

JOB STRESS, ORGANIZATIONAL CLIMATE AND SME'S EMPLOYEE TURNOVER RATE IN PERAK

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Abstract

The research was conducted to find whether job stress is an important factor influencing employee turnover for Small and Medium Enterprises (SMEs) in Perak. A set of structured questionnaires were distributed to 100 SMEs employees who were working in SMEs in various districts of Perak. The data were analyzed by using frequency, mean, reliability analysis, correlation, regression and coefficient. The hypotheses were tested and found that job stress recognized as the main factor that influenced SMEs workers turnover. The research finding could be used by State of Perak's administration, government agencies and business entities as to formulate policy and strategy in managing the enterprises more efficiently.

Keywords: *Employee turnover, job stress, SMEs*

INTRODUCTION

Human resource is an important factor in determining the success of an organization. If the organization has the best human resources, they are able to transform the organization into an excellent organization with improved productivity and profitability. According to Davenport, (1999), organizations must be sensitive and careful in choosing workforce so that workers are not a burden to the organization. However, new challenges on how to ensure that employees remain loyal and committed to their organizations. Scandura et al., (1997.) added, if the company successfully overcome this problem then the employee turnover can be avoided, especially among technical workers. According to Jaafar Muhammad (1997), human resource is an asset to any organization, because organizations are managed and operated by the people in it. The success of any organization depends on the ability of human resources within the organization.

In Malaysia Economic Report (2007), it was stated that the Small and Medium Enterprise (SME) is an important sector in the Malaysian economy. The sector provides almost one-third of the total employment and represent more than half of companies registered in the Companies Commission of Malaysia. SMEs in Malaysia have been identified to contribute a large role in helping the manufacturing sectors to produce components and auxiliary equipments. They are the pillars of downstream suppliers and service providers to large industries and multinational companies. When the first national car launched in 1983, SME has been leading the development of ancillary industries to support through the use of local components required by the national car project. SME has provided RM397.9 million or 10.8 per cent of parts and components for the national car project in 2002, and 77 percent of the parts and components supplied by SME in 2003.

PROBLEM STATEMENT

O'Malley (2010), sees loyalty to the organization based on two components: internal component that is about emotional aspects and external component that is about behavioural aspects. The internal component refers to the employees feel proud to work, devout feeling,

love and a desire to remain in the organization. The external components that consists of behaviour that can be seen by others.

A study conducted by Selnow and Gilbert (1997) shows that the employee loyalty always declining over times. In their study, based on 121 respondents from six different industries shows that 67 percent of them expressed that their loyalty to the organization is declining. Thus the employee cannot be loyal to the organization. However, Blake and Mouton (2003) asserts that the democratic leadership style is most effective to improve loyalty, reduce absenteeism and staff turnover, as well as fostering greater satisfaction.

In a study conducted by Lindfors, et al., (2009), they found six variables as cause of employee turnover, that are (1) turnover intention; (2) conflicts with supervisors and subordinates; (3) job control; (4) organizational justice; (5) job stress and (6) job satisfaction. Results showed that job control and organizational justice become key factors influencing good relationship between workers and supervisors. This will help to solve employee to quit jobs or change jobs. In another study by Kenneth and Karakowsky (2001), they found four variables that influenced the rate of employee turnover. The four factors are rewards, job satisfaction, organizational climate, and career advancement.

In this study the researcher explore out what is the most important factor influencing employee turnover that always face by entrepreneur? Is the rate of employee turnover related to the wages, welfare, health, safety and others? The action must be taken in creating employee loyalty to the organisation.

OPERATIONAL DEFINITION

Turnover

According to Dalton et al., (1982), turnover is a situation where employees always changing jobs and workplace. The employee difficult to 'bind' in the organization for a long period of time. A study done by Kim, C, (1992), said the technical workers often switch jobs because easy to find work that promises more lucrative reward. This is because employment opportunities in the industrial sector is wider than the other.

