The discoveries of Pearson (2008) were that role overload was contrarily connected with mental wellbeing, job satisfaction, and relaxation fulfillment. Stepwise relapse examinations demonstrated that job over-burden was the most grounded indicator of mental wellbeing and that role overload was measurably identified with work fulfillment..

Paktinat and Rafeei (2012) found that stress in job due to different issues like work overload, coworkers behavior, etc become hurtful not for himself however for the association which contrarily influenced the activity fulfillment. This stress can be diminished by giving preparing, direction, legitimate compensation bundle equivalent worker openings (Obiora & Iwuoha, 2013). Numerous analysts in this particular zone (Van De Vliert & Van Yperen, 1996; Curry et al., 1986) found a solid relationship between job

satisfaction and role overload which is one of the significant determinants of job satisfaction.

Venkataraman (2013) found that the research named a study of job stress on job satisfaction among the employees of small-scale industries. The study stated to examine the impact of job stress on job satisfaction among the employees of small-scale industries in Madurai. In order to get the primary data, structured questionnaires were collected from 300 employees. The conceptual framework of this study was shown in Figure (2.1).

**Figure (2.1) Job Stress on Job Satisfaction among the Employees of Small-Scale Industries in Madurai**



Source: Venkataraman (2013)

Venkataraman (2013) analyzed the relationship between job stress factors and employee job satisfaction by working out correlation coefficients. The results showed that there was correlation coefficient between workload and job satisfaction. There was the moderately and negatively associated with each other at one percent level of significance. The role conflict and job satisfaction are also moderately and negatively associated with each other, significant at one percent level. The results indicated that the correlation coefficient between role overload and job satisfaction and it is moderately and positively associated with each other at one percent level of significance. As the whole, concluded that there was the negative significant relationship between job stressors and job satisfaction.

## **(ii) Job Satisfaction and Turnover Intention**

In an investigation of U.S. military officials, specialists upheld a relationship between's turnover intention and non-business related elements (Huffman, Casper, and Payne, 2014). Huffman, Casper, and Payne (2014) likewise found a connection

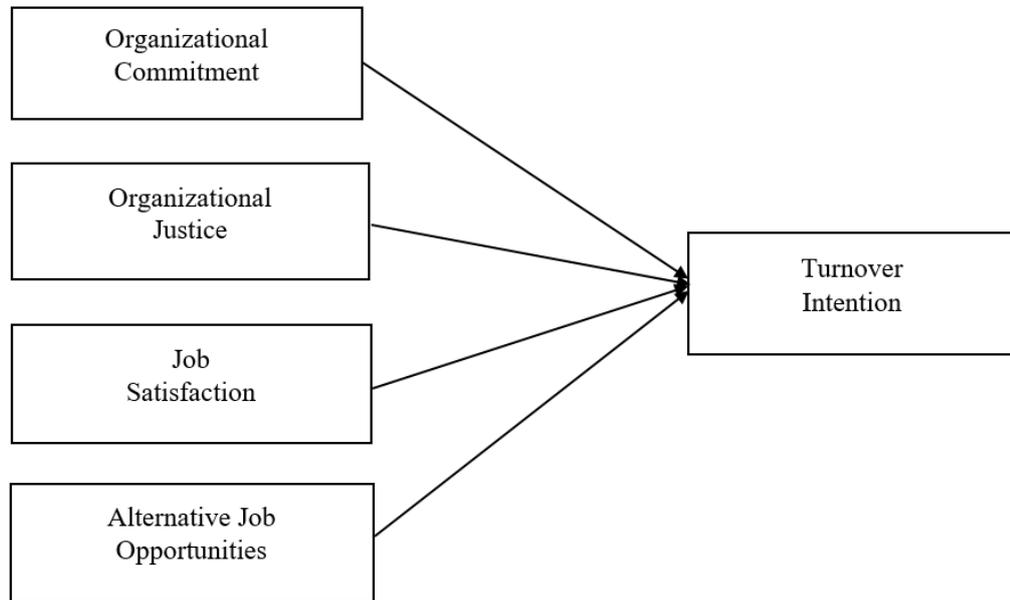
amongst turnover and a decrease in job satisfaction. At the point when a representative isn't happy with the activity or association, the worker has a more noteworthy possibility of leaving the association (Kim and Park, 2014).

To reduce turnover intention, employees need to feel satisfied with their jobs and the organization. Sheraz, Wajid, Sajid, Quershi, and Rizwan (2014) studied more than 200 professional workers in Pakistan. The study concluded that there is a negative correlation between job satisfaction and turnover intent. This result is consistent with the results of a study of higher education in Thailand (Salam, 2017). It is important for managers to discover what makes employees satisfied on the job and implement initiatives to increase job satisfaction. There are many variables that may impact an employee's job satisfaction level. Gender and age have an impact on the strength of the correlation between job satisfaction and turnover intention; however, this trend appears to be declining (Magee, 2015).

Tarigan and WahyuAriani (2015), in a study of employees within a construction and engineering firm in Indonesia, asserted there is an immediate relationship between a worker's activity fulfillment and turnover intent. Batura et al. (2016) examined the connection between representative activity fulfillment and turnover goal in the social insurance industry. The consequences of Batura et al.'s study upheld the aftereffects of Tarigan and WahyuAriani.

Bee and Mak (2014) found the research titled 'Factors of job turnover intention among employees of private universities in Selangor'. The objective of their research is to investigate the job turnover intention among tertiary education employees. 200 sets of questionnaires were distributed to 200 target respondents. Figure (2.2) presents the conceptual framework of the previous study.

