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The Effect of Organisational Stress on Employee Turnover Intention Mediated by Employee Job Dissatisfaction Among Employees in Malaysia

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Abstract

The study investigates the mediating effect of employee job dissatisfaction (EJD) on the relationship between the dimensions of organisational stress and employee turnover intention (ETI) among employees in Malaysia. A conceptual framework was developed to measure the direct relationships between the dimensions of organisational stress and employee turnover intention as well as the direct relationships between dimensions of organisational stress and mediating variable – employee job dissatisfaction. The direct relationship between mediating variable – employee job dissatisfaction and employee turnover intention were also tested. The mediating effect of employee job dissatisfaction on the relationship between the four dimensions of organisational stress and employee turnover intention were also tested (Mediation analysis). Primary research was conducted utilising an online survey questionnaire. There are 229 participants for the study. The data collected were analysed quantitatively using the SPSS 22.0 software and SPSS PROCESS version 3.5. The results confirmed the full mediation effect of employee job dissatisfaction on the relationship between all four dimensions of organisational stress and employee turnover intention among employees in Malaysia. Seven out of nine direct hypotheses were also statistically accepted. Two out of four dimensions of organisational were confirmed to significantly influence employee turnover intention while all four dimensions significantly influenced employee job dissatisfaction. There was also a direct significant relationship between employee job dissatisfaction and employee turnover intention. This study contributed to organisational stress body of research. Future studies should explore the use of CFA and SEM to test the relationship and mediating effect.

Keywords: work overload, low compensation & reward, career development, decision-making, employee job dissatisfaction, employee turnover intention

1. Introduction

1.1 Introduce the Problem

The devastating effects of work and occupational stress on employee performance have been well documented in research, especially during the last three decades (Cooper & Marshall; 2024; Ozduran, Saydam, Eluwole & Mertens, 2025). Organisational stress is extensively receiving

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attention in the academic literature currently; therefore, it has become a salient issue for organisations. Studies show that workplaces that promote good mental health and support people with mental disorders are more likely to reduce absenteeism, increase productivity and benefit from associated economic gains. Recent empirical studies by Tiwari, Gupta & Rana (2025) and Naseer, Shah & Afzal (2025) established significant relationships between workplace stress and turnover intention. While Sharma et al. (2025) found out that stress significantly impacts employees' turnover intention and the relationship between employees' intention to leave and workplace stress is mediated by work-exhaustion, Naseer et al. (2025) that job stress, job insecurity, abusive supervision, and low job satisfaction significantly predict turnover intentions. No workplace is immune to mental health issues – and their impact in psychological, social, and economic terms is high. Ragu (2024) opined that Malaysia has one of the highest rates of job stress in the world, with 67% of workers feeling burnout as of April 2024.

1.2 Explore Importance of the Problem

The rise in burnout, particularly during the Covid-19 outbreak, has transformed workplace stress into a secret epidemic that impacts not just people but also the larger economy, according to Professor Glenn Hitchman, Head of Psychology at Heriot-Watt University Malaysia. Malaysia's low ranking in terms of work-life balance exacerbates the problem even more. Out of 60 countries with the highest GDP, Malaysia was classified as the second-worst country for work-life balance in a recent survey. Malaysian workers put in more than forty-five hours a week on average. A workforce that is overworked and finding it difficult to keep up is depicted by the long hours, management pressure, and limited career development. Murugesan (2024) in his article titled 'Depression has doubled in Malaysia' published by NewStraitsTimes claimed that according to the National Health and Morbidity Survey 2023, the number of individuals suffering from depression has doubled over the past four years. Depression affects about one million people in the nation who are 16 years of age or older (4.6%), compared to half a million adults (2.3%) in 2019. Business Times (2024) reported that a survey conducted by Employment Hero showed that two-thirds of 1,015 Malaysian workers included are experiencing burnout. According to the 2024 Wellness at Work report, employee burnout increased significantly from 58% in 2022 to 67% in 2024, highlighting the critical need for improved workplace wellness programs and mental health support. With 69% of millennials and 64% of Gen Z co-workers suffering burnout, millennials are the most affected generation. Financial wellbeing, professional wellness, and mental health were the main topics in Employment Hero's 2024 Wellness at Work report.

1.3 Describe Relevant Scholarship

Definitions of key terms

Organisational stress

Organisational stress is said to occur when employees feel unable to cope with work demand and organisational pressure (Hart & Cooper, 2001). Brown & Campbell (1990) described organisational stress as the self-perceived unpleasant or bad impact on an individual. Butts et al.

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(2009) defined organisational stress about its psychological and physical effects on individuals. They take stress as physical, mental, or emotional strain at work. Cooper et al. (2001) suggested that organisational stress occurs when a discrepancy exists between the work demands and a person's ability to carry out those demands.

Turnover intention

Turnover intention can be defined as intentions or thoughts about leaving a job (Yousaf et al., 2020). It has been determined that turnover intention is the employee's plans to leave their company (Mobley et al., 1979; Ribeiro et al., 2024) and it is a good indicator of turnover. Employees may react with plans to leave the company when they encounter unpleasant interactions (Ribeiro et al., 2024).

Job satisfaction

Satisfaction is defined as a state in which a person feels glad, happy, and good or wherein someone achieves some specified goal or when something occurs which a person wanted to occur and job dissatisfaction is the opposite (Dinham & Scott, 2000). In other words, employee job dissatisfaction refers to the negative feelings and attitudes employees have about their job, workplace, or employer. Job satisfaction is the extent to which employees like their job (Safdar and Liu, 2020). In their study O'Connor, Riillo & Slater (2025) found that job dissatisfaction is the most important predictor of intentions to quit.

Evaluation of relevant theory

The effort-reward imbalance model (ERI)

The effort-reward imbalance has been widely employed in organisational stress research. The model focuses on the relationship between stressful experiences at work and individual health risks (Siegrist, 1996). So, it takes into account two sides of the same coin: the extrinsic efforts individuals make in response to high work demands (e.g., overtime work, work pressure, interruptions, and inconsistent demands) and the rewards they receive reciprocally in exchange for these efforts. According to Siegrist et al. (2004) employees put effort into their work as part of an implicit contract which is based on the norm of social reciprocity. In turn they expect rewards in the form of compensation, esteem, appreciation, recognition, reputation in the organisation, promotion prospects, and/or job security (Siegrist, 1996). If this social reciprocity norm is violated, resulting in an imbalance between (high) effort and (low) reward, individuals experience recurring negative emotions and sustained stress reactions (Weiß & Süß, 2016). The ERI model has been used to provide a detailed understanding about how adverse health outcomes emerge because of failed reciprocity at work. The model suggests that effort at work is spent in the context of a socially organised exchange process in which adequate rewards are expected in the form of money (salary and benefits), esteem (respect and support), or security and career opportunities. The model posits that imbalances in effort and reward exchanges are likely to create severe health-related and behavioural consequences. As a result, the model has provided a popular area of study for both academics and practitioners in the field of occupational

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psychology. There have been a number of studies that have empirically supported the predictive effects of ERI on a range of individual-level stress-related outcomes or job strains (de Jonge et al., 2000; Siegrist, 1996; Siegrist & Li, 2016). The effort-reward imbalance model informed the independent variables in this study including work overload, low compensation & reward, career development and decision-making opportunity. In other words, individual employees expect that their efforts should be well compensated with adequate rewards and opportunity for career development and decision making.

Conservation of resource (COR) theory

The COR theory (Hobfoll, 1989, 2002) is, arguably, one of the most influential theories explaining human stress and well-being. The basic tenet of the COR theory is that individuals strive to obtain, retain, protect, and foster those things that they value, or serve as a means of obtaining things they value, named "resources". Resources include object resources (e.g., tools for work, car), condition resources (e.g., marriage, supportive work relationships), personal resources (e.g., self-efficacy, self-esteem), and energy resources (e.g., time, knowledge, credit). Individual difference variables (e.g., hope, personal health) are also included as a component of the COR theory and are treated as resources (Grandey & Cropanzano, 1999). According to the COR theory, stress occurs when resources are threatened, lost, or when individuals invest resources and do not reap the anticipated level of return. COR theory is a model of stress and motivation that aims to explain people's behaviour following a stressful event (Hu et al., 2023). When people lose resources as a result of negative incidents, they become vulnerable and defenceless, which is likely to compel them to acquire and utilise resources in the face of a loss in order to replenish and restore their resources. Drawing on the COR theory, employees will endeavour to preserve and obtain valuable resources when they are faced with threats of resource loss because of the immense importance of resources (Hobfoll, 1989). COR theory offers a powerful explanatory framework for how individuals behave when encountering an actual or threatened resource loss that results from stressful situations (Hobfoll, 1989). The COR theory informed the relationship between the stressors such as low compensation & reward and mediating variable - employee job dissatisfaction as well as dependent variable - employee turnover intention. In other words, the behaviour of individual employees when encountering low compensation & reward despite the effort put into their works.

Person-Environment Fit theory (TPEF)

The theory is extensively used in organisational behaviour, organisational psychology, and human resource management literature (Wightman & Christensen, 2025). The theory is utilised to study job satisfaction, organisational commitment, job performance and turnover. The concept of person–environment fit describes the congruence, correspondence, similarities, or match between a person and an environment (Ahmad et al., 2025. The underlying logic of TPEF assumes that human behaviour is a product of interactions between "person" and "environment" (Edwards et al., 2006). The "person" refers to the individual's intelligence, skills, abilities, and other traits such as goals, interests, values, and personality. The "environment," on the other hand, typically assesses those characteristics independent of the person such as job

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characteristics (e.g., challenge) and the organisation (e.g., values). Previous research inspected person–job and person–organisation (P–O) fit as two representative dimensions of P–E fit (Edwards et al., 2006; Oh et al., 2014). Person–job fit is broadly defined as "an individual's compatibility with specific jobs (Kristof, 1996). It is specifically defined as the fit between the demands of a job and the abilities of an individual (demands abilities fit), or the needs of a person and the supplied attributes of a job (needs–supplies fit)" (Chuang et al., 2016, p. 70). P–O fit refers to the match between a person and his or her organisation regarding values, interest, goals and so on (Kristof, 1996). Previous P–O fit research states that people are attracted to an organisation with which they share values and attributes. When the congruence no longer exists, people may choose to switch to a different organisation (Oh et al., 2014; Chuang et al., 2016). In this study, the Person-Environment Fit theory (TPEF) is integrated to inform the mediating variable - job dissatisfaction, and dependent variable – turnover intention. The individual employees expect to see some match between them and their organisations regarding values, interest, goals and when these interests do not seem to align, they tend to be dissatisfied and may seek alternative jobs elsewhere.

Critical evaluation of empirical studies

Organisational stress and turnover intention

Literature has been able to establish a significant relationship between organisational stress or stressors and turnover intention. Boudrias et al. (2020) in Canada found out that role ambiguity and role conflict (stressors) are positively related to turnover intention. In Malaysia, Tan et al. (2020) investigating the effect of overwork and overtime on turnover intention found out that both overwork and overtime have a direct impact on turnover intention. Recently, Bhat, Khan & Rainayee (2024) explored the relationship between occupational stress and turnover intention of employees and concluded that occupational stressors adversely impacted employees' psychological well-being, leading to increased turnover intention. Bhat, Tariq & Rainayee (2024) examined the endogenous and exogenous aspects of stress and employees' turnover intentions and they found out that both types of stressors were contributing negatively toward employee's psychological state resulting in undesirable employee organisational relationships manifested as turnover intentions among employees.

