

The Predictor of external environment, occupational stress, job satisfaction and intent to leave towards organizational commitment

Noordin Yahaya¹, *Azizi Yahaya², Halimah Ma'alip³, Shahrin Hashim², Syarifah Nurul Ain Bt Syed Alwee¹

¹ Faculty of Business Management, Universiti Teknologi Mara (Melaka)
noordinyahaya@yahoo.com

² Faculty of Education, Universiti Teknologi Malaysia *(Corresponding author)
[*p-azizi@utm.my](mailto:p-azizi@utm.my), p-sharin@utm.my

³ Language Academic, Universiti Teknologi Malaysia
m-halima@utm.my

Abstract

The purpose of this article was to determine the relationship between external environment, occupational stress, job satisfaction and intent to leave towards organizational commitment. A convenience sample group of 130 employees of Northport (Malaysia) Bhd. were selected over 2272 of total population at year 2009. A self-administered survey instrument was developed to measure and test the employee external environment, occupational stress, job satisfaction, and intent to leave towards organizational commitment. Using SPSS 16.0, two statistical tests were employed to test study hypotheses. First, by measuring correlation, a Pearson correlation coefficient analysis was used to identify the relationships between predictor and criterion variables. Likewise, multiple regression analysis was used to determine the effect between external environment, occupational stress and job satisfaction among related variables. The findings reveal that job satisfaction, occupational stress and intent to leave does affect organizational commitment. At the same time, occupational stress gives impact to the intent to leave. Unlike external environments, it does not effect on both organizational commitment and intent to leave. Among predictor variable towards the organizational commitment, the job satisfaction were produced strong relationship.

Keyword: environment, occupational stress and job satisfaction and organizational commitment

1.0 Introduction

The issues of turnover in organization have widely been discussed (Edechuckwa, 2009; Ghare and Barr, 2007; Kaye and Jordan-Evans, 2001) due to the number of turnover rate is accelerating. Turnover refers to the employee self-action to quit from the employer. Edechuckwa (2009), has defined turnover in their article referred to voluntary turnover. Voluntary turnover is referred as a consequence of employees initiating the termination of their employee-organization relationship (Lambert, 2001).

The turnover problem is not face by certain industry. In fact, various diversity industries are experiencing this hitch. This issue is representing one of the greatest ongoing challenges of industry. From the further

reading, there was no found any statistic or research has done in port industry as prior to this research setting. However, the hospitality industry has reported annual turnover rates ranging from 32 percent to 300 percent (Fortino and Ninemeier, 1996; Woods and Macaulay, 1989). Previous has revealed turnover for correctional officer at one state correctional agency in 2002 accoutered for 77% of total correctional officer turnover; and for 2003, it was 76%. Similarly, Edechuckwa (2009) noted in his study, correctional recruitment and retention in Texas prison system, in the four years preceeding 2002, the security force attrition rates exceeding 20% as reported by Castlebury (2002).

In more specifically, the turnover rate of nurses in Ontario was 21.3% in 2002 (Kirkwood, 2006). As this scenario, as the Canadian and world economies improve in 2004, an August 2003 survey by the Society for Human Resource Management (SHRM) and CareerJournal.com, 83 percent of employees and 56 percent of HR professionals believed it was likely that voluntary turnover would increase in 2004 as overall world economies improved (Sunderjin).

1.1 Turnover and retention

Since turnover is one of foremost issues in organization, the central concern is related to the costs and impact of employee turnover. So it is imperative to understand what are the matters involve. Employee turnover and retention are, in essence, of opposite sites of the same coin (Ghere and Barr, 2007). In that sense, the organizational cost that related to turnover is the reverse of the gain that organization receives from retaining quality employee. From this statement, it shows how crucial is retaining employee especially skilled workers need to be addressed on. Thus, prior to the purpose of this study, it is relevant to understand the issues of turnover in order to ultimately comprehend employee retention.

1.2 Cost and effect of turnover

Undoubtedly, many organizations know that employee turnover negatively impact productivity. Edechukwa (2009), described employee turnover is a potentially costly phenomenon facing by many organizations. Turnover is expensive monetarily and costly in many other ways either direct or indirect cost. The direct and indirect costs are generally classified as separation cost, learning cost, and acquisition costs (Mobley, Griffeth, Hand and Meglino, 1979).

To determine the costs associated with turnover, one has to consider the effect invested in employing (for example, recruiting, interviewing, orienting) and developing each worker. As note by Ghere and Barr (2007) in their research, shows there are three types of costs are incurred when an employee leaves an organization (Harverd Management Update 2000). First are the direct replacement expenses for requiting, interviewing, and training each new employee. Second is the indirect cost during the transition period that affects the workload, morale, and productivity of the remaining employees, as well as customer satisfaction. Finally, there are costs of lost opportunities. The time and energy invest in each new hire results in lost opportunity cost because that time is not available for the organizational needs.

In term of moral effect, turnover may be preceded by employee withdrawal in the form of reduced performance or increased external environment over a period of time before the actual termination (Keller, 1984), and this may impact the morale of employee (in Kelly Russell, 2005).

1.3 Occupational stress

Quick (1997), defined stress as an individual's adaptive response to a situation that is perceived as challenging or threatening to the person's well-being (McShane and Glinow, 2009). According to P. Robbins (1991), stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. From both definitions, it shows that stress is something of displeasure feeling. There were so many definitions have been suggested. However, Hart and Cooper (2001), although the key words 'occupational stress', 'work stress', and 'job stress' have been used in over 2000 scientific articles in the 1990s, there has been no clear, coherent and precise definition of occupational stress (Hamilton, 2008). Stress conditions can be positive (eustress) or negative (distress)(Selye, 1994). While positive is desire so many reasons but negative is not. Eustress, which refers to the healthy, positive, construct outcome of stressful events and the stress response McShane, Glinow (2009). It uses enough to activate and motivate people to achieve goal. Distress is the degree of physiology, psychological, and behavioral deviation from healthy functioning. Nevertheless, most research focuses on distress because it is a significant concern in organizational settings. Employees frequently experience enough stress to hurt their job performance and increase their risk of mental and physical health problems (McShane and Glinow, 2009)

Course of stress called stressor. There are numerous stressors in organizational setting and life activities have been identified. McShane and Glinow (2009) also have outlined four types of work related stressor: interpersonal, role-related, task control and organization and physical environment stressors. Several studies have attempted to identify which jobs have more stressors than others (Keil, 1999). A level of stress can be distinguished into particular occupation (McShane, and Glinow). stress and the negative outcomes of stress have been recognized as financially costly to any health care organization. Negative outcomes of job stress among nurses include illness, decline in overall quality of care, job dissatisfaction, external environment, and staff turnover (Schwab, 1996).