According to Azhar Hj Ahmad, (2003), the high rate of employee turnover directly detrimental to the organization due to increase of training costs for new workers to replace employees. The serious effects of employee turnover including the rising cost of hiring new employees, assimilation, administrative costs and disruption of communications. The increase of employee turnover rate shows dissatisfaction in their jobs, lack of career advancement opportunities and challenges, dissatisfaction with the scope of work and faced conflict with his superiors will cause turnover rate is high. The employee turnover rate is always associated with low employee satisfaction, unsecured, unstable health, and low work performance (Cranny, et al.,1992).

According to Lawler et al., (1967), he believes that the affective factors and acceptance of the values in the organization, willingness to work and desire to maintain membership in the organization. Continuity factor refers to the reasons why employees not to leave their organizations because they are afraid of losing benefits, forced to accept wage reductions in a new place and feel uneasy to get another job (Mullins, L.J, 1999).

Job Stress

Everyone has a job stress whether in comfortable manner or otherwise. If employee is in a comfort, relax, secure, happy and fun work this will increase the efficiency and quality of work.

Working environment can cause stress. Pressure a little is necessary to make sure the job done on time. According to Sharifah, et al., (2006), job stress is needed at reasonable pressure to improve organizational leadership and performance. But, if excessive stress in the workplace, it can cause negative effects and complicate mental health to the workers.

In a study by Norah Mohd Zan (2009), states that the factors that cause stress for individual is the personal insistence, the bureaucracy, the level of profession, culture, community and democratic elements. While Ab Aziz Yusof (2010) noted stress refers to negative feelings such as anger and depression due to work pressure. According to Norhayati Mohd Sabri (2002) women and young easily become depressed when experiencing job stress in the long run.

Organizational Climate

Griffeth, et al., (1992), defines organizational climate as the quality of the environment of an organization where quality is relatively permanent. Formed through the perception of organization and employees form the basis of the formation of attitudes and behaviour of an employee. He considers organizational climate as personality of an organization because every organization has their own personality. Thus the organizational climate is different from each other and he believes that organizational climate can influence a person's work performance. While in their study by Don Hellriegel, et al., (1974), they noted that organizational climate is an important feature in determining the rate of employee turnover. By taking 30 different firms, they found the organizational climate is important to determine faithful and loyalty of workers with the same organization. Kenneth, et al., (2008) agree and support this finding, and adding that the organizational climate is refers to the working environment that are to an environment in the unit, department and overall organization.

In a study conducted by Peterson (2007), regarding a relationship between organizational policies and employee satisfaction in two different organizations, i.e banks and registrar department. The study which involving 66 respondents found that there was no significant relationship between employee satisfaction with performance's policy, structure and assessment. Level of satisfaction and performance was also found to differ significantly between bank employees and in the registrar department.

Other local study by Yusof (1997) to see the relationship between organizational climate and the tendency to quit working of employee in Percetakan National Malaysia Berhad, Johor branch. The study involved 45 respondents, the findings showed an insignificant correlation between organizational climate with the tendency to quit job. Meanwhile Mat Zain (1998) in his study to examine the characteristics needed for organizational climate. A total of 72 respondents of Pos Malaysia Berhad workers in Kota Bahru were selected. The result of study showed that the eight dimensions of organizational climate have to be indentified that are the (1) nature of the work; (2) performance; (3) structure; (4) working conditions; (5) welfare; (6) recognition; (7) supervision and (8) interpersonal relations.

OBJECTIVES OF THE STUDY

1. To identify factors that influence to employee turnover rate on SME in Perak.
2. To identify factors most influencing to employee turnover rate on SME in Perak.
3. To identify whether there is a relationship between job stress and organizational climate.

RESEARCH QUESTIONS

1. What are the factors that influence employee turnover on SME in Perak?

2. Does job stress become most influencing factor to employee turnover rate on SME in Perak?
3. Is there a relationship between job stress and organizational climate related to SME in Perak?