Similarly, Abdelwahed et al. (2024) in their study which assessed the factors that affected Saudi Arabia's health-care professionals' turnover intention established that on the one hand, job stress, psychological distress and perceived work exhaustion have positive and significant effects on turnover intention. On the other hand, perceived organisational support (POS) is a positive and significant predictor of turnover intention. In another study conducted in Nepal by Gautam & Gautam (2024) which specifically focused on the banking industry in the country and examined the effect of occupational stress on turnover intention of employees. Three factors, namely workload, role ambiguity and growth opportunity expectations were identified as the occupational stressors in the banking industry, predicting a positive relation of overall occupational stress to the intention to turnover. Naseer et al. (2025) job stress, job insecurity, abusive supervision, and low job satisfaction significantly predict turnover intentions. Wu, Wang

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& Liu (2024) explored the impact of job stress in the context of construction professionals, especially given the current widespread use of social media to express emotions. The study established that job stress has a significant positive effect on job burnout, and job burnout maintains a positive relationship with health conditions (or turnover intention) under the interference mechanism.

Organisational stress and job dissatisfaction

Quite a good number of researchers had been able to establish significant relationship between organisational/occupational stress and job dissatisfaction albeit from different context. For instance, in Ghana, Dartey-Baah, Quartey & Osafo (2020) investigated the relationships between occupational stress, job satisfaction, and gender difference among bank tellers in Ghana. The regression model established that tellers are more likely to exhibit counterproductive behaviours such as job dissatisfaction due to work-related stress. Related study in China by Tang et al. (2022) divided job stress into challenge stress and hindrance stress, the results suggest that hindrance stress is significantly negatively related to job satisfaction. On the contrary, the relationship between challenge stress and job satisfaction was not significant. Like the above study, Nappi et al. (2020) conducted a study in France and the results showed that employees experienced greater job stress, less workspace satisfaction, and they felt less attached to their workspaces. In India, Sharma & Srivastava (2022) investigated the factors determining organisational stress among women workers in the garment industry. The study found that the job-related factors (stressors) namely workload, high target; training and high work expectations have negative impact on women's job satisfaction. Recently, Yasir & Javed (2024) investigated how employees' perception of the ethical conduct of their leaders affects their level of job stress and job satisfaction in the restaurant industry, specifically in the context of Pakistan. The findings established a negative significant relationship between job stress and job satisfaction.

Employee job dissatisfaction and Turnover intention

There are empirical evidences available in literature to support the significant effect of job dissatisfaction on turnover intention. For example, Zhang et al. (2024) investigated the impact of job satisfaction on turnover intention among professionals in the construction industry in China. The results show that during the unique phase of the pandemic epidemic, industry professionals typically have a somewhat low level of turnover intention and a slightly high degree of job satisfaction. Additionally, the study found that important underlying variables influencing their intention to leave include management and leadership, training and professional growth, and interpersonal interactions. Recently, Aliu & Kutllovci (2025) explored the effect of job satisfaction on turnover tendency among employees in Kosovo's microfinance institutions. The results show a strong inverse relationship between turnover intention and job satisfaction.

When it comes to determining job satisfaction, satisfaction with money considerations greatly surpasses satisfaction with non-financial factors. Furthermore, it was found that external influences had a negligible and insignificant effect on turnover intention. Smith, Mullins-Jaime & Balogun (2025) conducted a study that was similar to this paper albeit in a different context

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when they explored whether health impairment, in this context, influences job satisfaction and turnover intention among these workers. They found that there was a positive correlation between work hours and stress, a negative correlation between job satisfaction and stress and burnout, a positive correlation between work hours and stress and burnout, and a negative correlation between job satisfaction and turnover intention.

Mediating role of job dissatisfaction

Empirical studies have established the mediating role of job dissatisfaction from many different contexts. For instance, Aman-Ullah et al. (2023) investigated the impact of compensation on employee retention and turnover intentions among healthcare employees. The study also tested the mediation role of job satisfaction in the relationship. Results confirmed the mediation effect of job satisfaction between compensation and employee retention as well as compensation and turnover intentions. Similarly, Smith et al. (2025) established in their study that job satisfaction partially mediated the relationship between stress and turnover intention and burnout and turnover intention. In their study Oktaysoy et al. (2025), the results demonstrated that job satisfaction acts as a mediator in the relationship between green transformational leadership and intention to leave. Gautam, Gautam & Bhetuwal (2025) also confirmed a partial and full mediating role of job satisfaction in the relationship in two dimensions of work–life balance and turnover intentions.

Gap in literature

There is still a dearth of research from Malaysia context where the relationships among the three variables of organisational stress, employee job dissatisfaction and turnover intention are thoroughly investigated. This study fills in the gap in literature by testing the mediating effect of job dissatisfaction on the relationship between organisational stress and turnover intention. This will further enhance the body of knowledge from Malaysia context as well as open the eyes of employers to growing stressors in work-place environment. Again, as shown by the literature review above, there are few studies investigating job stress in general from Malaysia especially by looking at its effect on job dissatisfaction and intention to quit. This is even significant given several online websites such as AIA vitality have established the growing case of work-place stress in Malaysia and its huge impact on employees' burnout and mental strengths. In summary, this study fills the obvious contextual and conceptual gaps.

Measurement of study variables

The Table 1.0 below shows the operationalisation and measurement of the study variables. The independent variable - organisational stress is a multi-dimensional variable measured using four dimensions or stressors namely work overload, reward & compensation, career development and decision-making opportunity. Fatima et al. (2024) also included work overload as a stressor in their study. Kamboj (2025) examined career growth & advancement, financial compensation and work overload as stressors in their study. Similarly, Moreno-Martínez & Sánchez-Martínez (2025) examined stressors such as work overload and salary. The mediating variable - employee

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job dissatisfaction, and the dependent variable - intention to turnover are uni-dimensional variables.

Table 1.0: Study variables

S/N	Variable/dimensions	Questions	Sources
1	Work overload	1. I am pressured to work long hours in my current organisation 2. I have unachievable deadlines from in department 3. I must work very intensively in my department	Dartey-Baah et al. (2020)
2	Reward & compensation	1. My salary is not reflecting the loads of work that I currently do in my organisation 2. I do not receive overtime for extra hours worked in my organisation 3. Incentives are not encouraging in my organisation	Pandey, Singh & Pathak (2018)
3	Career development	1. I do not get adequate support needed to enhance my career in my current organisation 2. I do not receive adequate training in my organisation 3. Career development activities are not encouraged in my current organisation	Ali & Mehreen (2019)
4	Decision making opportunity	1. I am not regularly involved in decision making in my organisation 2. I am not satisfied with the opportunity my job gives me to complete task from beginning to end 3. I have less freedom to do what I want in my job	
5	Employee job dissatisfaction	1. I am currently not satisfied in my current organisation due to high workload 2. I do not currently enjoy my work due to adequate compensation	Dartey-Baah et al. (2020)

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		3. I feel frustrated with my current job in my organisation due to lack or career progression	
6	Intention to turnover	1. I am planning to leave my current organisation due to lack of job satisfaction and high level of stress 2. I may resign anytime soon from my current organisation because I am not satisfied 3. I will not hesitate to take another job in another organisation with lower stress level	Boudrias et al. (2020)

1.4 Hypotheses and Their Correspondence to Research Design

Research aim and objectives

The aim of this quantities research is to evaluate the effect of organisational stress on turnover intention mediated by job dissatisfaction among employees in Malaysia. Study objectives are shown below:

1. To investigate the effect work overload (WO) on employee turnover intention (ETI) and job dissatisfaction among employees in Malaysia.
2. To investigate the effect of low compensation and reward (CR) on employee turnover intention and job dissatisfaction among employees in Malaysia.
3. To investigate the effect of lack career development (CD) on employee turnover intention and job dissatisfaction among employees in Malaysia.
4. To investigate the effect of lack decision-making opportunity (DM) on employee turnover intention and job dissatisfaction among employees in Malaysia.
5. To investigate the relationship between employee job dissatisfaction and employee turnover intention.
6. To investigate the mediating effect of employee job dissatisfaction on the relationship between organisational stress dimensions and employee turnover intention.

Research questions

1. How does work overload affect job dissatisfaction and turnover intention among employees in Malaysia?
2. How does low compensation & reward affect job dissatisfaction and employee turnover intention among employees in Malaysia?
3. How does lack of career development affect job dissatisfaction and employee turnover intention among employees in Malaysia?
4. How does lack of decision-making opportunity affect employee turnover intention and job dissatisfaction among employees in Malaysia?

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5. How does employee job dissatisfaction affect employee turnover intention?
6. Is there any mediating role of employee job dissatisfaction on the relationship between organisational stress dimensions and employee turnover intention?

Study hypotheses

Boudrias et al. (2020) in Canada found out that role ambiguity and role conflict (stressors) are positively related to turnover intention. In Malaysia, Tan et al. (2020) investigating the effect of overwork and overtime on turnover intention found out that both overwork and overtime have a direct impact on turnover intention. Also in Malaysia, Aqilah et al. (2023) established that the degree of dedication that employees have to their various companies is strongly impacted by how overwhelmed they feel by their workload. Furthermore, their organisational commitment, incentives, and perceived workload all have a big impact on their turnover intentions and decision to leave their existing jobs. Similarly, in Pakistan Hakro et al. (2022) in their study showed that work overload positively and significantly affects employee turnover intentions, job satisfaction, employee engagement and job stress. Recent studies by Orianhoi & Ginting (2025) ascertained that work overload have a positive and significant influence on job stress and turnover intention, with job stress acting as a partial mediator in the relationship. In their studies Abdulkareem et al. (2024) and Adiputra & Milleny (2024) ascertained that workload has a considerable and beneficial influence on employee turnover intention but has a negative and severe impact on employee job satisfaction. In contrast, Hakro et al. (2022) in their study found out that all path coefficients had positive and significant relationships except work overload and job dissatisfaction with employee turnover intentions. Thus, hypotheses 1a and 1b below are postulated:

H1a: Work overload significantly affect employee turnover intention.
H1b: Work overload significantly affect employee job dissatisfaction

Pandey et al. (2018) in India, found out that "abusive supervision, favouritism, perceived job image, insufficient pay, work exhaustion, perceived unethical climate, organisation culture shock, staff shortage and job dissatisfaction are responsible for developing turnover intention among front-end employees in the Indian retail industry. Dodanwala & Santoso (2022) in their study found out that satisfaction with pay and co-workers directly predicted a decline in turnover intention. Recently, Berber & Gašić (2024) in their study found a positive statistically significant relationship between the formative construct (compensation system) and reflective construct (commitment), as well as a negative statistically significant relationship between the compensation system and reflective construct (turnover intentions). Wijono et al. (2025) ascertained that there exists an adverse effect of compensation towards turnover intention, suggesting that higher suitable compensation leads to a reduced turnover intention. Similarly, Jevtić & Gasic (2025) in a study conducted in Serbia found that there are direct positive effects of the compensation system on job satisfaction and turnover intention, and that job satisfaction has an indirect effect on the relationship between the compensation system and the turnover intention of employees. Thus, hypotheses 2a and 2b below are postulated:

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H2a: Compensation & reward significantly affect employee turnover intention
H2b: Compensation & reward significantly affect employee job dissatisfaction

Yang et al. (2019), through a structural equation modelling (SEM) found out that both organisational and occupational embeddedness mediated the relationships between mentoring functions (career and psychosocial support) and turnover intention. Specifically, employees who can receive successful mentoring (career development) can easily embed in their organisation and occupation. In Pakistan, similar study by Ali & Mehreen (2019) investigating the impact of succession planning (career development dimension) on turnover intentions among banking professionals found out that succession planning provides job security and creates positive career attitude which in turn mitigate the turnover intentions among banks employees. Thus, these employees are reluctant to leave. Recent studies by Zhu et al. (2024) confirmed that when current organisational career growth was strong, the relationship between career orientation and turnover intentions via organisational identification was negative; conversely, when current growth was low, the relationship was positive. In similar vein, Hendrayanti & Larassati (2024) in their study confirmed that compensation has a significant positive effect on employee retention, career development has a significant positive effect on employee retention and job satisfaction has a significant positive effect on employee retention. Adiputra & Milleny (2024) in their study also confirmed that career development has a negative and significant influence on employee turnover intention but has a positive and significant influence on job satisfaction, Thus, hypotheses 3a and 3b below are postulated:

H3a: Career development significantly affect employee turnover intention
H3b: Career development significantly affect employee job dissatisfaction

Fattah, Yesiltas & Atan (2022) in their study found out that perceived organisation support mediates the relationship between knowledge sharing, participative decision making, and turnover intention. Elfios et al. (2024) opined that significant association of turnover intention among nurses was found with autonomous decision-making and promotion/development. A systematic literature review by Dhakal et al. (2024) established that employee turnover is affected by several factors such as job satisfaction, job stress, perceived organisational support, financial and non-financial incentives, corporate image, organisational justice, career advancement opportunities, leadership styles, organisational environment, flexible work arrangements, quality of employees-organisation relationship, and socially responsible human resource management. Thus, hypotheses 4a and 4b below are postulated:

H4a: Decision-making opportunity significantly affect employee turnover intention
H4b: Decision-making opportunity significantly affect employee job dissatisfaction

Researchers such as Dhamija et al. (2019), Ann & Blum (2020), Dartey-Baah et al. (2020), Hammond et al. (2021), Tang et al. (2022), Adiputra & Milleny (2024) and Zhang et al. (2024) were able to establish significant relationship between job dissatisfaction and employee turnover intention from different contexts. For instance, Tang et al. (2022) divided job stress into

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challenge stress and hindrance stress, the results suggest that hindrance stress is significantly negatively related to job satisfaction. Ann & Blum (2020) found out that job satisfaction had a significantly negative effect on turnover intention, while job dissatisfaction had a significantly positive effect on the variable. Zhang et al. (2024) study's results show that job satisfaction and life satisfaction are the underlying psychological reasons in the positive relationship between work–family conflict and nurses' turnover intentions. Hammond et al. (2021) in their study found a direct relationship between job satisfaction and turnover intentions. Adiputra & Milleny (2024) found that employee turnover intention is influenced negatively and insignificantly by job satisfaction, through employee work satisfaction. Thus, hypothesis 5 below is postulated:

H5: Employee job dissatisfaction significantly affect employee turnover intention.

Both Yousaf et al. (2020) and Aman-Ullah et al. (2023) in their studies confirmed the mediating effect of job satisfaction. While the former examined the mediating mechanism in the relationships between occupational stress and job engagement and occupational stress and employee turnover intentions, the latter confirmed the mediating effect of job satisfaction in the relationship between compensation and employee retention as well as compensation and turnover intentions. Similarly, recent studies such as Smith et al. (2025), Oktaysoy et al. (2025) and Gautam, Gautam & Bhetuwal (2025) also established the mediating role of job satisfaction either partially or fully. Thus, hypothesis 6 below is postulated:

H6: Employee job dissatisfaction mediated the relationship between organisational stress and employee turnover intention.

Conceptual framework

The conceptual framework showing both the direct and indirect hypotheses is presented on Figure 1.0 below. There are nine (9) direct hypotheses and four (4) indirect hypotheses.

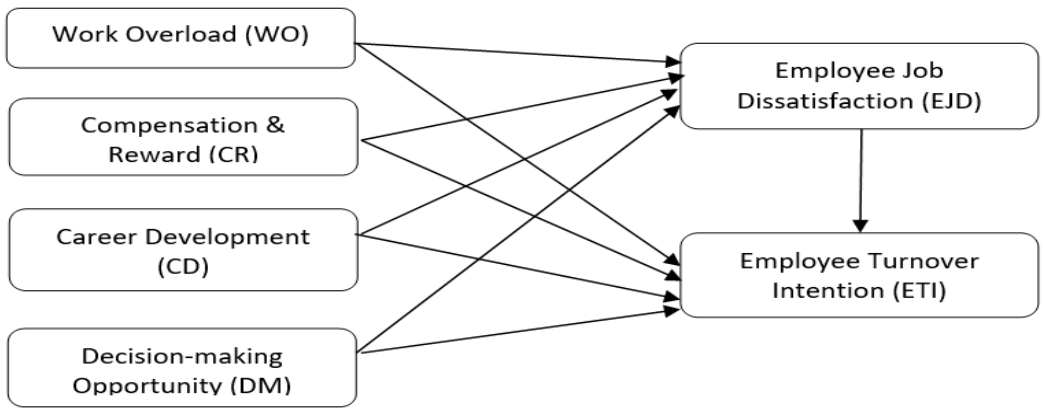

Figure 1.0: Conceptual framework

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2. Method

2.1Researh design

Research design can be exploratory, explanatory, causal or descriptive in nature (Nwabuko, 2024); however, the most suitable design for this study is explanatory/causal. Causal research, also known as explanatory research, is conducted in order to identify the extent and nature of cause-and-effect relationships (Sidharth, 2023). Causal research can be conducted in order to assess impacts of specific changes on existing norms, various processes etc. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Sidharth, 2023). This design is suitable for this research because the study is conducted to assess the effect of organisational stress on turnover intention mediated by job dissatisfaction among employees in Malaysia. This study adopts a quantitative method via the collection of numerical data using questionnaire as the instrument of data collection.

2.2 Population size and sampling technique

The population size of this study comprises of all employees in Malaysia. However, a sample size of between 300 and 500 employees is targeted within Cyberjaya and its environs. The sample size required to achieve a high level of power (0.8 according to Cohen's criterion for large effect size) depends on the number of predictors and the size of the expected effect (Giner-Sorolla et al., 2024). The number of surveys was determined based on Comrey & Lee's (2013) standard, which provided sample size guidelines and indicated that sample sizes of 300 are good and 500 exceptionally good. Study by Hair et al. (2010) had also suggested that a data range between 5-10 times the numbers of items used in the scale is appropriate for the study. Hair et al. (2010) also suggested that if the study has more than six constructs then the appropriate sample size should be more than 500. Recent developments suggest that researchers should determine sample size through power analysis (Giner-Sorolla et al., 2024). Power analysis determines the minimum sample size by taking into account the part of a model with the largest number of predictors and requires information related to power, effect size, and significance level to calculate the minimum required sample size (Jobst et al., 2023). A value of 80% or more represents an adequate level of power in social science research (Sommet et al., 2023). There are five predictors in this study (four independent variables and one mediator) and using 95% level of power, the minimum sample size for this study is calculated as 138. The study utilised a sample size of total 229 respondents as shown on Figure 2.0 below.

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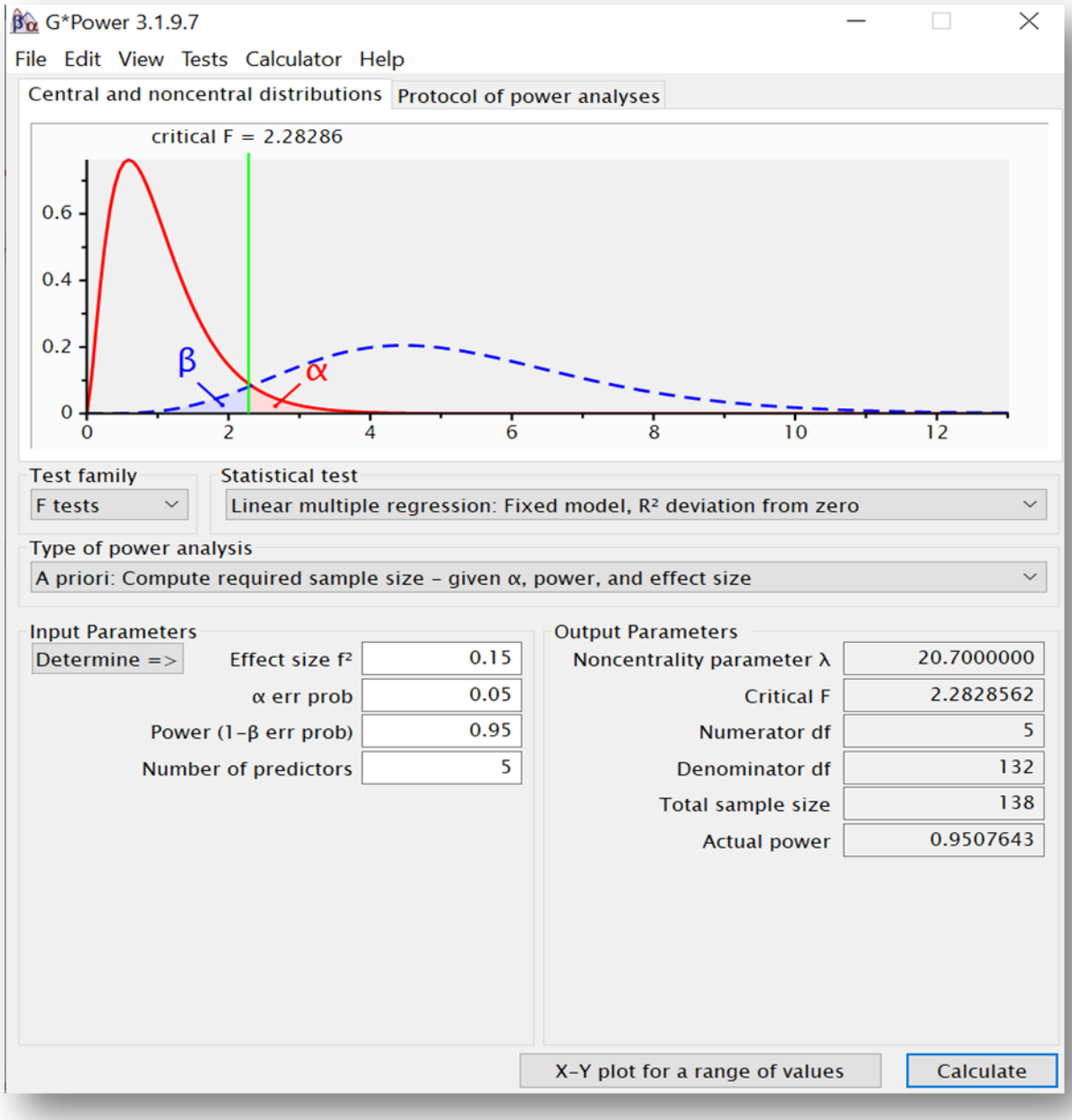

Figure 2.0: G-Power Sampling

The respondents were selected using the convenience sampling technique. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher (Pace, 2021). The convenience sampling technique is adopted due to its time and cost saving attributes (Golzar, Noor & Tajik, 2022).