1.4 Job satisfaction

Job satisfaction has been defined many different ways by numerous researchers. However, Suk Lee (2008) noted in her study, which all agreed that job satisfaction is a nebulous, complex, but an important concept for human resource management practice because it depends on so many different factors such as work environments, job position, and work roles as defined by Gruneberg (1976); Hopkins (1983); Hsiao and Kohnke (1998); Locke (1969); Mumford (1972); Willa and Blackburn (1992). According to Wiley and sons, inc.(1976), job satisfaction is the favorableness or unfavorableness with, which employee view their work.

In addition, it influences one's feelings of expectations and attitudes toward a job. Vroom (1964), defined job satisfaction as the positive perception of an individual's work and work role. Choi (2001); Morrison et al. (1997), were defined it as employee's feelings or emotional responses to a job, which can be the result of the employee's expectancy and actual outcome from the work environment. Hsiao and Kohnke (1998) defined job satisfaction as one's emotional response to a job that results from the person's expectations of job and the reality of the job situation.

Suk Lee (2008), noted "job satisfaction consists of the total body of feelings that an individual has about his job" as proposed by Gruneberg (1976). When the total feeling of job influences the perception of job satisfaction, one's job satisfaction can be measured. Moreover, job satisfaction was defined as employees' feeling about job characteristics, work climate, and work compensation (Jong et al., 2000). Job satisfaction factors can be sorted into nine factors: pay, promotion, contingent rewards, communication, operating procedures, benefits, co-workers, nature of work, supervision, and physical evidence (Suk Lee, 2008). From these factors, she stated that all researchers found that the factors of nature of work and supervision were the most important factors and influenced employees' job satisfaction.

From all the definitions have been suggested, the broadest sense of job satisfaction is about how we feel about our job as stated by Stamps (1997). All feeling towards the job surroundings can be considered as job satisfaction.

Job satisfaction is a concept of broad interest to people employed in all organization. In addition, Hamilton noted in her study that, researchers content that job satisfaction is possibly the most significant yet elusive factor in understanding worker motivation, performance and effectiveness, recruitment and retention (Cavangh, 1992)

1.6 Organizational commitment

Mowday, Streers, and Porter (1979) defined organizational commitment as an affective attachment to an remain in the organization characterized by shared values, a desire to remain in the organization, and willingness to exert effort on its behalf. Organizational commitment is characterized by strong believe of in and acceptance to the organization's goal and value, and willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization (Monday and Porter, 1979). As stated by Blau and Boal (1986), organizational commitment is a state in which an employee identifies with a particular organization and its goal and wishes to maintain membership in the organization. Organization commitment has been defined and measured in several different ways. However, all of these share a common theme in that organization commitment is considered to be a bond or linking of the individual to the organization. A bond should not be confused with the broader concept of commitment as defined by Kobasa, (1982).

The organizational commitment also has been identified into three concepts. These concepts have been constructed by classic study, Allen (1985), on organization commitment. There are normative, affective and continuance commitment. Affective commitment can be conceptualize as an orientation

towards the organization such that the individual want to contribute to it. According to Stabbins (1970), continuance commitment arises from a awareness of the cost associated to discontinuing to work for the organization. Finally, Allen had indicated "it appears that normative commitment has as its basis those believes and values about organizational membership which the individual has internalized". Unlike affective commitment, it can be described as states where individual strongly want to continue contribute to the organization.

Conversely to continuance commitment where individuals contribute to continue with the organization because they have to do so rather than ought to do so for normative commitment. These distinctions make the different to measure the level of commitment of individual. It seems more reasonable that individual will vary in each of these concepts. Thus, in the model examined by Allen are not considered as different type, but rather, as component by which when taken together can provide qualitative and quantitative profile of individual commitment to organization. For study purpose, this study might focus on affective commitment due to the state of definition that can easily measure the intent to leave of present employee in study setting that low experiencing in turnover.

1.7 Intent to leave

The dependent variable of intent to leave employment is an integral perception of the probability that employee will terminate employment with the organization (Price and Mueller, 1981). It refers to individual perception rather than behavior and is seen as contemplative stage linking the attitudinal component of job satisfaction with the behavioral component of turnover (Alexander et al., 1998).

1.7 External environment, occupational stress, and job satisfaction

So many studies have made in stress and job satisfaction area. It shows that stress there is a strong empirical evidence to support the causal relationship between job satisfaction, intent to leave and external environment (Parsons, 1998). Conversely, study by S. Leong, Furnham and L.Cooper (1996), in a study attempted to examined the effect of organizational commitment as a moderator of stress-outcome relationship, they found that, occupational stress and stress-outcome (job satisfaction was nonsignificant).

1.8 External environment, occupational stress, job satisfaction Job satisfaction and organization commitment

Review on literature and research had indentified many factors that contribute to organizational commitment. One of research identified were Hrebiniak and Alutto (1972) and Davis (1982) which in indicated that job satisfaction has been found to be the most important and consistent antecedent of organizational commitment. This finding also was also supported by Klenke-Hamel, 1983; Ferris and Aranya, 1983). However, Mowday, Steers and Porter had suggested the relationship was not totally completed. Hence, they stated "to begin with, commitment as a construct is more global, reflecting a

general affective response to the organization as a whole. Job satisfaction, on the other hand, reflects one's response either to one's job or to a certain aspect of one's job. Therefore, commitment emphasizes attachment to the employing organization, including its goal and values, while satisfaction emphasizes the specific task".

From the suggestion by Mowday, it shows that the relationship is totally completed when affective response to organizational as a whole is only exist if job satisfaction reflect one's response either to one's job or to a certain aspect of one's job. The aspect of one's job can be describe as characteristic of job that employee perceives. This shows when job satisfaction was defined as employee's feeling about job characteristic, work climate, and work compensation as stated by Jong et al. (2000). Suk Lee (2008) indicated certain job characteristic also positively correlated with organizational commitment, but their relationships were not always significant.

A part from the definition of job satisfaction defined by Robbins (1991) he said it can be defined as an individual general attitude towards his/her job. He also stated that job satisfaction involve expectation. He noted, It express the amount of agreement between one's expectation of the job and rewards that the job provides. While Human resource management activities are concerned on performing of justice and fairness, study made by Koy(1988), found that the perception of human resource activities is positively associated with employee's organizational commitment. As noted early by Robbins, since job satisfaction involves expectation, it relates to equity theory, psychological contract and motivation. If the expectation of employee is unfavorable, it may affect the feeling of inequity. Thus, the reasonable prediction of job satisfaction and organization commitment is correlated.