**Figure (2.2) Factors of Job Turnover Intention among Employees of Private Universities in Selangor**



Source: Bee and Mak (2014)

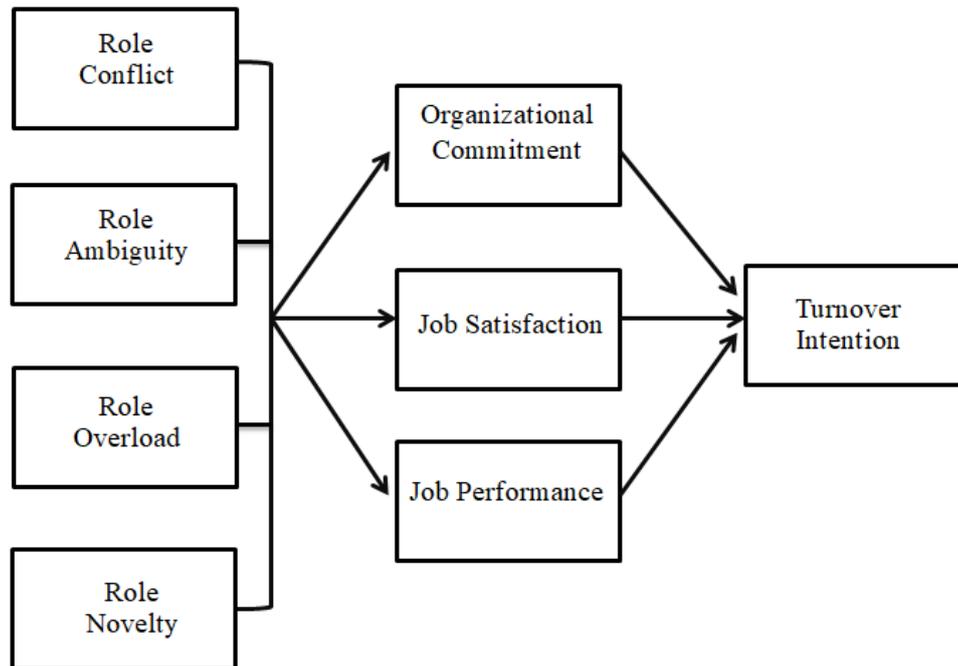
Bee and Mak (2014) found that organizational commitment has significant negative relationship with the job turnover intention rate. Besides that, the research also found out that organizational justice also has negative relationship with turnover intention and it is very crucial in the workplace to prevent job turnover intention among the workforce. One more important factor gained from the research is job satisfaction. The higher the job satisfaction employees have, the lower the job turnover intention rate will happen within employees. It is also found that an alternative employment opportunity is positively correlated with the job turnover intention.

### **(iii) Job Stressors, Job Satisfaction and Turnover Intention**

Rageb(2013) found the research titled organizational commitment, job satisfaction and job performance as a mediator between role stressors and turnover intentions, a study from an Egyptian cultural perspective. The researcher finds out the effect of the relationship among role stress including role conflict, role ambiguity, role novelty and role overload on job performance, job satisfaction, organizational commitment and turnover intentions; and the situational relationships among job satisfaction, job performance, employee commitment to organizations and employee turnover intentions

through a case analysis on college of management and technology one of the Arab academy for science and technology and maritime transport. Structured questionnaires were distributed to 65 respondents. Figure (2.3) presents the conceptual framework of the previous study.

**Figure (2.3) Organizational Commitment, Job Satisfaction and Job Performance as a Mediator between Role Stressors and Turnover Intentions in Egypt**



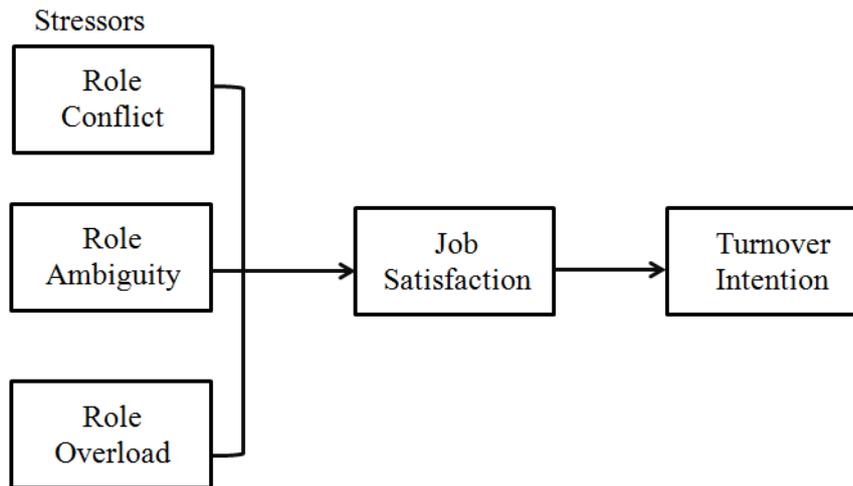
Source: Ragebet.al., (2013)

Ragebet.al (2013) found that there is a negative relationship between role ambiguity and job satisfaction, and organizational commitment while a positive relationship occurred between role novelty and both job satisfaction and organizational commitment. Role overload and role ambiguity is not significant with mediating variables. In addition, it was found that there is a negative relationship between job satisfaction and turnover intention while other variables are not significant. Job performance and organizational commitments do not have strong relationship with turnover intention.

## 2.5 Conceptual Framework of the Study

Based on the above literature review and previous conceptual frameworks, the conceptual model of this study is shown in Figure (2.4).