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2.3 Data Collection

Researchers can collect data from primary data sources, secondary data sources or combination of both. Primary research is defined as a methodology used by researchers to collect data directly, rather than depending on data collected from previously done research (Dinnes et al., 2023). Data was collected for this study by employing primary data collection method. The researcher personally administered a survey questionnaire to the sample size selected. Online survey using Google forms was utilised.

2.4 Data analysis plan

The data collected via the survey questionnaire were analysed using the popular Statistical Package for the Social Sciences (SPSS) and SPSS PROCESS. Regression model was used to test direct hypotheses while Baron & Kenny (1986) model was used to test the mediating effect of job dissatisfaction on workplace stress on turnover intention. The Cronbach's alpha and composite reliability were used to determine the internal consistency of the constructs (Hair et al., 2017). The principal component analysis PCA, KMO and Barlett's test, total variance explained was used to measure the sampling adequacy of the sample size. Tolerance and variance inflation factor tests were used to measure multicollinearity among the dataset. Pearson correlation was utilised in measuring the associations among the variables. Multiple regression and Analysis of Variance (ANOVA) were used to test the direct hypotheses and Baron & Kenny (1986) for mediation analysis (SPSS PROCESS) was used to test the mediation. Diverse procedures for detecting mediating/intervening have been widely used in previous research as a method of measurement using indirect effect (Hair et al., 2010), and calculations have been performed using Sobel test (Baron & Kenny, 1986) and Bayesian approach (Enders, 2013). Sobel's test (Baron and Kenny, 1986) with Baron and Kenny's approach is a regular process of testing the hypothesis regarding the mediation analysis. The diagrammatical representation of mediation analysis is shown in Figure 3.0 below.

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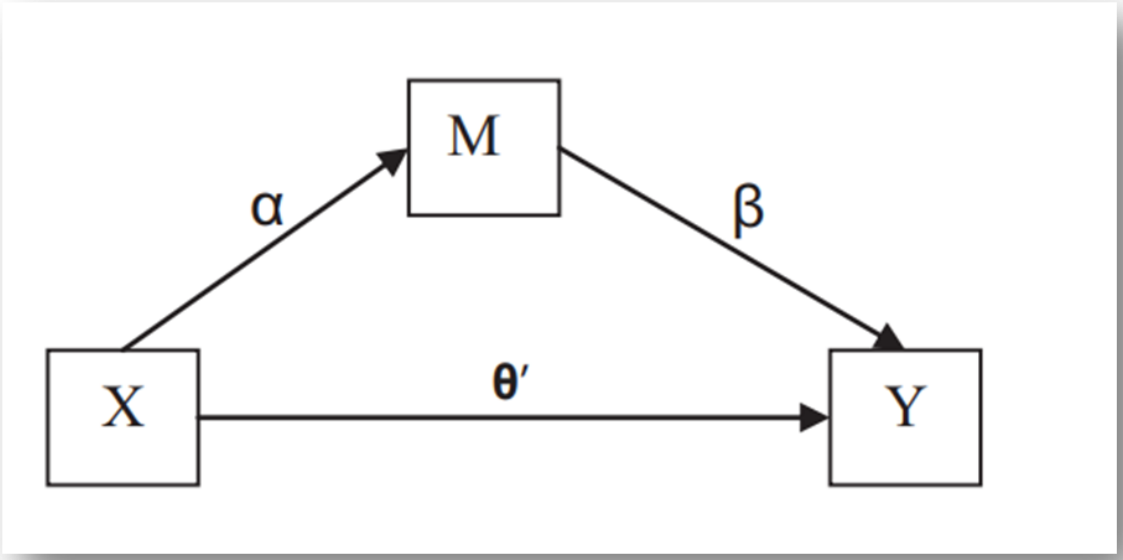

Figure 3.0: Mediation analysis

3. Results

3.1 Demographical analysis

Table 2.0 below shows the analysis of demographic data of the respondents from six categories namely: age group, gender, income range per month, current position, length of service and education qualification. Age group is further sub-divided into four groups namely: respondents below 21 years of age, respondents between 21 and 30 years of age, respondents between 31 and 40 years of age and respondents above 41 years of age. There are two categories for gender – Male or female. There are five sub-divisions for income range per month namely: respondents who earn below RM 3,000, respondents who earn between RM 3,001 and RM5,000, respondents who earn between RM 5,001 and RM10,000, respondents who earn between RM 10,001 and RM20,000 and those who earn above RM20,000 per month. Current position/level has five sub-divisions namely: respondents at entry level (newly joined), respondents at intermediate level (project/programme leaders), respondents at supervisory level (supervisors), respondents at managerial level (line managers), respondents at senior managerial level (Directors and management staff). Length of service has four subdivisions namely: respondents who have spent less than 3 years with their organisations, respondents who have spent between 3 years and 5 years with their organisations, respondents who have spent between 5 years and 10 years with their organisations, respondents who have spent over 10 years and still counting with their organisations. The last demographic category is the education background of the respondents and it has four categories namely: those who completed only their SPM or Diploma, those who completed their B.Sc. degrees, those who completed their master's, and those who completed their doctorate degree.

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Table 2.0: Demographical analysis

S/N	Demography	Breakdown	Frequency	Percentage	Cumulative Percentage
1	Age Group	Below 21 years	9	4%	4%
		21-30 years old	34	15%	19%
		31-40 years old	97	42%	61%
		41 years and above	89	39%	100%
		Total	**229**	**100%**	
2	Gender	Male	116	51%	51%
		Female	113	49%	100%
		Total	**229**	**100%**	
3	Income Range Per Month	Below RM3,000	10	4%	4%
		RM3,000 to RM5,000	33	14%	19%
		RM5,001 to RM 10,000	78	34%	53%
		RM10,001 to RM20,000	89	39%	92%
		RM20,000 and above	19	8%	100%
		Total	**229**	**100%**	
4	Current Position/Level	Entry	16	7%	7%
		Intermediate	33	14%	21%
		Supervisory	41	18%	39%
		Line Managerial	80	35%	74%
		Senior managerial	59	26%	100%
		Total	**229**	**100%**	
5	Length of Service	Less than 3 years	62	27%	27%
		Between 3 and 5 years	42	18%	45%
		Between 5 and 10 years	66	29%	74%
		10 years and still countin	59	26%	100%
		Total	**229**	**100%**	
6	Education Qualification	SPM/Diploma	45	20%	20%
		Bachelor degree	112	49%	69%
		Master's	63	28%	97%
		Doctoral	7	3%	100%
		Total	**227**	**100%**	

3.2 Reliability analysis

Table 3.0 below shows the Cronbach's Alpha Coefficient of all the 30 items (questions) on the questionnaire as well as individual variables. There are four independent variables, one mediating variable and one dependent variable in this study. It is paramount to ascertain the reliability and validity of this tool. The reliability-internal consistency of the tool was measured

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through the Cronbach's alpha reliability test (Cronbach, 1951). The greater reliability of the questionnaire implies that its results are designated by receptiveness and not associated with measurement errors. Cronbach's-α value is based on the number of variables/items in the questionnaire, as well as on correlations between the variables (Alam & Fathima, 2023). Some studies classified the value of Cronbach's alpha coefficient into six categories as (1) "Excellent" [α>0.9]; (2) "Good" [α>0.8]; (3)"Acceptable"[α>0.7]; (4) "Questionable" [α>0.6]; (5) Poor [α>0.5] and; (6) Unacceptable [α<0.5] (Cronbach and Shavelson, 2014; Jain and Angural, 2017). The present study indicates that the overall Cronbach's alpha of the 30 items questionnaire as 0.968 in which the variables that measured the core element of this questionnaire can be rated "excellent" and is therefore considered reliable. The variable with the lowest Cronbach's alpha is low compensation and reward, however, it is still rated as "Acceptable" with coefficient 0.788. The other variables range between "Excellent" [α>0.9] and "Good" [α>0.8].

Table 3.0

S/N	Constructs	Number of items	Cronbach's Alpha Coefficient
1	All 30 items	30	0.968
2	Work overload	5	0.864
3	Compensation and reward	5	0.788
4	Career development	5	0.887
5	Decision-making opportunity	5	0.902
6	Employee job dissatisfaction	5	0.944
7	Employee turnover intention	5	0.930

3.3 Sampling adequacy test

In order to decide whether the subscales were appropriate for factor analysis, the authors applied two statistical tests, namely, Bartlett's test of sphericity and Kaiser–Meyer–Olkin (KMO) (KMO Measure of Sampling Adequacy). Bartlett's test of sphericity was applied to examine the inter-independence of the subscales of the questionnaire, which was followed by the KMO criterion (KMO measure of sampling adequacy) to examine sample sufficiency (Kaiser, 1974). A recent validation study also applied the same criterion to verify the scale construct validity (Rönkkö & Cho, 2022). Kaiser-Meyer-Olkin close to 1 is recommended and Bartlett's Test of Sphericity should be significant. The suitability of raw data for factor analysis in this study is demonstrated through the statistical criterion, KMO value which is equal 0.948 (close to 1) and Bartlett's test of sphericity (chi-square value = 6292.962, $p < 0.05$) as shown on Table 4.0 below.

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Table 4.0: KMO and Bartlett's Test

Test	Coefficient
Kaiser-Meyer-Olkin	.948
Approx. Chi-Square	6292.962
Bartlett's Test of Sphericity	435
Sig	.000

3.4 Communalities

Table 5.0 below showed the common communalities of the variables that made up the questionnaire. Results indicate that all the variables had an extraction value higher than 0.50, which indicates that the quality of the measurements is satisfactory (Junejo et al., 2023). While the variable with the lowest communality is Work overload at 0.532, the variable with the highest communality is Employee job dissatisfaction at 0.901. The Total Variance Explained for the 30 items on the questionnaire showed that there are four factors with the initial eigenvalues of between 1.122 and 15.950 with 70.026% as the total variance explained. The application of the latent root criterion on the number of principal components to be extracted suggests that four components should be extracted as their respective eigenvalues are >1 (Hair et al., 2010). Thus, the date indicated that it was appropriate to conduct factor analysis.