Nevertheless, empirical evidence suggested that perceived job satisfaction of employee needs may be a primary determinant of organizational commitment (Marsh and Mannari, 1977). In some cases, commitment has been found related to achievement, motivation and higher order needs (Steers and Spencer, 1977). This finding was demonstrated the theories of motivation by Maslow and henricks Federick

1.9 External environment, occupational stress, job satisfaction and intent to leave

Turnover intention precedes actual staff turnover. During this stage phase, actual thought is give to leaving the position, institution, or profession. Zeytinoglu and Denton, 2005).Job satisfaction is in turn influenced by the level of stress employment. Hence, lake of job satisfaction plays a large part in the intention of an individual to leave employment.

There has a study among nurses in health care setting studied in British by Shields and Ward (2001), which focused on nurse retention. Further investigation made in that study in determining job satisfaction and the relationship between job satisfaction and intent to leave, the findings demonstrated that nurses who reported overall dissatisfaction with their jobs have a 65% higher probability of intending to quit than those who reported to be satisfied. In the study also, they found that training and promotion opportunity were stronger impact than workload and pay. In this mind, it can be concluded that organization policies that

focused on pay is only has little success in employee retention, unless they are accompanied with promotion and opportunity of training and development. Hamilton (2008), stated turnover intention were primary determined by unmet career expectation such as a higher salary and more responsibility, and to a lesser extent by quality of job content. The word expectation is as refer to the definition on job satisfaction by Hsiao and Kohnke (1998); Choi (2001); Morrison et al. (1997),

1.10 Organization commitment and intent to leave

From the widely perspective, understanding of organizational commitment is crucial to organization because previous studies found that organizational commitment related to intention to leave. A classic studies by Mowday, Steers and Porter (1979), had show that there a positive relationship between organizational commitment towards job tenure. They found that employee who has a highly committed was likely to remain with the organization much longer period. This shown that once employee feel they want to stay lore longer with their organization, it may prominent to negative feeling of intent to leave. Indeed, this negative relationship also has demonstrated in other study. As study by Koslowsky (1991), has found that an increase in commitment may cause a decrease in intention to leave.

Moreover et al. (1993) found that people with high organizational commitment suffered less negative outcome in term of job satisfaction, mental and physical illness and intention to quit. Later, a same study was also supported in a study made by Leong et al. (1996), they found organizational commitment was positively correlated to intent to quit (-0.53).

Interestingly, a research conducted by Lynn and Redman (2005) in hospital setting among nurses staff, researchers concluded that organizational commitment was a predictive intent to leave of current position, but not profession.

Variables of study

In order to understand the course of turnover, employer can firstly identify the factors that influence the intent to leave. Stiffler (2007), defined that intent to leave is where staff member's intention to leave the organization in which he or she is employed. Study in are of nurses turnover, intent to leave is an internal perception of the probability that the nurse will terminate employment with the organization (Price and Mueller, 1981).

Logically, the intent to leave and is something that reverse to intent to stay. This statement truly supported the description of intent to stay by (Halaby, 1986; Halaby and Weakiem, 1989; Iverson, 1990; Martin, 1979, O'Reilly and Caldwell, 1981; Price and Muller, 1981, 1986a) which, "sometimes referred to propensity to leave, intent to quit, intent to leave, behavioral commitment, and attachment as noted by Iverson (1992) in his study on intent to stay: empirical test of revision of the Price Mueller Model. This argument is important as to relate the intent to leave and turnover. Because, there had study that found intent to stay has strong negative relationship with intent to leave (Iverson (1992).

As concern to this ultimate problem, the study of employee turnover can be conceptually understood by assessing work attitude. They have also found in others work attitudes such as organizational commitment, intention to leave, and perceived alternative employment have also been shown to impact voluntary turnover. This was true when Mobley et al. (1979), found that job satisfaction to be related to employee turnover. Although, as fundamental understanding the turnover, it also relevant to applied the motivational theory. "Maslow hierarchy of needs and Herzberg theory can be applied to understand the problem of turnover by shedding light on work attitudes such as satisfaction" (Edechuckwa, 2009). There have several reasons why make people want to leave from their current employee in staying. Rather than nature reason such as retirement, transferred, death or further study, one of the most reason is due to the occupational stress encountered. This was true when a study on Paraprofessional employee turnover and retention in inclusive program conducted by Ghere and Barr (2007) found that the demanding nature and the stress incurred in the work were viewed as affecting paraprofessionals' decision to leave. They also clarified it due to the ambiguous work as results of limited experience.

Given the impacts of employee turnover, greater attention to retention is warranted. Again, in the study of paraprofessional turnover and retention, the finding yield several target that could improve the retention of qualified paraprofessional: wages, job matching in first hiring decision, and ongoing support like maintain strong communication and supportive relationship which do not require excessive expenditures.

Northport (Malaysia) Bhd. is one of the largest operator of multi-purpose port that handling 63% of the local's trade with 2272 of total current manpower. NMB is one of the terminal that situated in Port Klang that chaired by Tan Sri Ahmad Sarji Abdul Hamid. NMB also is a Malaysia's pioneer port with it 108 years of rich heritage in port dynamic. NMB provides connectivity to 300 ports of call around the world. The major core services provide by NMB is container, conventional and logistic. Northport employee comprises with administrator and non administrator that involve operator that operates along wharf area. NMB is strategically located within the Free Zone (FCZ) of Port Klang in the state of Selangor and on the west coast of peninsular Malaysia facing the world's longest and busiest straits, the Straits of Malacca.

From the interviewed between researcher and assistant manager of human resources department, it found that, there is no any retention management is being applied in NMB. The definition of retention management is relied on the effort of NMB in proving a good compensation package, condusive environment, supporting from top management and maintain excellent communication with employee. However, more specifically, at the end of the interviewed session, it can be conclude that most of employee is attracted far more on the compensation package offered. The strategy of compensation package of NMB is low pay and high variable pay.

From the background of company, it make researcher to study in area that interested to study on which is employee retention, since NMB has low employee turnover.

The purpose of this study is to identify the factor that contributed employee retention related variable by determined the effect between external environment, occupational stress and job satisfaction on organizational commitment and intent to leave.

The idea of this research was made up as extension study in Northport done by Hewitt survey (2009) and Noordin et.al (2009). From that study, Northport was titled as the highest percentage in employee retention as compared to ten best companies in Malaysia. In fact, Northport's Human resource annual report has also indicated that the total turnover headcount is very low, which can be considered as good. The illustration of employee turnover can be seen in Table 1.