**Figure (2.4) Conceptual Framework of the Study**



Source: Own Compilation (2019)

This framework was developed based on the literature review. According to the conceptual framework, there are three independent variables such as role conflict, role ambiguity and role overload. The independent variable is job satisfaction and dependent variable is turnover intention. In this study, job stressors are examined then analyze the effect of job satisfaction on turnover intention of employee in Supreme Group. In this study, job stressors such as role conflict, role ambiguity and role overload are analyzed. The study finds out whether the job stressors affect the job satisfaction positively or negatively. In addition, this study also analyzes which factor most effects on job satisfaction. Finally, it also analyzes whether the job satisfaction affects the turnover intention of employees in Supreme Group.

## **CHAPTER 3**

### **PROFILE AND STRESSORS ON JOB SATISFACTION IN SUPREME GROUP**

This chapter includes four main parts, profile of the Supreme Group of Companies, demographic factors of the respondents, effect of stressors on job satisfaction of employees and stressors of the respondents.

#### **3.1 Profile of the Supreme Group of Companies**

Supreme Group of Companies was created on 9<sup>th</sup> of November, 1990 under the name of Supreme Enterprise Limited. Supreme Enterprise Limited started as an import/export and trading business but expanded quickly into other sectors. Under the guidance of Chairman and Managing Director, Supreme Group has expanded its businesses to now being the industry leader into agro industries and agro chemical industries, water treatment and environmental engineering, bio engineering industries, and special infrastructure construction projects.

In order to emphasize on different projects, Supreme Group of Companies was formed. Management authorities are delegated to Chief Executive Officers to oversee day-to-day operations of their respective lines of businesses. Supreme Group currently has approximately (170) employees and Nay Pyi Taw Office, including an office in Singapore and with its headquarters located in Yangon.

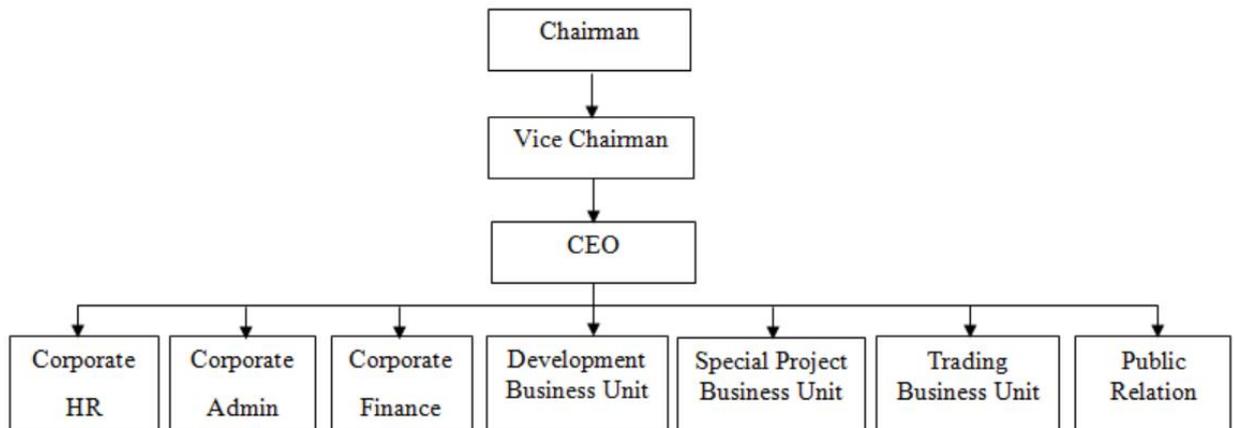
The distinct projects are 1,390MW gas-to-power project which is to be built in western Ayeyarwady region and 135 MW Kyaukphyu Combined Cycle Power Plant which is located in Kyaukphyu, a major township in Rakhine State, Myanmar. The current projects are Uto industrial park and real estate, Pakokku airport and development project, Asia highway industrial and free trade zone, Thai Myanmar border special industrial zone, cement factory, mining, island hotel resort and luxury private villa, Inle hotel resort and cultural landmark and Pantanaw tourist zone.

Supreme visions are that client satisfaction has always been the driving force and principle policy. The company also tries to be the leading service provider in a socially,

tactically and environmentally responsible manner and with high professionalism. It also tries best to provide advanced technology with high quality services at reasonably affordable price. Supreme has the missions in order to achieve the vision. The missions are to deliver professional services that meet and exceed clients' expectations, to maintain a high level of professional standing and integrity and to establish a mutually beneficial long-term relationship with valued clients and business associates.

Organization structure of the Supreme Group of Companies is a tall structure and it will be presented in chart. According to the nature of business, all departments in charges have the authority to make decision. Moreover, the number of departments and functions of departments in Supreme Group of Companies can be seen in this section. The organizational structure of the Supreme Group of Companies is shown in Figure (3.1).

**Figure (3.1) Organizational Structure of Supreme Group of Companies**



Source: Supreme (2019)

According to the organizational structure, Supreme Group has seven major departments. The functions of each department are as shown in Table (3.1).

**Table (3.1) Number of Workers in Supreme Group**

<b>Sr.No</b>	<b>Department</b>	<b>No. of Workers</b>	<b>Percent</b>
	<b>Total</b>	<b>119</b>	<b>100.0</b>
1.	Corporate HR Department	10	8.4
2.	Corporate Admin Department	12	10.1
3.	Corporate Finance Department	18	15.1
4.	Development Business Unit	25	21.0
5.	Special Project Business Unit	19	16.0
6.	Trading Business Unit	15	12.6
7.	Public Relation Department	20	16.8

According to above Table (3.1), corporate human resource department is mainly responsible for recruitment and selection, employer-employee relations, compensations and benefits, labor law compliance and training and development. This department drives the motivation of the employees, increases job satisfaction and retains its valuable employees by adjusting human resource policy.