HYPOTHESIS OF STUDY

Ho1: There is no significant relationship between job stress with organizational climate in influencing the rate of employee turnover SME Perak.

7. RESEARCH FRAMEWORK

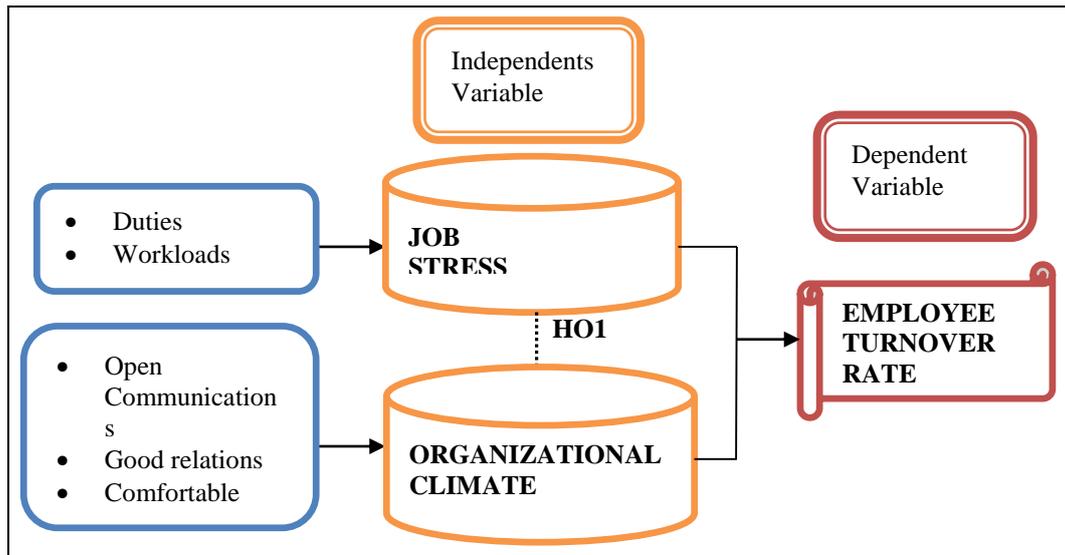


Figure 1 Study Framework
 Source Adopted from Khalid, et al., (2013); H=Hypothesis

Based on Figure 1, the study involved two independent variables, there are job stress and organizational climate, while employee turnover rate is the dependent variable. The job stress might be caused by many tasks and workload that very large and challenging. In contrast the organizational climate might influence by open communication, employer-employee relations and workplace comfort. Besides that, the job stress and organization climate might be influencing each other related to determining the rate of employee turnover for SME.

THE IMPORTANCE OF THE STUDY

This study is to provide information to the state government, federal government agencies and business entities especially entrepreneurs that business owners about the factors that influence the employee rate turnover for SME. Such information can help the parties to correct errors and to understand employee requirements better. This is due to the increasing rate of employee turnover will involve high costs such as the cost of training and etc. With the findings, the parties concerned will be more aware of the needs of employees as well as get to know the best way to create employee loyalty and at the same time reduce employee turnover. In addition, this study is intended to get important feedback from respondents about the factors that influence those involved in employee turnover. The employees who always change work actually have problems with the current job.

The study is claimed as different from the previous studies because it relying on local culture in comparing to the previous studies mostly depends with the foreign culture. This study

also aims to collect information and provide guidance, information and scientific references to other researchers who wish to make further research on the same topic. But the limitations of the study also have been identified as the difficulty in getting co-operation and accurate information from respondents, questionnaires are missing or incomplete, the employer's refusal to accept the presence of researchers, constraints on time and cost of the questionnaires.