Table 1. Total number and percentage of employee resigned from 2006 to 2008.

Year	Total no. of employee	Total no. of employee resigned	% Percentage of employee resigned
2006	2622	20	0.8 %
2007	2495	27	1.0 %
2008	2408	22	0.9 %

Moreover, in supporting the retention of employee also, it shows in NMB effort in providing compensation package to their employee. The details of basic salary and fixed allowance expenses by Human resource can be seen in Table 2.

Table 2. Monthly payroll expenses of human resources in 2008.

MONTH	Monthly actual
January	
February	524,127
Mac	537,985
April	570,712
May	557,347
June	542,412
July	525,512
August	482,440
September	360,639

The relevant in attempted of study on organizational commitment and intent to leave as measuring employee retention rather than turnover, is because of the limitation in getting data from the people outside of organization who has left from current employment. In fact, the study on retention is major alternative of doing study on turnover. Since the outcome of this study will be the basis body of knowledge that company can refer for in managing employee retention, thus the primary data source much be gathered within the organization area.

From the further reading in aspect or retention and turnover are, in logically, if the factors do influence in decreased intent to leave, or increased organizational commitment, then it would consequence to increase employee retention. From this interrelationship, it seems support the fact that Northport is high employee retention. By understand the present employee work attitude like organizational commitment and intention to leave, hope this might be explained why Northport has high employee retention.

2.0 Purpose of the Study

The purpose of this study is to explore the relationship between external environment, occupational stress, job satisfaction, intent to leave and its effect on organizational commitment (retention related variables).

3.0 Conceptual Framework

Independent Variable

Dependent Variable

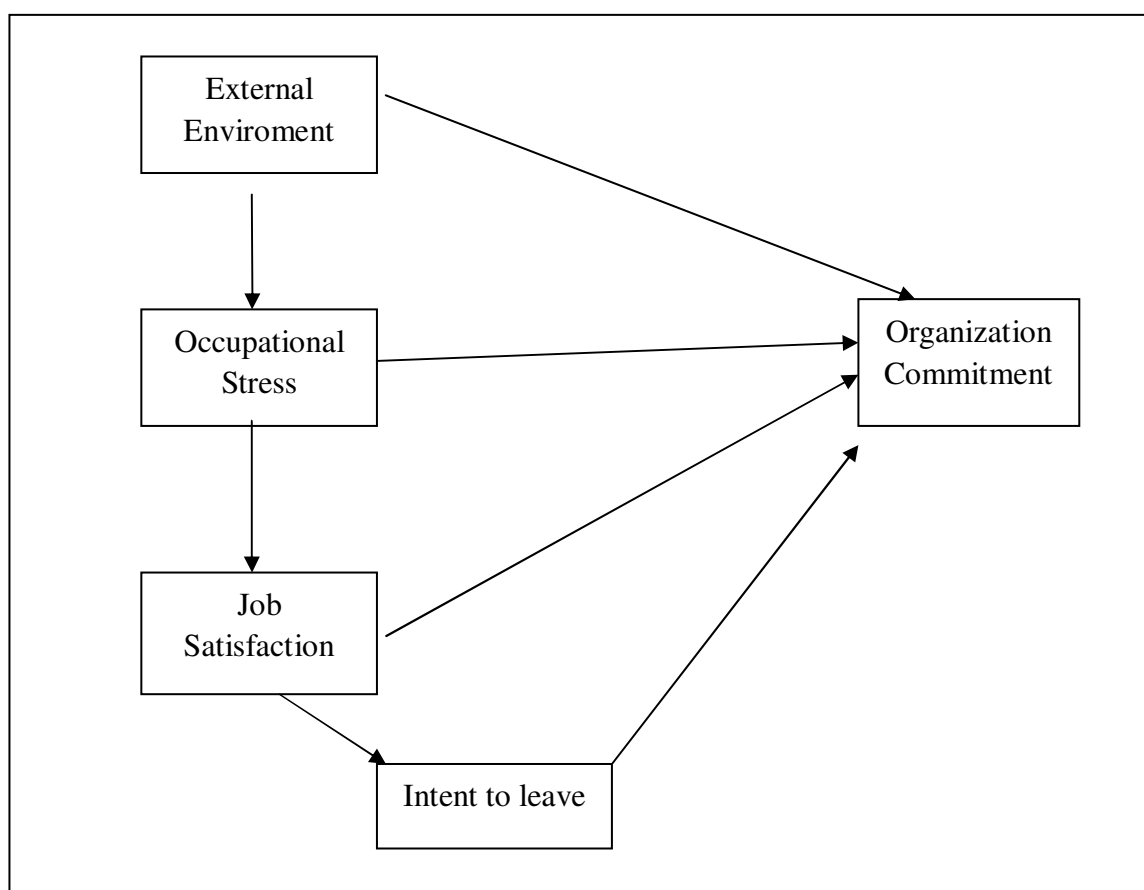


Figure 1. The relationship of external environment, occupational stress, job satisfaction, intent to leave and it effects on organizational commitment (retention related variable).

4.0 Methods

4.1 Population and Samples size

Sample size of this study was withdrawn from the entire population of Northport's employee. According Azizi et.al (2007), sample is subset of the population, while population refers to the entire group, events or things of interest. The population overall Northport (Malaysia) Bhd was 2272 with 2007 of non executive and 265 of executive as total of Northport's employee headcount as of Jun, 2009. For this study purpose, over entire population, only (N= 200) samples have been chosen. However, out of 200, only 130 were available to be the subject of this study.

4.2 Sampling design

According to Uma Sekaren (2003), sampling is the process of selecting a sufficient number of elements form the population. Reason for sampling is rather than collecting data from the entire population are self-evident. In this study, convenience sampling was used as sampling technique. It is one of the non-probability sampling designs, which the element does not have a known chance of being selected as subject. This technique was chosen due to conveniently administered to the subject, the availability of element, source and time constraint. As stated by Uma Sekaren (2003) convenience sampling refers to the collection of information from member of population who are conveniently available to provide it. In fact, this technique was best fit for this study as what be the reason on selection of study setting that make quickly and efficiently to reach subject.

4.3 Instrument

Instruments used in the study were occupational stress scale, 6 questions each variables pertaining job satisfaction and affective commitment, 6 questions on measuring intent to leave and 3 questions for external environment.