Corporate Admin Department takes care of office supplies, meeting arrangement, transportation arrangement, external affairs and events. It needs to fulfill the needs of for all business units in the organization.

Corporate Finance is responsible for budgeting, financing, investing, reporting and analysis for all business units. In addition, this department sometimes gives recommendations for strategic plans.

Development Business Unit is responsible for project finding, project permit approval, dealing with government for land lease agreement and land use approval. This department does marketing activities, and deals with government relations.

Special Business Unit is responsible for national level projects, power purchase agreement, Joint Venture Company establishes. For special business, it groups special unit for large projects by calling necessary people for other business units.

Trading Business Unit is responsible for export and import operations and procedures. This department manages logistics and transport and negotiates the terms of sale and delivery of products.

Public Relation Department is responsible for media representation, crisis communication, social media management, government relations and public affairs, and corporate social responsibility and regional development.

### **3.2 Demographic Factors of the Respondents**

Profile of the 119 respondents such as age, gender, education level, experience and position are presented. The findings are presented by frequency and percentage as shown in Table (3.2).

**Table (3.2) Demographic Data of the Respondents**

Sr.No	Particular	Respondents	Percent
	Total	119	100.0
1.	Gender: Male	38	31.9
	: Female	81	68.1
	Marital Status: Single	63	52.9
	: Married	81	47.1
2.	Age: 20-25 years	13	10.9
	26-30 years	20	16.8
	31-35 years	31	26.0
	36-40 years	24	20.2
	41-45 years	14	11.8
	Older than 45 years	17	14.3
3.	Education Level: Undergraduate	2	01.7
	Bachelor's degree	87	73.1
	Post Graduate	30	25.2
4.	Experience: below 1 years	18	15.1
	1-3 years	11	9.2
	4-7 years	61	51.2
	7-10 years	7	5.8
	11-15 years	10	8.4
	above 15 years	12	10.1
5.	Management Level: General Manager	11	9.2
	Dy. Manager	15	12.6
	Sr. Manager	20	16.8
	Manager	15	12.6
	Asst. Manager	35	29.4
	Officer	23	19.3

Source: Survey Data, 2019

According to the Table (3.2), most of the respondents are females who are representing the 68% of the total respondents and males represent the remaining. Majority of the employees are married. In addition, most employees are between 31 ~ 35 years old and the second majority group consists of employees who are 36 to 40 years old. Therefore, majority of employees in Supreme Group are middle age people. Among the 119 respondents, Most of the respondents are educated and they are bachelor degree

holders. Many of the employees are working at Supreme Group from 4 to 7 years old and work as assistant managers.

### 3.3 Effect of Stressors on Job Satisfaction of Employees

Stress factors such as role conflict, role ambiguity and role overload are very important in order to satisfy employees at the organization. If the organizations eliminate or reduce the job stress of the employees, the performance of the employees could be increased significantly.

In this study, structured questionnaire with 5 point likert scale are distributed and collected from 119 employees. The scale ranges from 1 to 5 (1=strongly disagree, 2=disagree, 3 neutral, 4= agree, 5 strongly agree). If the score is greater than 3, it can be said that employees have role conflict at the work.

#### 3.3.1 Role Conflict of the Respondents

This study finds out the roles conflicts of the employees who are currently working at the Supreme Group of Companies by collecting the structured questionnaire from 119 employees. The findings are shown in Table (3.3).

**Table (3.3) Role Conflict**

Sr. No.	Role Conflict	Mean Score	Standard Deviation
1.	Receiving incompatible requests from two or more people at the same time	3.75	0.65
2.	Doing things that are not related with duties	3.89	0.72
3.	Too many complicated jobs	4.10	0.69
4.	Doing things that are acceptable to one person and unacceptable to others	4.18	0.73
5.	Receiving tasks without adequate resources	3.04	1.12
6.	Doing things that should be done in a different way	3.22	1.14
<b>Overall Mean</b>		<b>3.70</b>	<b>0.54</b>

Source: Survey Data, 2019

According to the Table (3.3), the highest score is 4.18 which show that most of the employees do jobs that are acceptable to one person but unacceptable to others because employees seem to work for two or more heard of department and they have multiple

assignments at the same time. The second largest mean score shows that most employees feel complicate their jobs because the company does many types of projects and it leads to quite different work nature. The lower factor indicates that the employees have to work extra jobs because there are limited human resources at the organization and employees have to do unrelated jobs sometimes. According to the above Table of overall mean score, it is found that most employees at Supreme Group have moderate role conflict at their work.

### 3.3.2 Role Ambiguity of the Respondents

Employees need to have clear role about their responsibilities and authorities. Otherwise, they will not be satisfied at their job. Thus, this study finds out the role ambiguity levels of the employees working at the Supreme Group. The findings are shown in Table (3.4).

**Table (3.4) Role Ambiguity**

Sr. No.	Role Ambiguity	Mean Score	Standard Deviation
1.	Unclear, planned goals and objectives	2.23	0.81
2.	Superior not letting knows how satisfied with performance	2.64	0.88
3.	Feeling unhappy most of the time due to unclearly procedures	2.76	0.98
4.	Unknown responsibilities and authority clearly	1.93	0.69
5.	Performing tasks not suits with values	2.08	0.79
6.	Unclear what is expected	2.47	0.62
<b>Overall Mean</b>		<b>2.35</b>	<b>0.74</b>

Source: Survey Data, 2019

According to Table (3.4), the highest score shows that most of the employees are unhappy at work because there are no clear procedures. The second largest score indicates that most of the employees get acknowledges from superiors based on their performance because superiors usually express their acknowledgement at the meetings. The lower factor shows that the employees know what are expected of them at their work because the company makes clear job description and job specifications for all employees. According to the above Table of overall mean score, it is found that most employees at the company have less role ambiguity at their work.