Table 5.0: Communalities

S/N	Constructs	Extraction
1	Work overload	.532
2	Compensation and reward	.704
3	Career development	.714
4	Decision-making opportunity	.816
5	Employee job dissatisfaction	.901
6	Employee turnover intention	.761

3.5 Multicollinearity test

To examine the problem of multicollinearity of the inner model, the variance inflation factor (VIF) was computed for the four independent variables. The Tolerance and VIF values are shown on Table 6.0 below. Pallant (2013, p. 164 as cited by Khizindar & Darley, 2017) suggests the following "cut off points for determining the presence of multicollinearity: tolerance value of less than 0.10 or variance inflation factor value of above 10". Multi-collinearity is also present if the condition index is equal to or greater than 30 (Kyriazos & Poga, 2023). The highest condition index was 16.301 which is lesser than 30. None of the VIF values exceeded 3.101 and none of the tolerance values was lower than 0.323 indicating that there is no issue of multicollinearity in the dataset.

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Table 6.0: Multicollinearity

S/N	Constructs	Tolerance	VIF
1	Work overload	.533	1.877
2	Compensation and reward	.402	2.488
3	Career development	.335	2.988
4	Decision-making opportunity	.323	3.101

3.6 Correlation analysis

Pearson's correlation was utilised in this study. Pearson's coefficient serves to measure the intensity and direction of the association between two quantitative variables (Panv et al., 2024). A correlation purely and simply measures the association between the variables and without any implication as regards the cause and effect between the pairing. This coefficient varies between −1 and +1 = (-1⩽R⩽+1), in which r > 0 means the variables vary in the same direction, while r < 0 holds that the variables vary in the opposite direction. Notwithstanding of the direction of the correlation (positive or negative), the correlations can vary in terms of strength: from absence (equal to zero) to a very strong or even perfect correlation (r value equal to -1 or 1) (Panv et al., 2024). The Table 7.0 below showed the correlation coefficients among the independent variables, mediating variable, and the dependent variable. Independent variable - Work overload (WO) had moderate positive significant associations with employee job dissatisfaction (EJD) and employee turnover intention (ETI) at 64.4% and 51.8% respectively. Independent variable – Compensation & reward (CR) had strong positive significant association with employee job dissatisfaction (EJD) and moderate positive significant association with employee job dissatisfaction (EJD) at 72.2% and 64.8% respectively. Independent variable – Career development (CD) had strong positive significant association with employee job dissatisfaction (EJD) and moderate positive significant association with employee turnover intention (ETI) at 75.6% and 66.4% respectively. Independent variable – Decision-making opportunity (DM) had strong positive significant associations with employee job dissatisfaction (EJD) and employee turnover intention (ETI) at 86.1% and 75.0% respectively. Mediating variable – Employee job dissatisfaction had a strong positive association with dependent variable - employee turnover intention at 87.5%. All variables had positive associations and vary in the same direction.

Table 7.0: Correlation coefficients

	Correlation matrix of the variables					
	WO	CR	CD	DM	EJD	ETI
WO	1	.650**	.454**	.564**	.644**	.518**
CR	.650**	1	.663**	.654**	.722**	.648**
CD	.454**	.663**	1	.787**	.756**	.664**
DM	.564**	.654**	.787**	1	.861**	.750**
EJ**D**	.644**	.722**	.756**	.861**	1	.875**
ETI	.518**	.648**	.664**	.750**	.875**	1

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3.7 Regression – model summaries

There are three models in this study as explained below.
Model 1 = Four dimensions of Organisational Stress and Employee Turnover Intention
Model 2 = Four dimensions of Organisational Stress and Employee Job Dissatisfaction
Model 3 = Employee Job Dissatisfaction and Employee Turnover Intention.

Multiple linear regression analysis was used to ascertain the relationships among the independent variables, mediating and dependent variables. There are nine (9) direct hypotheses in this study: the relationships between four independent variables and dependent variable on one hand (model 1), and the relationships between four independent variables and mediating variable on the other hand (model 2). A direct relationship between mediating variable and dependent variable was also tested (model 3) to align with the conceptual framework developed for this study. The statistics used to test the hypotheses include the Adjusted R Square, Durbin-Watson, F-value, Beta, t-value, and p-value. The typical Multiple linear regression model would include: $Y= \beta0+\beta1X1+\beta2X2+\beta3X3 +\beta nXn$, where $\beta0$, $\beta1$, $\beta2$, $\beta3$, …, βn represent the coefficients of the predictors X1, X2, …, Xn. The coefficients are calculated by the ordinary least square method and represent the increase in Y for each unit increase in the predictor variable. The adjusted R-square is a modified version of R-square that has been adjusted for the number of predictors in the model. The adjusted R-square increases only if the new term improves the model more than would be expected by chance (Hair et al., 2010). It decreases when a predictor improves the model by less than expected by chance. The Durbin Watson (DW) statistic is a test for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic will always have a value between 0 and 4. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation (Kumar, 2023). The F-value is the ratio of two mean square values. If the null hypothesis is true, you expect F to have a value close to 1.0 most of the time (Tikka et al., 2024).

A large F ratio means that the variation among group means is more than a researcher would expect to see by chance. The beta coefficient is the degree of change in the outcome variable for every 1-unit of change in the predictor variable. If the beta coefficient is negative, the interpretation is that for every 1-unit increase in the predictor variable, the outcome variable will decrease by the beta coefficient value (Hair et al., 2010). T-value is simply the calculated difference represented in units of standard error. The greater the magnitude of t-value, the greater the evidence against the null hypothesis. When interpreting t-value, the researcher can reject the null hypothesis ($H0: \beta=0$) if the t-value is greater than 1.96 in absolute value with a level of significance of 0.05 (Hair et al., 2010). The study utilised 95% power (0.05). The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). A low p-value (< 0.05) indicates that you can reject the null hypothesis. If 95% of the t distribution is closer to the mean than the t-value on the coefficient the researcher is looking at, then the p-value of 5%. This is also referred to a significance level of 5%. This study utilised 95% of the t distribution. A p-value of 5% or less is the generally accepted point at which to reject the null hypothesis. With a p-value of 5% (or .05) there is only a 5% chance that results the researcher generates would have come up in a random distribution (Chen et al., 2023), so the researcher can conclude that

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with a 95% probability of being correct that the variable is having some effect, assuming the model is specified correctly.

The statistics used to test the hypotheses are presented on Tables 8.0 and 9.0 below. Model 1 depicts the relationships between four dimensions of organisational tress and employee turnover intention and, the R value, R-Square value and Adjusted R-Square value are 0.781, 0.610 and 0.603 respectively. Interpreting the Adjusted R-square, it is can deduced there are 60% variation explained by the regression through the four independent variables. That is, the four dimensions of organisational stress (the independent variables) contributed 60% to the variation in the dependent variable - employee turnover intention while the remaining 40% are explained by other dimensions/factors that are not tested in this study such as motivation, leadership style etc. Model 2 depicts the relationships between four dimensions of organisational tress and employee job dissatisfaction and, the R value, R Square value and Adjusted R value are 0.896, 0.804, 0.800, respectively. Interpreting the Adjusted R-square, it is can deduced there are 80% variation explained by the regression through the four independent variables. That is, the four dimensions of organisational stress (the independent variables) contributed 80% to the variation in the mediating variable - employee dissatisfaction while the remaining 20% are explained by other dimensions or factors that are not tested in this study such as motivation, leadership style etc.

The second model is better than the first since its Adjusted R Square is higher at 80% compared to the model 1's 60%. Model 3 depicts the relationships between employee job dissatisfaction and employee turnover intention (mediating variable vs. dependent variable) and, the R value, R Square value and Adjusted R value are 0.875, 0.765, 0.764, respectively. Interpreting the Adjusted R-square, it is can deduced there are 76% variation explained by the regression through the mediating variable. That is, employee job dissatisfaction contributed 76% to the variation in the employee turnover intention while the remaining 24% are explained by other factors that are not tested in this study. The large F-values of all the three models at 87.666, 229.140, 739.594 respectively demonstrated that the variation among group means is more than a researcher would expect to see by chance. This can be interpreted that the null hypotheses should be rejected, and all hypotheses linked to the three models should be statistically accepted. The three ANOVA are significant ($p<0.05$). An acceptable range of Durbin-Watson is 1.50 - 2.50. The Durbin-Watson values of the three models range between 1.824 and 2.049 which met the rule of thumb and indicated positive autocorrelation. Values from 0 to less than 2 indicate positive autocorrelation.

Table 8.0: Models ANOVA

S/N	F-value	Significant
Model 1	87.666	000[b]
Model 2	229.140	.000[b]
Model 3	739.594	.000[b]

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Table 9.0: Models summaries

S/N	R	R Square	Adjusted R Square	Durbin-Watson
1	.781[a]	.610	.603	1.824
2	.896[a]	.804	.800	2.049
3	.875[a]	.765	.764	1.845

3.8 Mediation analysis

The rules of thumb for Baron & Kenny's (1986) four-step approach, in a combination of "Sobel test" and "bootstrap of the indirect effect" are shown below:

1. Test whether *X* and *Y* are significantly associated (the *c* path); if they are not, no further action is required.
2. Test whether *X* and *M* are significantly associated (the *a* path); if they are not, no further action is required.
3. Test whether *M* and *Y* are significantly associated after controlling for *X* (the *b* path); if they are not, no further action is required.
4. Compare the direct of effect of *X* (the *c′* path--predicting *Y* from *X* after controlling for *M*) to the total effect of *X* (the *c* path from Step 1). If *c′* is closer to zero than *c*, and non-significant, the research concludes that *M* completely mediates the association between *X* and *Y*. But if *c′* is still significant, the researcher concludes that *M* is only a "partial" mediator of *X*'s influence on *Y*.

Alternatively, in a mediation model, the indirect effect if X on Y = a path multiply by b path and according to the rule of thumb:

1. If the indirect effect is significant then mediation has occurred.
2. If the indirect effect is significant and the direct effect remains significant, then partial mediation has occurred.
3. If the indirect effect is significant and the direct effect is not significant, then full mediation has occurred.

4. Discussion

4.1 Direct hypotheses

There are 9 direct hypotheses (4 hypotheses from IVs to DV, 4 hypotheses from IVs to MV and 1 direct hypothesis from MV to DV) as shown on the conceptual framework above and Table 10.0 below. The Beta, t-value and p-value were used to interpret the hypotheses. When interpreting t-value, the researcher can reject the null hypothesis (H0: β=0) if the t-value is greater than 1.96 in absolute value with a level of significance of 0.05 (Hair et al., 2010). The greater the magnitude of t-value, the greater the evidence against the null hypothesis. The study

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utilised 95% power (0.05). The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect).

H1a: Work overload significantly affect employee turnover intention.

Hypothesis H1a assumes that, as work overload increases, employee turnover intention also increases. In other words, work overload influences employee turnover intention in a positive direction. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is not statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value failed to meet the required rules of thumb. The t-value of 0.770 is significantly lower than 1.96 (95% distribution) and the p-value of 0.442 is significantly higher than 0.05 even though there is a positive relationship between the variables. The results can be interpreted as no significant relationship between the two variables. Simply put, organisational stress dimension of work overload (WO) did not significantly influence employee turnover intention (ETI) among employees in Malaysia. The Beta value of 0.044 showed a positive relationship of just a small 4.4% strength between the variables. Hence, H1a which states that work overload significantly affect employee turnover intention is statistically rejected. The findings are not in agreement with other researchers who found significant positive relationship between the two variables. These include Boudrias et al. (2020) in Canada found out that role ambiguity and role conflict (stressors) are positively related to turnover intention. In Malaysia, Tan et al. (2020) investigating the effect of overwork (OW) and overtime (OT) on turnover intention (TI) found out that both OW and OT have a direct impact on TI. Aqilah et al. (2023) also established that the degree of dedication that employees have to their various companies is strongly impacted by how overwhelmed they feel by their workload. Furthermore, their organisational commitment, incentives, and perceived workload all have a big impact on their turnover intentions and decision to leave their existing jobs. Recent studies by Orianhoi & Ginting (2025) ascertained that work overload have a positive and significant influence on job stress and turnover intention, with job stress acting as a partial mediator in the relationship.