4.3.1 Occupational stress scale

The occupational stress scale measured the independent variable of occupational stress. 4 questions were adopted and from the updated revision of Expanded Nursing Stress Scale (ENSS) and 2 questions were taken from updated OSC by Hamilton (2008). Since The ENSS was purposely for nursing, then the items have been adjusted to fit with the general job stress that participated by administration worker in port area. 6 items were tested in a large sample of (N=200) after 1 item was removed from the instrument. The completed contains 5 items the measured by using 5 point-likert scale where 1= never stressful, 2= occasionally stressful, 3= less frequently stressful, 4= frequently stressful, and 5= extremely stressful.

4.3.2 Job satisfaction

For the independent variable of job satisfaction, items were measured by using 5 items from Hewitt Best Employee Survey. In fact, from the original survey items, only 5 items have chosen to be put in as

instrument to be measured. Response were obtained on five point-Likert scale where 1 = strongly disagree, 2=disagree, 3=neither Disagree nor agree, 4=agree, and 5 strongly agree.

4.3.3 Organizational commitment scale

In this study the concept of organizational commitment that discussed earlier chapter was definitely focus on affective commitment by using affective commitment scale (acs) which developed by Allen, (1985). As usual, the responses were in five point-Likert scale as used by job satisfaction where 1 = strongly disagree, 2=disagree, 3=neither Disagree nor agree, 4=agree, and 5 strongly agree.

4.3.4 External environment scale

Obviously, the measures of external environment developed and used in this research are new. Three items outlined are based on the general situation that might be encountered by employee. Scale that need to be responded was 5 point-likert scale where 1= never stressful, 2= occasionally stressful, 3= less frequently stressful, 4= frequently stressful, and 5= extremely stressful. Three items developed was tested with no removed item.

4.3.5 Intent to leave scale

For the dependent variables of intent to leave in measuring the retention variable, 2 questions were adopted form the study revision by Prince and Muller, (1981). The other 4 items contains were newly developed for measure purpose. Responses were based on five point-Likert scale as where 1 = strongly disagree, 2=disagree, 3=neither Disagree nor agree, 4=agree, and 5 strongly agree.

4.3.6 Study Location

This study was carried out specifically in various departments throughout area of Northport (Malaysia) Bhd as represent the study area organization situation. There have thirteen departments all. However, only 5 departments with their divisions were chosen to be included in study setting. The department and their division were chosen based on the availability of subject and distance of other department from the place that I have been attached during my practical. Total of 200 questionnaires have been distributed over these 5 locations. The study setting that has been undertaken is described in Table 3.

Table 3. Study Location.

Department	Division
Human resource and support services department	<ul style="list-style-type: none"> - Training and development - Human Resource Planning - Employee Relation - Safety, Health and Environment (SHE)

	- Legal and administration
Customer services	
Finance	- Payroll - Credit Control - Billing
Conventional	
Container	

4.3.7 Pilot study

Prior to this study, to ensure the reliability and clarity of the proposed measures, the draft instrument was tested for face and content validity. A pilot study has been conducted over 15 employees in an attempt to validate the methodology and to recognize problems that may be encountered before the actual survey takes place. During the test, 25 questions were outlined. As to ensure there is no problem in answering the questionnaire, I was there to assist and note if there has any double meaning problem. The most frequently asked by respondent on certain question was considered to be modified. However, during the test, there is no problem in understanding question. Based on the pre-test also, the method and the question to record the data were further refined for improved data collection that would allow for a detailed analysis.

4.3.8 Validity testing

It is important to ensure the instrument that be used has validity, which do measure the concepts being tested. According to American Educational Research Association, Psychological Association, and National Council on Measurement in Education (1999), validity is "Validity refers to the degree to which evidence and theory support the interpretations of test scores entailed by proposed uses of tests". In this study, the validity of the instrument used to test the concepts, which was undertaken by two different tests. First, the instrument was adopted from the previous study that had validity been tested before. Second, due to adaptation of language and understanding preferences, the questionnaire has been adjusted by interpreting to Bahasa Malaysia language to avoid double meaning error by respondent. Since I was there during the pilot test, the validity of both tests was guarantee.

4.3.9 Reliability testing

Reliability is the "consistency" or "repeatability" of measures (William Trochim, 2008). Uma Sekaren (2003), stated the reliability of measure is established by testing for both consistency and stability, which indicated how well the items measuring a concept hang together as a set. Internal consistency reliability was assessed using Cronbach's coefficient alpha. Overall Cronbach's alpha yielded the reliability of each variable were ($\alpha=0.820$) for job satisfaction, ($\alpha=0.716$) for external environment, ($\alpha=0.895$) for occupational stress, Intent to leave ($\alpha=0.876$), and organizational commitment was ($\alpha=0.781$). As result, completed 21 items were tested over large sample of (N=200) after 4 items have been removed form the

initial instrument since the refinement of reliability of each variables were demonstrated adequate consistency at range ($\alpha=0.7 - 0.9$).

The illustration the Cronbach alpha, items removed and number of remaining items can be illustrated in Table 4.

Table 4. The result of Cronbach's Alpha.

Variable	A	Items removed	No.of remaining items
Occupational stress	0.895	Unable to influence my immediate supervisor's decision & action that would affect me.	5
External environment	0.716	No item removed	3
Job satisfaction	0.820	I truly enjoy my day-to-day work task	4
Organizational commitment	0.781	I would be very happy to spend the rest of my career with this organization	4
Intent to leave	0.876	I am often bored with my job	5

4.3.9 Analysis and interpretation of data

For analyze the data gathered from the instrument used, SPSS 16.0 was used. By using this software, two statistical tests were employed to test study hypotheses constructed. Since this research was attempted to identify and determine the relationship and effect of interrelationship variables, two statistical tests, a correlation and multiple regression analysis were used. If there is correlation exist between the interrelationship variable, hence again it has to undergo the second test, multiple regressions by using stepwise method.

4.3.10 Guttman's rules of thumb

The strength of interrelationship among variables been tested can be referred and determined by referring to Guttman's rule of thumb as can be seen in Table 5.

Table 5. Strenght of Relationship

Coefficient Size	Strength of the Relationship
0.71 - 1.0	Very Strong
0.61 - 0.70	Strong
0.41 - 0.60	Moderate
0.20 - 0.39	Weak
0 - 0.19	Very Weak

5.0 Results

From the correlation Table 6, after been tested by using Pearson product and multiple regression analysis, the results can be illustrated in Pearson Correlation Matrix in figure 6. From result, it demonstrated that only stress with organizational commitment ($r=0.254^{**}$), Intent to leave with organizational commitment ($r=0.166^{**}$) and Job Satisfaction external with organizational commitment ($r=0.290^{**}$) is significantly correlated at 0.05. While External environment with organizational commitment ($r= -0.043$) have no statistical correlation at of 0.05 level of significant (2-tailed).