### 3.3.3 Role Overload of the Respondents

As role overload is a major problem almost every organizational sector is suffering from this and with the increase in working hours, duty timings and pressure from supervisor to accomplish competitiveness, and achieve goals, it has become an important area of focus. This study finds out the role overload levels of the employees working at the Supreme Group. The findings are shown in Table (3.5).

**Table (3.5) Role Overload**

<b>Sr. No.</b>	<b>Role Overload</b>	<b>Mean Score</b>	<b>Standard Deviation</b>
1.	Having to do variety of works more than assigned jobs	3.47	0.64
2.	Everyday workload being too much to finish	3.26	0.54
3.	Having not good balance between job and family time	3.18	0.75
4.	Feeling physically drained at home	3.13	0.60
5.	Having to work overtime to complete tasks	3.17	0.38
6.	Having to rush to get everything done almost daily	3.02	0.39
<b>Overall Mean</b>		<b>3.21</b>	<b>0.44</b>

Source: Survey Data, 2019

According to Table (3.5), the largest mean score shows that most of the employees have to work more than assigned tasks because the company has a lot of projects and they have to take more assignments because of limited human resource. The second largest indicates that they have too much tasks daily and they feel that they do not have good balance for it. The employees of the company have moderate level of difficulty in work-life balance since they are under pressure for many assignments to finish on time especially when they have limited resources. The lowest factor shows that the employees have to rush to get everything done almost daily because employees have to work many assignments and do overtime, and feel rushed. According to the above Table of overall mean score, it is found that most employees at the company have moderate level of role overload at their work.

### 3.4 Stressors Levels of the Respondents

To evaluate the job stress levels of the employees at Supreme Group, role conflict, role ambiguity and role overload are considered as the main factors. 119 employees of the Supreme Group are surveyed and the overall mean score based on the above three factors are calculated. Table (3.6) presents the work stress levels of 119 employees.

**Table (3.6) Stressors Levels of Respondents**

<b>Sr. No</b>	<b>Variables</b>	<b>Mean</b>
1.	Role Conflict	3.70
2.	Role Ambiguity	2.35
3.	Role Overload	3.21
<b>Overall Mean</b>		<b>3.09</b>

Source: Survey Data, 2019

Staff does not perceive role ambiguity but perceive role conflict and moderate levels of role overload at work. The role stress of employees at the company comes mainly from role overload and role conflict, but has less role ambiguity. Results shown in Table (3.6) indicate that the presence of role conflict at the work place is higher than role overload at their works. The situations of role conflicting make employees more difficult and pressure at the workplace since employees have to work with various departments, job complexity, time constraints and legislation changes etc. Most of the respondents are working at various departments at the head office thus they have to handle more than one project. Moreover, employees have to do many assignments and deal with suppliers and customers. Thus, employees feel role overload at their work. According to the overall mean score, employees have moderate levels of work stress that could effect on turnover intention.

## CHAPTER 4

### ANALYSIS ON THE EFFECT OF JOB SATISFACTION AND TURNOVER INTENTION

This chapter includes three main parts. The first part explores the level of job satisfaction of employees in Supreme Group. The second part presents the analysis on the effect of role stressors and job satisfaction of Supreme employees. Finally, it presents the effect of job satisfaction and turnover intention.

#### 4.1 Job Satisfaction of the Respondents

In this study, the combinations of nine survey questions are used to explore the level of job satisfaction. The results on survey on job satisfaction of 119 employees in Supreme Group are shown in Table (4.1).

**Table (4.1) Job Satisfaction of the Respondents**

Sr. No.	Job Satisfaction	Mean Score
1.	Satisfaction with the amount of work done	3.26
2.	Chance for promotion	3.58
3.	Many of rules and procedures leading to a good job	2.83
4.	Satisfaction with the judgment of job performance	3.28
5.	Satisfaction with relationships with others	3.78
6.	Satisfaction with the responsibility	3.60
7.	Being paid a fair amount for the work	2.97
8.	Satisfaction to do extra works	2.20
9.	Satisfaction with the overtime charges	2.76
Overall Mean		3.14

Source: Survey Data, 2019

According to Table (4.1), most respondents like their colleagues since coworkers support each other in order to finish the project on time. It is found that respondents are satisfied with the responsibilities and the amount of work they have since employees get assigned tasks by project basis. In addition, respondents are moderately satisfied with the performance appraisal made by superiors as the company makes appraisal relating to

project based and individual performance. Respondents state that they have promotion opportunities based on their performance. On the other hand, respondents do not like many procedures and rules since they feel those rules make their jobs more complex and hinder efficiency. Moreover, employees do not like extra works that are not related to their main responsibility as sometimes people have to do others' tasks when human resource is lack in order to finish the project on time. In addition, when there are special projects, many people from different departments have to be formed special group to form those projects. Thus, they have to do excessive work sometimes and this makes them pressures. They also have to put extra efforts such as overtime but they feel they don't get the money what they have done since the company does not offer or calculate the overtime charges systematically. Instead, company offers bonus when the project is finished on time. According to the overall mean score, employees are moderately satisfied at Supreme Group limited.

#### 4.2 Analysis ontheeffectofStressorsand Job Satisfaction

In this study, linear regression is applied to analyze the effect of independent variables ofrole conflict, role ambiguity and role overload and dependent variable of job satisfaction at Supreme Group. The results are shown in Table (4.2).