RESEARCH METHOD

The study was a descriptive research in which the questionnaires were distributed to employees at companies that were identified in advance by sending a letter to the company about the presence and purpose of the research conducted. A multiple choice questionnaire with Likert scale of 5 were used to collect data. The data were analyzed by using frequency, mean, reliability analysis, correlation, regression and coefficient. According to Table 1, the research instrument was designed in two sections, A and B, which contains 26 items. Section A of the demographic (6 items: gender, age, race, education, marriage, opinion), section B contains the factors that influence the rate of employee turnover in Small and Medium Industries (10 items: job stress; and 10 items: organizational climate). The feedback received were analysed by using software Statistical Package For Social Sciences (SPSS) Version 19.0.

Table 1 Questionnaire Sections and Items

Sections	Item Types	Total Items
Section A	Demographic	6
Section B	Job Stress	10
	Organizational Climate	10
Total		26

According to Roscoe (1975), in Sekaran & Bougie (2010), the appropriate number of samples for a research is between 10 and 20. Samples size of less than 10 are not encouraged to fulfil the purpose of statistical analysis. But in simple research with strict controls as this research can use a small sample size of 10 to 20 respondents. In this study sample consisted of 46 employees, that are (5) from Kilang Kicap Tamin, Enggor; (5) from Kilang Kacang Mee Heong Yean Groundnut, Jalan Kuala Kangsar; (8) from Kilang Biskut Seng Hoe Teluk Intan, (8) from Syarikat Acheh Jaya Engineering, Setiawan; (10) from Kilang Makan Tik Miong, Taiping and (10) from Kilang Beras Setia Jaya, Parit Buntar. Original sample was 50, but only 46 respondents returned the questionnaire back completely while the other two did not complete the questionnaire and two were damaged. In fulfilment of high-impact study, the researchers took into account this procedure and has met the sample size of 46 respondents are appropriate and reasonable, as recommended by an expert researcher Mohamad Najib (1999) and Roscoe (1975).

DATA ANALYSIS

Mean Analysis

Table 2 shows the overall mean value for all questions relating to the job stress is above 3.00. Lowest mean value is item 9 (3:28), while the highest is item 15 (4.15). This shows that the level of job stress is an important contributor to the rapid turnover rate.

Table 2 Mean Analysis for Job Stress

Item No	Questions	Mean
7	The work I do is heavy and hard.	3.37
8	I have a heavy responsibility in carrying out my work.	3.39
9	I have to perform the task quickly and in accordance with the schedule provided.	3.28
10	My colleagues also put pressure on me while I do my work.	3.37
11	Head or supervisor always scold and show dissatisfaction with the work I do.	3.59
12	My working hours are too dense to me depressed while working.	3.74
13	I love harbored feelings when in stressful situations.	3.91
14	Pressure makes me perform better.	3.54
15	I will seek to reduce the feeling of stress when working with do not think about when carrying out their duties.	4.15
16	I am under pressure during the work at the company.	4.00

Table 3 shows the overall mean value for all questions related to organizational climate is more than 3:50. Lowest mean value is item 17 (3.67) while the highest is item 21 (4.15). This shows that the level of organizational climate is an important contributor to the rapid turnover rate. That it is much faster than job stress factors.

Table 3 Mean Analysis for Organizational Climate

Item No.	Questions	Mean
17	Good communication in the workplace can increase interest in working.	3.67
18	Fostering communication among workers move my spirit to achieve organizational goals.	3.93
19	Communication in this company is attractive and open.	3.72
20	Communication among workers helps my job performance.	3.96
21	Atmosphere of respect for fellow employees to help increase my loyalty to continue working in this company.	4.15
22	Comfortable of workplace is important for me.	4.04
23	I like to work in a workplace that is clean and organized.	3.93
24	Good relationships among employees cause me to continue working in this company.	4.07
25	Good company environment cause I keep working in this company.	4.00
26	If I were given total freedom, I will continue to work at the plant.	3.96

Based on Table 4, and the mean of the job stress is 3.63. The minimum and maximum values for this factor is 2.00 to 5.00, and while the standard deviation is 0.66. This indicates that most respondents agreed that work stress affects the rate of staff turnover. For organizational climate the mean is 3.94. The minimum and maximum values are 2.90 and 5:00 also. Standard deviation was 0.37. This value indicates that the respondents' level of agreement with statements related to organizational climate affect the rate of staff turnover.