Table 6 Correlation and effect of the variables.

	organizational commitment	Intent to Leave	External enviroment	Occupational Stress	Job Satisfaction
Organizational commitment	1	.166*	-.043	.254**	.290**
Intent to leave	.166*	1	.279**	.390**	-.015
External environment	-.043	.279**	1	.353**	-.160*
Occupational Stress	.254**	.390**	.353**	1	-.235**
Job Satisfaction	.290**	-.015	-.160*	-.235**	1

Table 7 shows multiple regressions, the analysis of the R^2 model intent to leave is 0.028. Smaller R^2 , the less capable to explain the dependent variable (organizational commitment), $F(1,199) = 5.606$, $P = 0.001 < 0.05$. When viewed on the Beta, intent to leave (Beta = -0.166, $t = -2.368$, Sig = 0.001 and $R^2=0.028$).

The conclusion is also supported by ANOVA is significant that the value of 0.001 is significantly lower than the specified significant level of 0.05. This finding means that the first predictor of intent to leave is reflected by the first model accounted for an additional 2.8 percent change in criterion (organizational commitment).

Value R^2 analysis of model 2 occupational stress is 0.064. R^2 smaller, less capable, the independent variable (job satisfaction) to explain the dependent variable (organizational commitment), $F(2,198) = 13,610$, $P = 0.001 < 0.05$. When viewed on the Beta, occupational stress factors (Beta = -0.231, $t = -3366$, Sig = 0.001 and $R^2 = 0.064$). This means that the proposed model fit the data in the percentage is only 6.4 per cent only.

The conclusion is also supported by ANOVA is significant that the value of 0.001 is significantly lower than the specified significant level of 0.05. This finding means that the second predictor occupational as shown by the two models accounted for 6.4 per cent increase in change criterion (organizational commitment).

Through the analysis of the R^2 model 3 job satisfactions is 0.024. Smaller R^2 , the less capable of independent variables (job satisfaction) to explain the dependent variable (organizational commitment), $F(3,197) = 5.606$, $P = 0.001 < 0.05$. When viewed on the Beta, job satisfaction factor (Beta = -0.166, $t = -2.368$, Sig = 0.009 and $R^2 = 0.088$). This means that the proposed model fit the data in the percentage is only 8.8 per cent only.

The conclusion is also supported by ANOVA is significant that the value of 0.001 is significantly lower than the specified significance level of 0.05. This finding means that the three predictors of occupational stress by the three models accounted for 8.8 percent of the additional changes in criterion (organizational commitment).

Based R^2 value of these three models can be concluded that these findings show that 2.8 percent of the intent to leave contributes to organizational commitment, the percentage increase rose to 6.4 percent when contributions to occupational stress are taken into account and continues to increase to 8.8 percent if is the job satisfaction taken into account towards organizational commitment.

Table 7: Multiple Regression Analysis Predictor Factors For Occupational Stress, Job Satisfaction, Intent to leave with Organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig.F Change
1	.166 ^a	.028	.023	.82753	.028	13.610	1	198	.001
2	.254 ^b	.064	.060	.81173	.036	9.501	1	198	.001
3	.297 ^c	.088	.079	.80344	.024	5.606	1	199	.001

- a. Predictors: (Constant), Intent to leave
- b. Predictors: (Constant), Intent to leave Occupational Stress,
- c. Predictors: (Constant), Intent to leave Occupational Stress, Job Satisfaction
- d. Dependent Variable : Organizational Commitment

The results of the analysis also allows to get a regression equation that can be used to predict the Y value in the future. The regression analysis results obtained as follows:

$$Y = \beta_0 + \beta_1x + \beta_2x^2 + \beta_3x^3 + \text{Standard Error}$$

$$Y = 3055 - 0.166x - 0.231x^2 + 0.155x^3 + 0.277$$

Y = Organizational commitment

$$\beta_1x = -0.166 \text{ (occupational stress)}$$

$$\beta_2x^2 = -0.231 \text{ (job satisfaction)}$$

$$\beta_3x^3 = -0.155 \text{ (Intent to leave)}$$

Standard Error (Standard Error Constant) = 0.277

Constant (Constant) = 3055

From the analysis carried out based on Table 7, shows that there is a significant variance for the factors (occupational stress, job satisfaction and intent to leave) to criterion organizational commitment, ie $F = 5.606$, $\text{Sig} = 0.001 < 0.05$ (the factor of occupational stress), $F = 13.610$, $\text{Sig} = 0.001 < 0.05$ (job satisfaction factor) and $F = 9.501$, $\text{Sig} = 0.001 < 0.05$ (intent to leave factor). When viewed on the Beta, intent to leave factor (Beta = -0.21, $t = -2368$, $\text{Sig} = 0.001$ and $R^2 = 0.028$), job satisfaction (Beta = -0.32, $t = -4.54$, $\text{Sig} = 0.001$ and $R^2 = 0.064$) and intent to leave (Beta = -0.139, $t = -2.31$, $\text{Sig} = 0.001$ and $R^2 = 0.088$). The conclusion is that the regression results,

When the occupational stress increased, the organizational commitment scores would increase by 2.8 percent. When occupational stress merged with the job satisfaction, and increased per unit, the organizational commitment scores would increase by 6.4 percent.

When occupational stress, job satisfaction merged with the intent to leave unit increase the organizational commitment, the scores will increase by 8.8 percent.

It can be concluded that these findings show that 2.8 percent of occupational stress contributing to organizational commitment, the percentage increase to 6.4 percent when contributions to the job satisfaction factors are taken into account and further to 8.8 percent if the intent to leave factor is taken into account the change in organizational commitment

Table 8. Results of Multiple Regression Analysis for Factors Contribute to Occupational Stress, Intent to leave, job satisfaction and with organizational commitment.

Variabel	Multiple R	β	Standard error	Beta	t	Sig of t
Intent to leave	0.28	-0.21	0.089	0.17	-2.36	0.001
Occupational stress	0.64	-0.32	0.087	0.25	-3.70	0.001
Job satisfaction	0.88	-0.29	0.061	0.16	-3.40	0.001

Regression analysis (stepwise) four predictors external environment, occupational stress, job satisfaction and intent to leave. While organizational commitment is as (criterion) to these four variables. Figure 8 shows the results of multiple regression (stepwise). From the analysis carried out found that there is a significant variance for the occupational stress, job satisfaction and intent to leave on organizational commitment (criterion).