**Table (4.2) Effectof Stressors on Job Satisfaction**

Variable	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	4.653	.232		20.060	.000
Role Conflict	-.158**	.074	-.213	-2.141	.034
Role Ambiguity	-.010	.072	-.012	-.142	.887
Role Overload	-.376***	.089	-.408	-4.240	.000
R Square	.322				
Adjusted R Square	.304				
F value	18.492***				

Source: Survey Data, 2019

Notes: \*\*\* = Significant at 1 level, \*\* = Significant at 5% level, \* = Significant at 10% level

According to Table (4.2), the value of  $R^2$  is almost 32.2 percent thus this specified model could explain about the variation of job stress on job satisfaction of employees at Supreme Group. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 30.4 percent about the variance of the independent variable and dependent variable because adjusted R square is .304.

The variable role conflict has the expected negative sign and is significant at 5 percent level. The negative relationship means that the increase in role conflict factor leads to reduce job satisfaction. If there is an increase in role conflict by 1 unit, this will also reduce job satisfaction by .158 unit.

For role overload, this factor has the expected negative sign and is highly significant at 1 percent level. The negative relationship means that the increase in role overload factor leads to reduce job satisfaction as most employees need to do excessive works. If there is an increase in role overload by 1 unit, this will also reduce job satisfaction by .376 unit.

The standardized coefficient (Beta) of role overload factor has the largest value (-.408) among three explanatory variables indicating that role overload has the greatest contribution to increase the job satisfaction of the staff when the variance explained by other variables is controlled for. The increases in role conflict and role overload have the reverse effects on job satisfaction of the employees. On the other hand, role ambiguity is not significant since its significant value is more than 0.1.

Based on the results, most employees are faced role conflict since they need to handle many projects and have to deal with different types of requests from superiors. People from different departments have been doing more than one large projects in company with different working natures. Thus, they have to do overtime and have no time for family. In addition, most of the people feel very tired after work. To sum up, role conflict moderately impact on job satisfaction and role overload significantly impact on job satisfaction of the employees at Supreme Group.

### **4.3 Turnover Intention of the Respondents**

Turnover is a deliberate intention or a part of an employee's strategy to escape from the current situation. When there are a lot of job demands, the stress arises and leads

to turnover intentions. The results on survey on turnover intention of 119 respondents are shown in Table (4.3).

**Table (4.3) Turnover Intention of the Respondents**

<b>Sr. No.</b>	<b>Turnover Intention</b>	<b>Mean Score</b>
1.	Unfulfilling life expectation to contribute employers	3.12
2.	Worst off working under different supervision	3.71
3.	Having no strong sense of belonging to the organization	3.16
4.	Unwilling to put extra effort	2.89
5.	Intending not to work at current job for as long as possible	3.21
6.	Thinking of changing job	3.75
7.	Unhappy with organizational culture and work environment	3.67
8.	Intending to quit present job for a similar position	3.17
9.	Comparing to reward or facilities with work load	3.27
<b>Overall Mean</b>		<b>3.32</b>

Source: Survey Data, 2019

According to Table (4.3), most respondents often think of changing their jobs. They state that they are not very happy with organizational culture and work environment since Supreme Group does various projects and many employees have to work many assignments and need to do overtime sometimes. In addition, employees have to work under conflicting procedures from at least two people and they could not work better. In addition, most respondents feel they have difficulties under different supervisors and sometimes they don't know what to perform. But they put extra work in order to achieve departmental goals. On the other hand, they believe that they could not achieve their life expectations. Therefore, they do not have strong sense of belonging to the Supreme Group. Many respondents do not have the plan to work for a long time at the company since they feel a lot of complicated requests from many people. They are finding the job opportunity at other companies offering at least same benefits as those of current ones. Finally, many employees feel that they do not get relevant rewards and facilities for their work done since Supreme Group does not have formal rewards and benefit programs. Thus, employees are not much satisfied at the company and they have moderate levels of turnover intention. According to the overall mean score, most of the employees at Supreme Group have moderate level of turnover intention since they have moderate levels of job stresses at their work.

#### 4.4 Analysis on the Effect of Job Satisfaction on Turnover Intention

In this study, regression model is applied to analyze the effect of independent variable of job satisfaction and dependent variable of turnover intention at Supreme Group. The results are shown in Table (4.4).

**Table (4.4) Effect of Job Satisfaction on Turnover Intention**

Variable	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	4.993	.215		23.201	.000
Job Satisfaction	-.684***	.067	-.681	-10.137	.000
R Square	.463				
Adjusted R Square	.459				
F value	102.752***				

Source: Survey Data, 2019

Notes: \*\*\* = Significant at 1% level, \*\* = Significant at 5% level, \* = Significant at 10% level

According to Table (4.4), the value of  $R^2$  is almost 46.3 percent thus this specified model could explain about the variation of job satisfaction on turnover intention of employees at Supreme Group. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 45.9 percent about the variance of the independent variable and dependent variable because adjusted R square is .459.

The variable of job satisfaction has the expected negative sign and is strongly significant at 1 percent level. The negative relationship means that the increase in job satisfaction factor leads to less turnover intention of employees. If the employees are highly satisfied at the work, they will not resign from the company. If there is an increase in job satisfaction by 1 unit, this will also reduce the turnover intention by .684 unit.

The standardized coefficient (Beta) of job satisfaction factor has the value (-.681) has the greatest contribution to the turnover intention of the staff when the variance explained by other variables is controlled for. The increase in job satisfaction has the reverse effects on turnover intention of the employees. According to the survey findings,

reverse effects on turnover intention of the employees. According to the survey findings, job satisfaction could significantly negativeaffecton the turnover intention of the employees at Supreme Group.