H1b: Work overload significantly affect employee job dissatisfaction

Hypothesis H1b assumes that, as work overload increases, employee job dissatisfaction also increases. In other words, work overload influences employee job dissatisfaction in a positive direction. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value met the required rules of thumb. The t-value of 4.055 is significantly higher than 1.96 (95% distribution) and the p-value of 0.000 is significantly lower than 0.05. This confirmed that there is a significant relationship between the two variables. Simply put, organisational stress dimension of work overload (WO) did significantly influence employee job dissatisfaction (EJD) among employees in Malaysia. The Beta value of 0.165 showed a positive relationship of 16.5% strength between the variables. Hence, H1b which states that work overload significantly affects

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employee job dissatisfaction is statistically accepted. The findings agree with other researchers who also found significant positive relationship between the two variables. Abdulkareem et al. (2024) and Adiputra & Milleny (2024) in their studies confirmed significant relationship between the variables.

H2a: Compensation & reward significantly affect employee turnover intention

Hypothesis H2a assumes that, as low compensation and reward persists, employee turnover intention also increases. In other words, low compensation, & reward (CR) will increase employee turnover intention while high compensation and reward will decrease employee turnover intention. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value met the required rules of thumb. The t-value of 3.433 is significantly higher than 1.96 (95% distribution) and the p-value of .001 is significantly lower than 0.05. This confirmed that there is a significant relationship between the two variables. Simply put, organisational stress dimension of compensation & reward (CR) did significantly influence employee turnover intention (ETI) among employees in Malaysia. The Beta value of 0.226 showed a positive relationship of 22.6% strength between the variables. Hence, H2a which states that compensation & reward significantly affect employee turnover intention is statistically accepted. The findings agree with other researchers who also found significant positive relationship between the two variables. These include Pandey et al. (2018) in India, who found out that insufficient pay and job dissatisfaction are responsible for developing turnover intention and Dodanwala & Santoso (2022) who also ascertained that satisfaction with pay and co-workers directly predicted a decline in turnover intention. Recently, Berber & Gašić (2024) in their study found a positive statistically significant relationship between the formative construct (compensation system) and reflective construct (commitment), as well as a negative statistically significant relationship between the compensation system and reflective construct (turnover intentions).

H2b: Compensation & reward significantly affect employee job dissatisfaction

Hypothesis H2b assumes that, as low compensation & reward persists, employee job dissatisfaction also increases. In other words, low compensation, and reward (CR) will increase employee job dissatisfaction while high compensation and reward will decrease employee job dissatisfaction. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value met the required rules of thumb. The t-value of 3.431 is significantly higher than 1.96 (95% distribution) and the p-value of 0.001 is significantly lower than 0.05. This confirmed that there is a significant relationship between the two variables. Simply put, organisational stress dimension of low compensation & reward (CR) did significantly influence employee job dissatisfaction (EJD) among employees in Malaysia. The Beta value of 0.160 showed a positive relationship of 16% strength between the variables. Hence, H2b which states that compensation

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& reward significantly affect employee job dissatisfaction is statistically accepted. The findings agree with other researchers who also found significant positive relationship between the two variables. These include Jevtić & Gasic (2025) who established that there are direct positive effects of the compensation system on job satisfaction and turnover intention, and that job satisfaction has an indirect effect on the relationship between the compensation system and the turnover intention of employee.

H3a: Career development significantly affect employee turnover intention

Hypothesis H3a assumes that, as lack of career development increases, employee turnover intention also increases. In other words, lack of career development influences employee turnover intention in a positive direction. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is not statistically supported by the regression model. The decision is arrived at having checked that t-value failed to meet the required rule of thumb. Though the p-value did meet the rule of thumb, it is a requirement both values must meet the thresholds required. The t-value of 1.436 is lower than 1.96 threshold (95% distribution) and the p-value of .003 is lower than 0.05 and there is a positive relationship between the variables. The findings show no significant relationship between the two variables. Simply put, organisational stress dimension of lack of career development (CD) did not significantly influence employee turnover intention (ETI) among employees in Malaysia. The Beta value of .104 showed a positive relationship of just a 10.4% strength between the variables. Hence, H3a which states that career development significantly affect employee turnover intention is statistically rejected. The findings are not in agreement with other researchers who found significant positive relationship between the two variables. These include Ali & Mehreen (2019) who investigated the impact of succession planning (career development dimension) on turnover intentions among banking professionals found out that succession planning provides job security and creates positive career attitude which in turn mitigate the turnover intentions among banks employees. Similarly, Elfios et al. (2024) opined that significant association of turnover intention among nurses was found with autonomous decision-making and promotion/development.

H3b: Career development significantly affect employee job dissatisfaction

Hypothesis H3b assumes that, as lack of career development persists, employee job dissatisfaction increases. In other words, lack of career development influences employee job dissatisfaction in a positive direction. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value met the required rules of thumb. The t-value of 2.710 is higher than 1.96 (95% distribution) and the p-value of 0.007 is significantly lower than 0.05. This confirmed that there is a significant relationship between the two variables. Simply put, organisational stress dimension of lack career development (CD) did significantly influence employee job dissatisfaction (EJD) among employees in Malaysia. The Beta value of 0.139 showed a positive

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relationship of 13.9% strength between the variables. Hence, H3b which states that career development significantly affect employee job dissatisfaction is statistically accepted. The findings agree with other researchers who also found significant positive relationship between the two variables. These include Dhakal et al. (2024) who in their study established that employee turnover is affected by several factors such as job satisfaction, job stress, perceived organisational support, financial and non-financial incentives, corporate image, organisational justice, career advancement opportunities, leadership styles, organisational environment, flexible work arrangements, quality of employees-organisation relationship, and socially responsible human resource management.

H4a: Decision-making opportunity significantly affect employee turnover intention

Hypothesis H4a assumes that, as lack of decision-making opportunity persists, employee turnover intention also increases. In other words, lack of decision-making opportunity will increase employee turnover intention while better decision-making opportunity will decrease employee turnover intention. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value met the required rules of thumb. The t-value of 6.756 is significantly higher than 1.96 (95% distribution) and the p-value of 0.000 is significantly lower than 0.05. This confirmed that there is a significant relationship between the two variables. Simply put, organisational stress dimension of decision-making opportunity (DM) did significantly influence employee turnover intention (ETI) among employees in Malaysia. The Beta value of 0.496 showed a positive relationship of 49.6% strength between the variables. Hence, H4a which states that decision-making opportunity significantly affect employee turnover intention is statistically accepted. The findings agree with other researchers who also found significant positive relationship between the two variables. These include Fattah, Yesiltas & Atan (2022) who found out that perceived organisation support mediates the relationship between knowledge sharing, participative decision making, and turnover intention. Elfios et al. (2024) opined that significant association of turnover intention among nurses was found with autonomous decision-making and promotion/development.

H4b: Decision-making opportunity significantly affect employee job dissatisfaction

Hypothesis H4b assumes that, as lack of decision-making opportunity persists, employee job dissatisfaction increases. In other words, lack of decision-making opportunity will increase employee job dissatisfaction while better decision-making opportunity will decrease employee job dissatisfaction. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value met the required rules of thumb. The t-value of 10.630 is significantly higher than 1.96 (95% distribution) and the p-value of 0.000 is significantly lower than 0.05. This confirmed that there is a significant relationship between the two variables. Simply put, organisational stress

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dimension of lack decision-making opportunity (DM) did significantly influence employee job dissatisfaction (EJD) among employees in Malaysia. The Beta value of 0.554 showed a strong positive relationship of 55.4% strength between the variables. Hence, H4b which states that decision-making opportunity significantly affect employee job dissatisfaction is statistically accepted. The findings agree with Dhakal et al. (2024) whose study established that employee turnover is affected by several factors such as job satisfaction, job stress, perceived organisational support, financial and non-financial incentives, corporate image, organisational justice, career advancement opportunities, leadership styles, organisational environment, flexible work arrangements, quality of employees-organisation relationship, and socially responsible human resource management.

H5: Employee job dissatisfaction significantly affect employee turnover intention

Hypothesis 5 assumes that, as employee job dissatisfaction (EJD) increases, employee turnover intention (ETI) also increases. In other words, as employees become more and more dissatisfied, their intention to leave the organisation to seek job satisfaction increases. From Table 10 below and looking at the three statistics earlier mentioned especially the t-value and p-value, it can be deduced that the hypothesis is statistically supported by the regression model. The decision is arrived at having checked that the t-value and p-value met the required rules of thumb. The t-value of 27.195 is significantly higher than 1.96 (95% distribution) and the p-value of 0.000 is significantly lower than 0.05. The results confirmed that there is a significant relationship between the two variables. Simply put, mediating variable – employee job dissatisfaction (EJD) did significantly influence dependent variable - employee turnover intention (ETI) among employees in Malaysia. The Beta value of 0.875 showed a strong positive relationship of 87.5% strength between the variables. Hence, H5 which states that employee job dissatisfaction significantly affect employee turnover intention is statistically accepted. The findings agree with other researchers who also found significant positive relationship between the two variables. These researchers include Dartey-Baah et al. (2020) who found out that tellers are more likely to exhibit counterproductive behaviours such as job dissatisfaction due to work-related stress, Tang et al. (2022) who divided job stress into challenge stress and hindrance stress, the results suggest that hindrance stress is significantly negatively related to job satisfaction and Zhang et al. (2024) whose study's results show that job satisfaction and life satisfaction are the underlying psychological reasons in the positive relationship between work–family conflict and nurses' turnover intentions. Adiputra & Milleny (2024) also found that employee turnover intention is influenced negatively and insignificantly by job satisfaction, through employee work satisfaction.

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Table 10.0: Direct hypotheses

S/N	Factors	Beta	t-value	p-value
1	WO⟷ETI	.044	.770	.442
2	CR⟷ETI	.226	3.433	.001
3	CD⟷ETI	.104	1.436	.003
4	DM⟷ETI	.496	6.756	.000
5	WO⟷EJD	.165	4.055	.000
6	CR⟷EJD	.160	3.431	.001
7	CD⟷EJD	.139	2.710	.007
8	DM⟷EJD	.554	10.630	.000
9	EJD⟷ETI	.875	27.195	.000

4.2 Mediation analysis

There are 4 indirect hypotheses linked to the mediation analysis and they are presented below. The first one shows the mediating effect of EJD on the relationship between WO and ETI. Figure 4.0 below examines the mediating effect of Employee Job Dissatisfaction (EJD) on the relationship between Organisational Stress dimension of Work Overload (WO) and Employee Turnover Intention (ETI).