Regression coefficients that are not standard between the two variables is shown below the value of Beta for occupational stress towards organizational commitment is $\beta = 0.25$, and job satisfaction towards organizational commitment is $\beta = 0.16$. The Beta value for intent to leave also is 0.17. Since the regression is not a population based sample, there is a risk of the population regression coefficient is not equal to the actual population. 95% within the range in which the reliability of providing certainty to estimate the position of the slope and constant. 95% of the reliability of the intercept is 0.25 to 0.17. This is shown on the sample. Shortcuts for the population is between the range of 95%. This shows that for every increase of 1:00 in the horizontal axis, the vertical axis was changed by 0.17 for intent to leave. Further increase in per unit increase in the job satisfaction of the vertical axis changed by 0.25, while the increase brings the intent to leave of 0.16 in their organizational commitment.

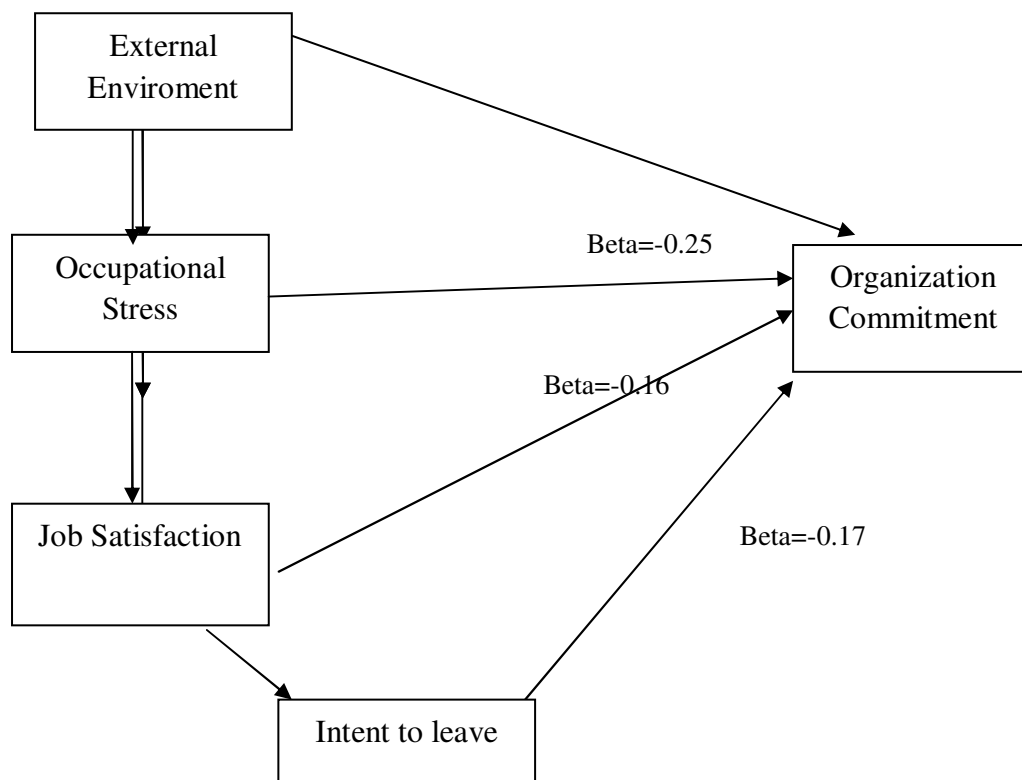


Figure 2. Model "External Enviroment, Occupational Stress, Job Satisfaction and intent to leave on organizational commitment.

6.0 Recommendations

Based on the literature review and findings of this study, the researcher has made several recommendations that proposed to the selected construction firms.

According to Steven B. Donovan and Brian H. Kleiner , an important criterion related to occupational stress is role ambiguity and time pressure. When an employee becomes curiosity with their responsible for their work, it will create stress among them. Time pressure also have positive relationship to occupational stress which is most employees being procrastinate with their work. Thus, when an occupational stress occurs, intent to leave and absence will also exist because the employees feel demoralized with their work. Employee absence and intention to leave are employee satisfaction that is the employee with a high level of job satisfaction is less likely to be absent and intent to leave the organization. In order to reduce the number of external environment and intention to leave the organization, organization must increase the level of job satisfaction so that employee will feel to satisfy when working in the organization. Job's satisfaction can be

increased by giving reward, recognition, give better salary and benefit, and provide good facilities and so on.

Besides that, even occupational stress is not affecting intention to leave and external environment. It may effect through job satisfaction because occupational stress effect job satisfaction. Organization must reduce the stress level so that job satisfaction will be high. Occupational stress can be reduced by giving support to an employee, give training, good communication in a workplace, give extra leave, better salary and benefit and so on.

In addition, only one factor is recognizing in this research, which is the external environment. Organization must find as much as possible factor to reduce the level of occupational stress in the company so that future way can be predicted.

7.0 Discussion and Conclusion

From the finding based on the test by using multiple regression analysis, it shows that both occupational stress, intention to leave and job satisfaction can influence organizational commitment in their current employer. If employer wants to reduce the organizational commitment among their employee, they have to increase the level of satisfaction and try to decrease the level of occupational stress that encountered among their employee. Form the finding also reveals that job satisfaction is major factors in determining intent to leave of employee. This found when job satisfaction has very strong negative relationship ($r = 0.290$) and with strength ($B=0.695$) on intent to leave compared to other variable been measured. Thus, for this reason, employer must ultimately focus on increase the level of satisfaction of their employee since it has inverse relationship to intent to leave. At the same time, this study finds that occupational stress does impact intent to leave with strong positive relationship ($r = 0.608$) with ($B=268$). By reduce the work related stressor that encountered by employee, NMB may reduces the intent to leave of employee. Thus it can be concluded that these finding were do support the low turnover rate and high employee retention that NMB now experiencing. In fact, this really supports when over five likert scale of occupational stress and job satisfaction, the scales have been modified into three level, 1= week, 2= moderate and 3= high, which 49.2% employees demonstrated that they encountered moderate occupational stress level and only 13.1% are experiencing high stress level. Moreover, only 17.7% of employees have low satisfied and 43.1% have moderate level of satisfaction toward survey. From the broad idea as results from the findings, it can be concluded that any attempt on increase the organizational commitment and intent to leave among employee in Northport, human resource personnel has to making effort on increase in level of satisfaction of their employee by embarking an excellent policy that relates to overall systems in providing satisfaction.

References

Alexander J, Lichtenstein R, Oh H, Ulman E (1998). A causal model of voluntary turnover among hospital nursing personnel in long-term psychiatric settings. *Research in Nursing and Health*. 21. Pg:415-427.