Based on the results, most of the employees feel unhappy with their jobs. Sometimes, they feel that they are underpaid when they may be paid fairly. They are not satisfied with the rewards and facilities. They often work overtime and feel drained when they get home. They feel that their workload is beyond the overtime charges. Most of the employees are not happy with the organization culture and work environment. They often think to quit for a similar position with better opportunities.

## **CHAPTER 5**

### **CONCLUSION**

This chapter presents the findings and discussions from analysis. In addition, it includes suggestions and recommendations based on findings. Then the need for further research is presented.

#### **5.1 Findings and Discussions**

This study is done in order to find out the relationship among work stressors, job satisfaction and turnover intention of the employees at Supreme Group. It is thoroughly done by collecting structured questionnaires to 119 employees of Supreme Group. The regression analysis is used in seeking to determine the effect of work stressors on job satisfaction and turnover intention of the employees. It is found that the level of role conflict is present while role overload is in moderate level and level of role ambiguity is low at Supreme Group. Based on these factors, the employees at Supreme Group have moderate level of job stress at work.

Regarding to the role conflict, employees face their jobs are acceptable to one person but not acceptable to others and this makes employee's job more complicated. They get incompatible requests from different people and have to do the similar in different way since employees are more than one project which is different nature. Moreover, employees stated that sometimes they have to do tasks not related to their main duty. Employees state that they do not get enough resources in order to perform the assigned tasks since the company is doing various projects and employees have to share limited resources such as human resources and machinery etc. According to the findings, employees are slightly faced role conflict at their work.

According to the findings about role ambiguity, employees know their project goals and objectives since each department sets its own clear goals. Top management also acknowledges the performance of subordinates at departmental meetings. It is found that most of the employees are happy because of clear procedures. In addition, they know their responsibilities and authority clearly, and have tasks matched to their moral

values. Thus, they know very well what they need to do in order to accomplish their tasks. As the whole, employees have clear goals and there is less role ambiguity at work.

Regarding the role overload, people have to work more than assigned jobs very often. It is found that their daily works are a lot and have to rush to finish that workload. Thus, most of the employees need to work overtime thus they usually feel exhausted when they arrive home. Moreover, people do not have enough time for their family. For the whole dimension, there is the role overload at Supreme Group since people are assigned additional special projects.

It is found that most of the employees are moderately satisfied at their work since they have promotion opportunities and are satisfied the performance appraisal result. In addition, they like their colleagues, clear goals and their responsibility. On the other hand, people are not satisfied with the pay for their work since they have to do overtime sometimes. Furthermore, they do not like the extra work to which they feel burden. Thus, many employees intend to change their jobs if they find the opportunity at other company. This is very important for Supreme Group since people think of quitting their jobs.

For the relationship among the variables, among job stressors such as role conflict, role ambiguous and role overload, only two variables have significant negative relationship with job satisfaction. It is found that if there are more role conflict and role overload, there will be less job satisfaction. Of these two variables, it is found that role overload mainly affect the job satisfaction. The company needs to pay more attentions to reduce role conflict and role overload in order to improve job satisfaction.

Regarding turnover intention, job satisfaction is strongly effect on the turnover intention. There is the negative relationship between job satisfaction and turnover intention. If there is more job satisfaction, there will be less turnover intention. Thus, Supreme Group needs to focus on the improvement of job satisfaction.

## 5.2 Suggestions and Recommendations

Based on the findings, Supreme Group needs to reduce job stresses of the employees by focusing the factors that could affect stress over employees since there is the moderate level of job stress at the Supreme Group Limited.

Firstly, in order to reduce the role conflict of the employees, the company should categorize the projects that are similar and then assign to the employees clearly. In addition, the company should assign the tasks to employees according to their job descriptions and job specifications. It also needs to provide enough resources for each project so that employees do not have to share or wait limited resources.

Secondly, regarding role ambiguity, the company should continue briefing clear guidelines and procedures at each department regularly in order to retain the less role ambiguity level of the employees. It is recommended that the company should make the organizational structure for each project showing the reporting structure.

Finally, regarding role overload, the company should have clear procedures when assigning the tasks to employees by focusing their workload and performance. The company should assign the people who have fewer tasks for the specialty projects. In addition, company should use outsourcing firms whenever possible to reduce the workload of the employees. The company also should provide holidays after the major project is finished.

According to the regression result, role overload strongly affects the job satisfaction of the employees. Thus, company should give priority in order to reduce the role overload first. In addition, job satisfaction has a strong negative relationship on turnover intention. Thus, company needs to improve job satisfaction levels of the employees in order to reduce turnover intention. Supreme should offer a wellness program that promotes a healthy workplace with things like education, holiday incentives, success fees and bonus.

By doing the above suggestions, Supreme Group could retain its valuable employees and achieve its intended goals. The stressors are the major things that people leave their organizations. In this manner, this study suggested that the company should reduce job stress by focusing role conflict and role overload.

### **5.3 Needs for Further Research**

This study focuses on to analyze the effect of stressors on the job satisfaction and turnover intention. And how to cope with the stress and how to manage it as well as solution to solve is not included. Therefore,there is need further study to identify.

In this study, it only focused on analysis of the effect of stressorsincluding role conflict, role ambiguity, role overload and job satisfaction. It also analyzed on job satisfaction and turnover intention at Supreme Group. It does not cover the effect of other stressors on job satisfaction and turnover intention. Therefore, further researches should study the effect ofotherstressors on job satisfaction and turnover intention.