Table 4 Overall Mean and Standard Deviation for Workers Turnover Rate

	Mean	Minimum	Maximum	Standard Deviation
Job Stress	3.63	2.00	5.00	0.66
Organizational Climate	3.94	2.90	5.00	0.37

Correlation Analysis

Refers to Table 5, there is a positive correlation between job stress and organizational climate, where the sig. P = 0:000, (p <0.01) with a coefficient of r = 0.496(**). This shows that the higher of the job stress is influence much by organizational climate.

Table 5 Correlation Analysis

		Job Stress	Organizational Climate
Job Stress	Pearson Correlation	1	.496(**)
	Sig. (2-tailed)		.000
Organizational Climate	Pearson Correlation	.496(**)	1
	Sig. (2-tailed)	.000	

** Correlation is significant at the 0.01 level (2-tailed)

Regression Analysis

From Table 6 (a), it was found that job stress is the aspect that most influence the turnover rate for the highest beta value of 0.252 and organizational climate (-0.390), and based on Table 6 (b), the R square of this study is 0.654, which it explained that all independent variables affect only the 65.4 percent rate of employee turnover for SME. According to Jaccard & Backer (1990), if the R Square is less than 0.03 indicates a significant relationship, if R Square 0.10 to 0.25 indicates a moderately strong relationship and if the R Square is more than 0.25 indicates a strong relationship. Thus, 0.654 is the R square indicates a strong relationship.

Table 6 (a) Coefficient Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.481	.809	-	4.301	.000
	Job Stress	.110	.075	.252	1.462	.151
	Organizational Climate	-.298	.130	-.390	-2.291	.027

Table 6 (b) Summary Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.808(a)	.654	.621	.275	.154	1.863	2	41	.03

a Predictors: (Constant), Job Stress, Organizational Climate

Hypothesis Test

H01: There is no significant relationship between job stress and organizational climate to employee turnover rate among SME in Perak.

Based on Table 7, there is a significant direct relationship (r = 0.496) and significant at the level of relations between 0:00 to job stress and organizational climate. Thus, the hypothesis H01 successfully rejected because there is a significant relationship between job stress and organizational climate. This shows that the job stress and organizational climate affect each employee turnover rate.

Table 7: Hypothesis Ho1

Variable	Organizational Climate
Job Stress	0.496**
Sig. (2-tailed)	0.00

DISCUSSIONS

The discussion of the study focused on the level independent variables of the factors that influence the rate of employee turnover.

The study found that there was a direct relationship between the variables. Correlation that exists suggests that factors influencing employee turnover rate was linked between two variables in influencing employees to change jobs. The results showed that job stress was a major factor affecting the rate of employee turnover SMI. Based on the beta coefficient to job stress (0.252) followed by organizational climate (-0390). This finding supports previous research conducted by Kenneth and Alisa (2008), who found that job stress causes workers to leave the company.

According Coursesenu Ibrahim (2001) in his study on police performance found that job stress can affect the performance of works. Therefore, this study clearly supports the findings of previous studies that the job stress and reward is having a strong direct relationship to one another ($r = 0.496$) and the significant level of 0.000. This shows that the job stress and organizational climate interplay turn rate replacement workers. However, this study has rejected the findings of previous studies by Asreena (2006), where in her study, she found that job stress would not cause job dissatisfaction and lead a person to leave his job.

However, study conducted by Fadzrulhisham (2001), Norhayati Mohd Sabri (2002) and Tengku Asmadi (2007) stated that consideration factors such as salaries actually failed to influence the level of commitment of employees. Thus these findings have rejected the findings of an earlier studies which suggests that training programs held can influence employees to work with more dedication because through such programs encourage promotion prospects.