- Annette W(2003). Job Stress, Job Satisfaction, and Intent to Leave Employment among Maternal-Child Health Nurses. Dissertation. UMI Number: 1430345
- Noordin Y, Azizi Y, Saini J (2010) The Effect of Various Modes of Occupational Stress, Job Satisfaction, Intention to Leave and Absentism Companies Commission of Malaysia. Australian Journal of Basic and Applied Sciences, 4(7): 1676-1684, 2010 ISSN 1991-8178, INSInet Publication
- Begley TM, Czajka JM (1993). Analysis of the moderating affect of commitment on job satisfaction, intent to quit , and mental health following organizational change. Journal of applied psychology. 78(4), 552-556.
- Carolyn K (2006). Effect of Conscientiousness and Professional Work Autonomy on Nurses' Organizational Commitment (Affective and Continuance) and intent to stay. Dissertation.pg:1-94 ISBN:978-0-494-18751-7
- Choi W (2001). Factors related to job satisfaction and intent to turnover of part-time student employees in three university dining services in Iowa. Unpublished master thesis, Iowa State University, Ames. College & University Food Service, 3(4), 13-27.
- Contemporary Hospitality Management. Vol. 21 No. 4, 2009 pp. 437-458
- Davis Z(1982). Casual Modeling of Organizational Commitment. Dissertation Abstracts International. Vol. 42 : 3021.
- Detamore JA (2007). An analysis of the relationships between job satisfaction, leadership, and intent to leave within an engineering consulting firm. Dissertation.pg:1-213.UMI Number: 3289494
- Elisa M, Zhao J, Christine K (2008). An exploratory study of US lodging properties' organizational practices on employee turnover and retention. International Journal of
- Ewin RE (1993). Corporate loyalty: Its objects and its ground. Journal of Business Ethic, 12(5),387.
- Ferris K, Aranya N (1983).A comparison of two organizational commitment scales. Personnel Psychology. Vol.36. No.1 : 87-98
- Balu GJ, Boal KR (1987). Conceptualization How Job Involvement and organizational commitment affect turnover and external environment". Academy of management review. P.290
- Gail G, York-Barr J (2007). Paraprofessional Turnover and Retention in inclusive programs: Hidden Cost and Promising Practice. Remedial and Special Education. Proquest Education Journals. Vol 28. No. 1.pg:21-32
- Hamilton DC(2008). Occupational stress satisfaction and intent to leave. pg:1-135.Umi Number:1452597.
- Hrebiniak LG, Alutto JA(1972). Personal and Role-Related Factors in the Development of Organizational Commitment.Administrative Science Quarterly. Vol 12 : 555-573
- Hsiao H V, Kohnke C S (1998). Assessment of university foodservice employee job
- Ikwukanne I, Udechukwu DBA (2009). Correctional Officer Turnover: Of Maslow's Need Hierarchy and Herzberg's Motivation Theory. Public Personnel Management. Proquest Education Journal. Vol 38 No.2. pg:69 in self-managed service teams: An empirical assessment. International Journal of
- Iverson RD (1992). Employee intent to stay: Empirical test of a revision of the Price and Mueller model. Pg: 1-259. Order No: 9235842

- John W and sons, inc.(1976). A general discussion of job satisfaction is presented in Michael M. Gruneberg: Job Satisfaction. New Jersey.
- Jong A D, Ruyter KD, Streukens S, Ouwersloot H (2000). Perceived uncertainty
- Kelly DR (2005). Differed compensation and employee retention. Dissertation. Pg:1-158:UMI Number:3186384.
- Klenke-Hamel K (1983). Casual Modeling of organizational commitment. Dissertation Abstracts International. Vol.43 : 3764-3765
- Kolowsky M (1991). A longitudinal Analysis of Job Satisfaction, Commitment, and intention to leave. Applied Psychology, an International Review. Vol.40(4).pg:405-415
- Koys D (1988). Human Resource Management and a Culture of Respect: Effects on Employee' organization commitment. Employee responsibilities and Rights Journal. Vol.1(16): 57-68
- Leong CS, Furnham AC, Cary L (1996). The moderating affect of organizational commitment on the occupational stress Human Relation. vol 49,no 10;ABI/INFOR, Global. Pg 1345
- Lynn M, Redman R (2005). Faces of the nursing shortage: influneces on staff nurses' intention to leave their position or nursing. Journal of Nursing Administration. Vol. 35(5). Pg: 264-270
- Marsh R, Mannari H (1977). Organizational Commitment and Turnover: A predictive Study. Administrative Science Quartely. Vol.22. pg: 57-75
- Merge GS (2004). Employee Retention and Turnover:The Real Reasons Employees Stay or Go. FMI Journal. Vol 15. No.2.:37-41
- Michael AM (1994). A structural Equation Model of Organizational Commitment, Job satisfaction as its Covariate, and their Antecedent variables.pg:1-326. Order No: 9513884
- Morrison RS, Jones L, Fuller B (1997). The relation between leadership style and empowerment on job satisfaction of nurses. Journal of nursing administration, 27(2), 27-34.
- Mowday RT, Richard MS, Lyman WP (1979). The Measurement of Organizational Commitment. Journal of Vocational Behavior. Vol.14. No. 2.pg: 224-247.
- Natalie JA(1985).Organizational Commitment :A three-Component Model. ISBN:20315-20699-3.
- Price J, Mueller C (1981). A Casua model of turnover for nurses. Academy of Management Journal. 24. Pg:543-565 satisfaction and strategy formulation for managerial practitioners. Journal of
- Schwab L (1996). Individual hardiness and staff satisfaction. Nursing Economics. 14(3), 171-173. Service Industry Management, 12(2), 158-183.
- Seung SL (2008). Relationships among leadership empowerment, job satisfaction, and employee loyalty in university dining student workers. pg: 1-128. UMI Number: 3307092
- Stebbins RA (1970). On misunderstanding the concept of commitmnet : A theoritical clarification. Social Force, 48, 526-529.
- Steers RM, Daniel S (1977). The Role of Achievement Motivation in Job Design. Journal of Applied Psychology. Vol. 62. No.4.pg:472-479

Stiffler KL(2007). Direct support staff perceptions of frontline supervisor's Skills: correlation with organizational commitment and Intent to leave.pg:1-99.UMI Number: 3277701

Vroom V H (1964). Work and motivation. NewYork: Wiley.

Williams A (2003). Job Stress, Job Satisfaction, and Intent to Leave Employment among Maternal-Child Health Nurses. UMI Number: 1430345