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## APPENDIX I

### Questionnaire for the Effect of Stressors on Turnover Intention in Supreme

This questionnaire is a partial fulfillment of the requirements of Master Degree of Business Administration Program for the Department of Management Studies, Yangon University of Economics, aiming at investigating inflicting stressors, job satisfaction and turnover intention. This survey is only concern with MBA Thesis Paper and not related with other business purpose. You are kindly requested to participate by completing the questionnaire. It is hoped that you will complete the questionnaire as frankly and honestly as possible. Please be assured that your response will be treated as confidential and used only for the purpose of this study.

Thank you for your precious time.

Please answer the questions as frankly as possible by ticking (✓) as appropriate.

#### PART A: Personal and work related characteristics

1. Gender

Male  Female

2. Marital Status

Single  Married

3. Age in years

20-25  26-30  31-35  
 36-40  41-45  Over 45

4. Level of Education

Undergraduate  Bachelor  Postgraduate

5. Experience

Below 4 years  4-8 years  9-12years  
 13-16 years  17-20 years  More than  
20years

6. Management Level

- General Manager       Sr. Manager       Manager  
 Dy. Manager       Asst. Manager       Officer

**PART B: WORK STRESSORS**

The following tables and statements are about your common work-stress factors. Please read each statement carefully and decide if you ever feel this way about your work. In addition, please choose how much you agree or disagree with each statement by ticking ( ✓ ) the blank with the number mentioned column.

- 1 = Strongly Disagree      2 = Disagree      3 = Neutral  
 4 = Agree      5 = Strongly Agree

No.	Role Conflict	1	2	3	4	5
1.	I receive incompatible requests from two or more persons (supervisors, managers and colleagues) at the same time.					
2.	I have to do things that are not related with my duties.					
3.	My job seems to become more and more complicated.					
4.	I am doing things that are acceptable to one person and unacceptable to others.					
5.	I receive tasks without adequate resource and materials to execute it.					
6.	I am doing things that should be done in a different way.					

No.	Role Ambiguity	1	2	3	4	5
1.	Clear, planned goals and objectives do not exist for my job.					
2.	My superior doesn't let me know how satisfied he is with my performance.					
3.	I feel unhappy most of the time due to unclear procedures.					
4.	I don't know my responsibilities clearly.					
5.	I perform tasks that are not suits my values.					
6.	I am not clear what is expected from me.					

No.	Role Overload	1	2	3	4	5
1.	I have to do variety of works more than assigned jobs.					
2.	My everyday workload is too much for me to finish.					
3.	I do not have a good balance between my job and my family time.					
4.	I feel drained when I get home from work.					
5.	I often need to work over working hours to complete my tasks.					
6.	I feel that I have to rush to get everything done almost daily.					

**PART C: JOB SATISFACTION**

The following tables and statements are about the job. Please read each statement carefully and decide if you ever feel this way about your work. In addition, please choose how much you agree or disagree with each statement by ticking ( ) the blank with the number mentioned column.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

No.	Job Satisfaction	1	2	3	4	5
1.	I am satisfied with the amount of work I do.					
2.	There is really too little chance for promotion on my job.					
3.	Many of rules and procedures make doing a good job difficult.					
4.	I am satisfied with the judgment of my job performance.					
5.	I am satisfied with the relationships with others in my work place.					
6.	I am satisfied with the responsibility I have.					
7.	I feel I am being paid a fair amount for the work I do.					
8.	I am satisfied to do extra works.					
9.	When I have to work overtime, I am satisfied with the overtime charges.					

**PART D: TURNOVER INTENTION**

The following tables and statements are about the job. Please read each statement carefully and decide if you ever feel this way about your work. In addition, please choose how much you agree or disagree with each statement by ticking ( ) the blank with the number mentioned column.

1= Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

<b>No.</b>	<b>Turnover Intention</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Continuation with my present employer will not fulfill my life expectation.					
2.	I would not be better off working under different supervision.					
3.	I have no strong sense of belonging to the organization.					
4.	I am not willing to put extra effort to achieve my organization's goal.					
5.	I do not intend to work at my current job for as long as possible.					
6.	I often think to change job.					
7.	I am not happy with organizational culture and work environment.					
8.	I would quit my present job for a similar position with better pay in another organization at the least opportunity.					
9.	In comparison to reward or facilities, my work load is extremely more.					

## APPENDIX II

### STATISTICAL OUTPUT

#### Regression result for Stressors to Job Satisfaction

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.567 <sup>a</sup>	.322	.304	.44532	.322	18.492	3	117	.000

a. Predictors: (Constant), Role Overload Mean, Role Ambiguity Mean, Role conflict Mean

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.002	3	3.667	18.492	.000 <sup>b</sup>
	Residual	23.203	117	.198		
	Total	34.204	120			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Role Overload Mean, Role Ambiguity Mean, Role conflict Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.653	.232		20.060	.000
	Role conflict Mean	-.158	.074	-.213	-2.141	.034
	Role Ambiguity Mean	-.010	.072	-.012	-.142	.887
	Role Overload Mean	-.376	.089	-.408	-4.240	.000

a. Dependent Variable: Job Satisfaction Mean

**Regression result for Job Satisfaction to Turnover Intention**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.681 <sup>a</sup>	.463	.459	.39439	.463	102.752	1	119	.000

a. Predictors: (Constant), Job Satisfaction Mean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.982	1	15.982	102.752	.000 <sup>b</sup>
	Residual	18.509	119	.156		
	Total	34.491	120			

a. Dependent Variable: Turnover Intension Mean

b. Predictors: (Constant), Job Satisfaction Mean

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.993	.215		23.201	.000
	Job Satisfaction Mean	-.684	.067	-.681	-10.137	.000

a. Dependent Variable: Turnover Intension Mean