1. Test whether *X* and *Y* are significantly associated (the *c* path); if they are not, no further action is required. Work Overload (WO) and Employee Turnover Intention (ETI) are significantly associated as c path = (Total) 0.6688** (p-value = 0.0000).
2. Test whether *X* and *M* are significantly associated (the *a* path); if they are not, no further action is required. Work Overload (WO) and Employee Job Dissatisfaction (EJD) are significantly associated as a path = 0.7749** (p-value = 0.0000).
3. Test whether *M* and *Y* are significantly associated after controlling for *X* (the *b* path); if they are not, no further action is required. Employee Job Dissatisfaction (EJD) and Employee Turnover Intention (ETI) are also significantly associated as b path = 0.9936** (p-value = 0.0000).
4. The first three conditions are met for the hypothesis. The fourth condition is examined by comparing the direct of effect of *X* (the *c'* path--predicting *Y* from *X* after controlling for *M*) to the total effect of *X* (the *c* path from Step 1). That is, c' = (Direct) -0.1012 (p-value = 0.0624) and c = (Total) 0.6688** (p-value = 0.0000). If *c'* is closer to zero than *c*, and non-significant, the researcher concludes that *M* completely mediates the association between *X* and *Y*. But if *c'* is still significant, the researcher concludes that *M* is only a "partial" mediator of *X*'s influence on *Y*. In the case above, c' (-0.1012) is closer to zero than c (0.6688) and obviously not significant (p value = greater than 0.050). Therefore, Employee Job Dissatisfaction (EJD) fully mediates the relationship between Work Overload (WO) and Employee Turnover Intention (ETI).

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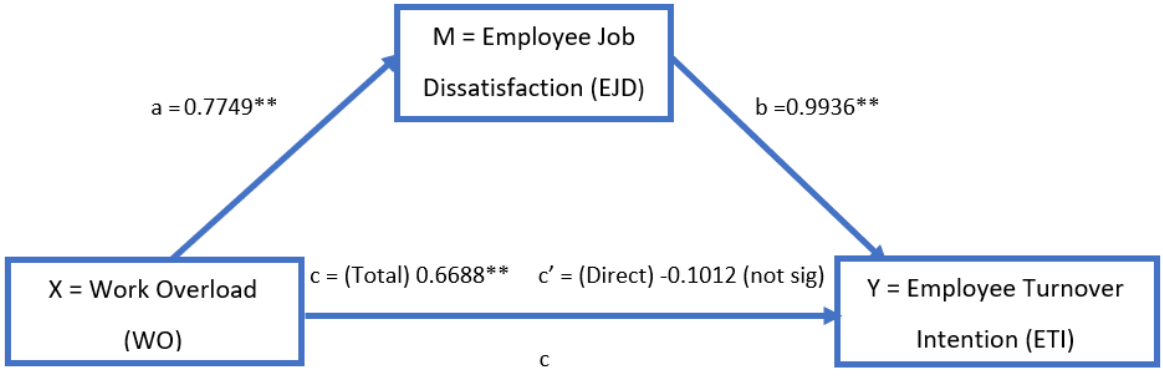
Utilising the alternative method, the indirect effect is significant as shown on Figure 4.0 below at 0.7699** (p-value = 0.0000). If the indirect effect is significant and the direct effect is not significant, then full mediation has occurred. This is the case as (Direct) -0.1012 (p-value = 0.0624) is not significant while the indirect effect (0.7699) is significant. This method also confirmed that Employee Job Dissatisfaction (EJD) fully mediates the relationship between Work Overload (WO) and Employee Turnover Intention (ETI).



*a path * b path = (0.7749*0.9936) =0.7699** (Indirect effect)*

```
Normal theory tests for indirect effect
     Effect         se          Z          p
      .7699      .0700    10.9954      .0000
```

Figure 4.0: Mediating effect of EJD on the relationship between WO and ETI

Figure 5.0 below examines the mediating effect of Employee Job Dissatisfaction (EJD) on the relationship between Organisational Stress dimension of Compensation & Reward (CR) and Employee Turnover Intention (ETI).

1. Test whether *X* and *Y* are significantly associated (the *c* path); if they are not, no further action is required. Compensation and Reward (CR) and Employee Turnover Intention (ETI) are significantly associated as c path = (Total) 0.8480** (p-value = 0.0000).
2. Test whether *X* and *M* are significantly associated (the *a* path); if they are not, no further action is required. Compensation and Reward (CR) and Employee Job Dissatisfaction (EJD) are significantly associated as a path = 0.8796** (p-value = 0.0000).
3. Test whether *M* and *Y* are significantly associated after controlling for *X* (the *b* path); if they are not, no further action is required. Employee Job Dissatisfaction (EJD) and Employee Turnover Intention (ETI) are also significantly associated as b path = 0.9127** (p-value = 0.0000).
4. The first three conditions are met for the hypothesis. The fourth condition is examined by comparing the direct of effect of *X* (the *c'* path--predicting *Y* from *X* after controlling for *M*)

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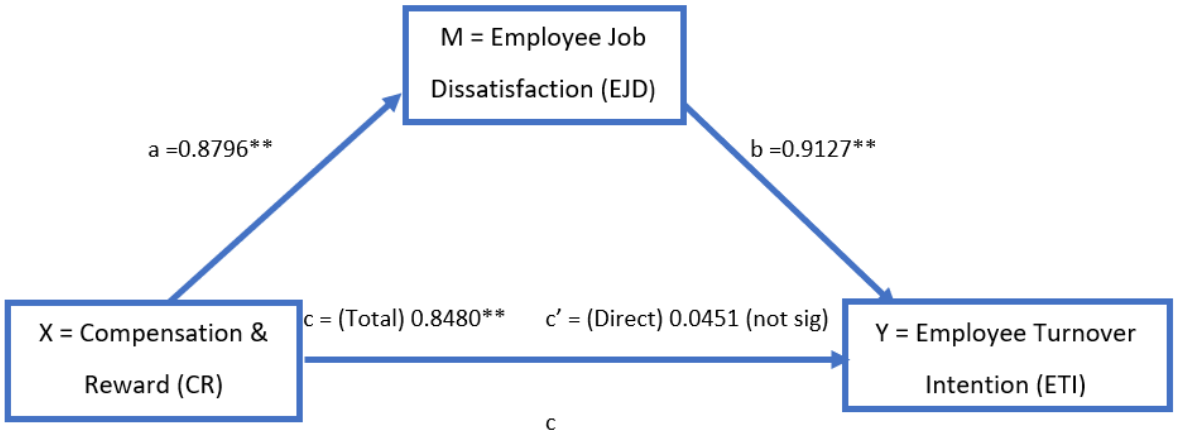
to the total effect of *X* (the *c* path from Step 1). That is, c' = (Direct) 0.0451 (p-value = 0.4594) and c = (Total) 0.8480** (p-value = 0.0000). If *c'* is closer to zero than *c*, and non-significant, the researcher concludes that *M* completely mediates the association between *X* and *Y*. But if *c'* is still significant, the researcher concludes that *M* is only a "partial" mediator of *X*'s influence on *Y*. In the case above, c' (0.0451) is closer to zero than c (0.8480) and obviously not significant (p value = greater than 0.050). Therefore, Employee Job Dissatisfaction (EJD) fully mediates the relationship between Compensation & Reward (CR) and Employee Turnover Intention (ETI).

Utilising the alternative method, the indirect effect is significant as shown on Figure 5.0 below at 0.8029** (p-value = 0.0000). If the indirect effect is significant and the direct effect is not significant, then full mediation has occurred. This is the case as (Direct) 0.0451 (p-value = 0.4594) is not significant while the indirect effect (0.8029) is significant. This method also confirmed that Employee Job Dissatisfaction (EJD) fully mediates the relationship between Compensation and Reward (CR) and Employee Turnover Intention (ETI).



*a path * b path = (0.8796*0.9127) =0.8029** (Indirect effect)*

```
Normal theory tests for indirect effect
     Effect         se          Z          p
      .8029      .0675    11.9001      .0000
```

Figure 5.0: Mediating effect of EJD on the relationship between CR and ETI

Figure 6.0 below examines the mediating effect of Employee Job Dissatisfaction (EJD) on the relationship between Organisational Stress dimension of Career Development (CD) and Employee Turnover Intention (ETI).

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1. Test whether *X* and *Y* are significantly associated (the *c* path); if they are not, no further action is required. Career Development (CD) and Employee Turnover Intention (ETI) are significantly associated as c path = (Total) 0.7892** (p-value = 0.0000).
2. Test whether *X* and *M* are significantly associated (the *a* path); if they are not, no further action is required. Career Development (CD) and Employee Job Dissatisfaction (EJD) are significantly associated as a path = 0.8366** (p-value = 0.0000).
3. Test whether *M* and *Y* are significantly associated after controlling for *X* (the *b* path); if they are not, no further action is required. Employee Job Dissatisfaction (EJD) and Employee Turnover Intention (ETI) are also significantly associated as b path = 0.9343** (p-value = 0.0000).
4. The first three conditions are met for the hypothesis. The fourth condition is examined by comparing the direct of effect of *X* (the *c'* path--predicting *Y* from *X* after controlling for *M*) to the total effect of *X* (the *c* path from Step 1). That is, c' = (Direct) 0.0076 (p-value = 0.8967) and c = (Total) 0.7892** (p-value = 0.0000). If *c'* is closer to zero than *c*, and non-significant, the researcher concludes that *M* completely mediates the association between *X* and *Y*. But if *c'* is still significant, the researcher concludes that *M* is only a "partial" mediator of *X*'s influence on *Y*. In the case above, c' (0.0076) is closer to zero than c (0.7892) and obviously not significant (p value = greater than 0.050). Therefore, Employee Job Dissatisfaction (EJD) fully mediates the relationship between Career Development (CD) and Employee Turnover Intention (ETI).

Utilising the alternative method, the indirect effect is significant as shown on Figure 6.0 below at 0.7816** (p-value = 0.0000). If the indirect effect is significant and the direct effect is not significant, then full mediation has occurred. This is the case as (Direct) 0.0076 (p-value = 0.8967) is not significant while the indirect effect (0.7816) is significant. This method also confirmed that Employee Job Dissatisfaction (EJD) fully mediates the relationship between Career Development (CD) and Employee Turnover Intention (ETI).