RECOMMENDATIONS

Employee

Employees should think of an appropriate way to continue to work in a comfortable and happy. However, employees should be aware that the economy is now increasingly unstable where many companies go bankrupt and suffered severe losses. Therefore, many workers laid off and it was difficult finding a new job. Due to these factors the employee has been working hard and not making some trivial thing as an excuse to change jobs and work.

Employees also must strive to remain with improved performance for work loaded. Employees may not be nonchalant while doing the work. In addition, employees should be strong to cope with stress and problems at work. This is because there is no easy job to do. Therefore, employees should work in an organization and the same department to jointly perform tasks properly and efficiently.

A more comprehensive approach should be developed to alert employees to create a sense of loyalty to the company. This is because of the many advantages to be gained by an employee who is loyal and worked with an organization. For example, when an old work in an organization, salary and bonus earned is usually higher than new hires. Awareness should also

be given to the organization to correct errors in fostering an organizational culture that employees feel comfortable to continue working in the organization.

Company or Organization

Organizations must provide sufficient motivation for workers to decrease work pressure on the job. Organizations must understand the needs of employees and try to meet the needs of a reasonable employee. There is no doubt that every human being has different requirements and hard packed, but the organization should try to understand and provide the best possible explanation to the employee if the desired requirements are not met. Therefore, it is clear that the two-way communication between the organization and the employee can effectively provide a good understanding, not only to the organization but also to the employees.

The organizations need to be more generous in giving time to employees to rest and enjoy. No one in the organizations feel unhappy if the organization can consider no job stress apply in the company. This is because the results clearly indicate that the job stress is in the factors affecting employee turnover rate.

Government

The government should also be sensitive to the issue of employee turnover to be among the issues that matter to the organization. This is because the employee is an asset that will make the organization as an entrepreneur's dream a reality where workers are trying to produce something that is directed by the entrepreneur or the organization itself. Therefore, if a company is experiencing a sharp unemployment problem then obviously it could spell trouble for the country to increase the number of unemployed workers. Therefore, the government should take serious steps to address the problem of turnover among national workers. These problems should be overcome as soon as possible.

Problems of experienced employees should be taken seriously by the government and stringent laws should be enforced by the government to organizations that exploit workers and not just reward good employees and dedication. The government should also establish an agency to monitor the business organizations that pose problems for workers.

Furthermore, the cessation of work by employees who prefer exchanging work will also give problems to the government if not addressed immediately. Employees who quit his job before getting a new job is likely to face unemployment. Furthermore during the economic downturn will certainly give problems to workers who are not sensitive to the economic problems that will have an impact on the number of jobs is decreasing because many factories have been closed and a loss.

CONCLUSIONS

Based on the results of the analysis, it is found that the reward is a key factor affecting the rate of employee turnover SME in the state. This is evident when data is tested, the mean of the reward indicates the highest value compared to other variables. Due to job stress is a key factor in influencing the rate of turnover of business organizations should focus on these factors in order to ensure the reduction of employee turnover rates. Organizations must tolerate employees to reduce work stress faced by employees as well as to increase job satisfaction and organizational climate that is conducive and improved. Organization committed to the welfare of workers will also increase employee loyalty to the organization and they will be working with high quality performance.

It is hoped that this study is a starting point for researchers to carry out studies to be more effective. Although many previously conducted studies related to employee turnover rate, but expect this study can be used as a reference by future researchers. This is because the high turnover of employees within an organization will provide plenty of problems for the company in the process of expanding its business.

To make this study more effective and quality in the future, future research should expand the sampling of a larger study on small and medium-workers the other. Differences between locations can also produce findings useful for the study of information gathering.

In addition, future research can also be done by using interview techniques for deeper understanding of the factors that influence the rate of employee turnover. This is because the interviews, the researcher was able to observe the way and style of the respondents answered questions and information or answers provided are accurate and reliable. Future research may look at other dependent variables than in this study for the identification of variables that can help in understanding the factors that influence the rate of employee turnover that changing jobs and workplaces in the Small and Medium Industries.

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