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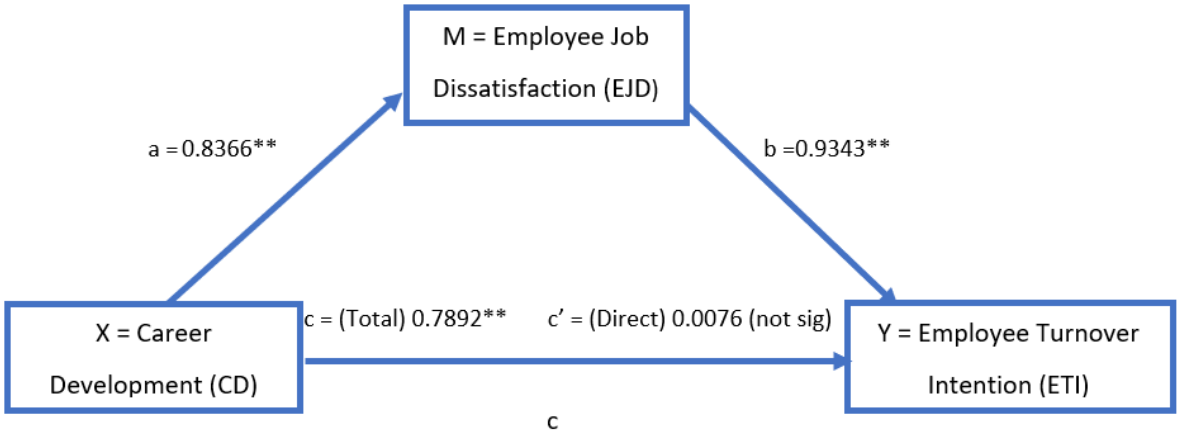

*a path * b path = (0.8366*0.9343) =0.7816** (Indirect effect)*

```
Normal theory tests for indirect effect
     Effect         se          Z          p
      .7816      .0631    12.3860      .0000
```

Figure 6.0: Mediating effect of EJD on the relationship between CD and ETI

Figure 7.0 below examines the mediating effect of Employee Job Dissatisfaction (EJD) on the relationship between Organisational Stress dimension of Decision Making (DM) and Employee Turnover Intention (ETI).

1. Test whether *X* and *Y* are significantly associated (the *c* path); if they are not, no further action is required. Decision Making (DM) and Employee Turnover Intention (ETI) are significantly associated as c path = (Total) 0.8938** (p-value = 0.0000).
2. Test whether *X* and *M* are significantly associated (the *a* path); if they are not, no further action is required. Decision Making (DM) and Employee Job Dissatisfaction (EJD) are significantly associated as a path = 0.9549** (p-value = 0.0000).
3. Test whether *M* and *Y* are significantly associated after controlling for *X* (the *b* path); if they are not, no further action is required. Employee Job Dissatisfaction (EJD) and Employee Turnover Intention (ETI) are also significantly associated as b path = 0.9494** (p-value = 0.0000).
4. The first three conditions are met for the hypothesis. The fourth condition is examined by comparing the direct of effect of *X* (the *c'* path--predicting *Y* from *X* after controlling for *M*) to the total effect of *X* (the *c* path from Step 1). That is, c' = (Direct) -0.0128 (p-value = 0.8653) and c = (Total) 0.8938** (p-value = 0.0000). If *c'* is closer to zero than *c*, and non-significant, the researcher concludes that *M* completely mediates the association

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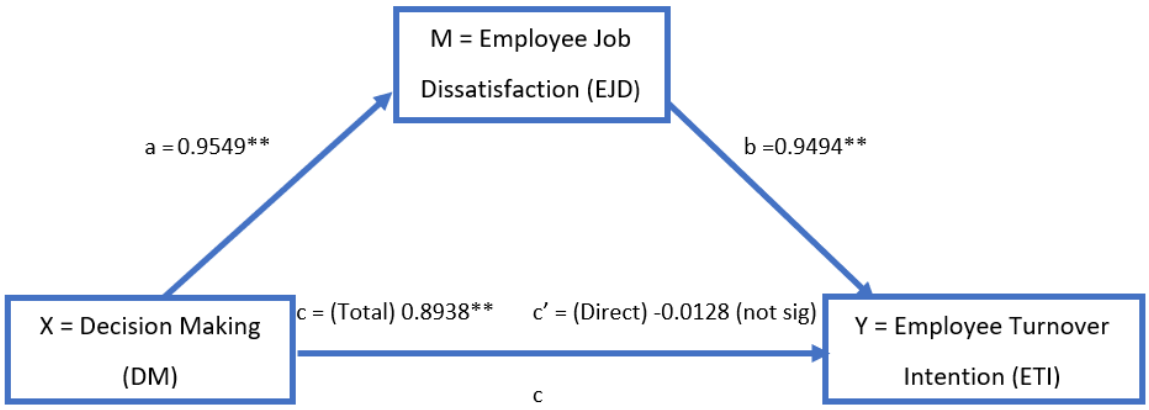
between *X* and *Y*. But if *c'* is still significant, the researcher concludes that *M* is only a "partial" mediator of *X*'s influence on *Y*. In the case above, c' (-0.0128) is closer to zero than c (0.8938) and obviously not significant (p value = greater than 0.050). Therefore, Employee Job Dissatisfaction (EJD) fully mediates the relationship between Decision Making (DM) and Employee Turnover Intention (ETI).

Utilising the alternative method, the indirect effect is significant as shown on Figure 7.0 below at 0.9066** (p-value = 0.0000). If the indirect effect is significant and the direct effect is not significant, then full mediation has occurred. This is the case as (Direct) -0.0128 (p-value = 0.8653) is not significant while the indirect effect (0.9066) is significant (p-value = 0.0000). This method also confirmed that Employee Job Dissatisfaction (EJD) fully mediates the relationship between Decision Making (DM) and Employee Turnover Intention (ETI). In summary, the hypothesis 6 which states that employee Job dissatisfaction mediated the relationship between organisational stress and employee turnover intention is statistically accepted. Employee Job Dissatisfaction fully mediated the relationships between all the four dimensions of organisational stress and Employee Turnover Intention (ETI) as shown on Table 11.0 below.



*a path * b path = (0.9549*0.9494) =0.9066** (Indirect effect)*

```
Normal theory tests for indirect effect
     Effect         se          Z          p
      .9066      .0741    12.2316      .0000
```

Figure 7.0: Mediating effect of EJD on the relationship between DM and ETI

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Table11.0: Mediation Hypotheses

S/N	Hypothesis	Direct	p-value	Indirect	p-value	t-value	Verdict
1	WO-EJD-ETI	-0.1012	0.0624	0.7699	0.0000	10.9954	Statistically accepted
2	CR-EJD-ETI	0.0451	0.4594	0.8029	0.0000	11.9001	Statistically accepted
3	CD-EJD-ETI	0.0076	0.8967	0.7816	0.0000	12.3860	Statistically accepted
4	DM-EJD-ETI	-0.0128	0.8653	0.9066	0.0000	12.2316	Statistically accepted

The findings corroborated researchers such as Yousaf et al. (2020) who in their study found out that job satisfaction is a mediating mechanism in the relationships between occupational stress and job engagement and occupational stress and employee turnover intentions for front-line hospitality industry workers. Recently, Aman-Ullah et al. (2023); Smith et al. (2025), Oktaysoy et al. (2025) and Gautam & Bhetuwal (2025) also confirmed both partial and full mediating role of job satisfaction/dissatisfaction in the relationship between various independent and dependent variables.

5. Conclusions and recommendations

5.1 Conclusions

The main goal of this study is to investigate the mediating role of employee job dissatisfaction on the relationship between organisational stress and employee turnover intention. This goal was further sub-divided into seven research objectives and questions. Four dimensions of organisational stress namely work overload, inadequate compensation and reward, lack of career development and lack of opportunity for decision making were utilised in this study. Thirteen (13 hypotheses including nine (9) direct and four (4) indirect based on Baron & Kenny (1986) mediation analysis were tested in this study. The target population for the study is all working adults in Malaysia. Based on G-Power calculator, the minimum required sample size for this study with five predictors was 138 (95% distribution). However, the total sample size for this study was 229. Data were collected using online survey with convenience sampling applied. IBM SPSS 22.0 and SPSS PROCESS version 3.5 by Andrew F. Hayes software were utilised. Exploratory factor analysis (EFA) was conducted to test the reliability and validity of the data. The findings of the study showed that eleven (11) out of the thirteen (13) hypotheses were statistically supported. Two direct hypotheses relating to the relationships between dimensions of work overload and employee turnover intention as well lack of career development and employee turnover intention were statistically rejected as they failed to meet the rule of thumb.

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5.2 Research contribution

The study sheds light on the rising cases of stress and burnout among employees in Malaysia. Many employees are going through stress according to several studies in Malaysia and this stress has been linked to the issues they have to cope with in their various workstations. Intention to turnover is on the rise and managers need to act fast. There are high staff turnover in many organisations as employees seek for better work environment. This study benefits employees in Malaysia, the industry decision making authorities and government of Malaysia in general in terms of decision and policy making. The study is also significant from academic perspective as there are dearth of studies investigating employee intention to quit from the context of Malaysia. From the findings of this study, employees know which factors contribute to work stress and which is the most contributing factor. Employees also understand the mediating role of job dissatisfaction in their turnover intention.

This study has proven beyond reasonable doubt that the four dimensions of organisational stress used in this study play a key role in employee job dissatisfaction and intention to turnover. It is recommended that companies in Malaysia should pay more attention to the management of their employees' work-life to reduce stress and to find a lasting solution to increase level of job stress among Malaysian employees. Work overload should be reduced, and employees should feel that they are not being asked to do more than they are expected under their contracts. More staff should be employed to reduce work overload. Compensation and reward should be based on market value and changes in inflation should be factored when pay rise is been discussed. Employees should have the sense that their efforts and rewards are balanced and equal. They should feel comfortable to discuss their salaries and bonuses with friends and families in other organisations. Management should make sure that employee's benefits are paid on time including pension schemes contribution. Management in organisation should focus attention on the career development of their individual employees and this should be embedded the culture of the organisation. Internal and external programmes that create career development opportunities should be encouraged. Employees should be sponsored for programmes that enhance their career as well as their personal lives. Opportunity for decision-making should be given to employees at low level to encourage them to do more for the organisation. This helps them feel the sense of belonging and they believe they are also part of the organisation. This could also help the company in its succession plans. Low-level employees should be empowered to contribute to decisions affecting their jobs and their departments. This will also have positive effect on their motivation and job satisfaction and keep them longer in the organisation.

5.3 Recommendations for future research

This study basically utilised exploratory factor analysis (EFA) using SPSS 22.0 software and SPSS PROCESS version 3.5 by Andrew F. Hayes. Future researchers should explore confirmatory factor analysis (CFA) and structural equation modelling to test the relationships among variable and to conduct mediation analysis. Statistical software such as AMOS and PLS-SEM can also be explored. CFA has many advantages over EFA. CFA seeks to determine if the number of factors and the loadings of measured (indicator) variables on them conform to what is

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expected based on pre-established theory (Müller et al., 2018). Indicator variables are selected based on prior theory, and factor analysis is used to see if they loaded, as predicted, on the expected number of factors (Müller et al., 2018). The basic difference between EFA and CFA is that in CFA, a researcher's a priori assumption is that each factor (the number and labels of which may be specified a priori) is associated with a specified subset of indicator variables (Müller et al., 2018).

5.4 Limitations of study

Limitations of the study relate to data collection and data analysis parts. Survey fraud is probably of the biggest limitations of an online survey. There are people who answer online surveys with no desire to contribute to the advancement of the study. Another biggest limitation is that if the online survey is long and/or confusing the researcher might get fake responses. Since there is less accountability, the chances for participants just hitting buttons to finish are high. An online survey may not be suitable for surveys which ask open-ended questions because there is no trained interviewer to explore the answers of the respondents. EFA has some limitations as well. The major limitation behind EFA is its simplicity. Hence, the researcher will not get a reliable inference. Therefore, Exploratory Factor Analysis is used less as compared to Confirmatory Factor Analysis.

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