SUBJECT:

The impact of work stress on intention to quit mediated by job dissatisfaction among employee in Malaysia private sector.

BY:
CHEW KAN PANG

10th May, 2021

DECLARATION

I hereby declare that the impact of work stress on intention to leave mediate by job dissatisfaction among employee in Malaysia private sector, to be my own, and that it has never been applied for any other university's degree or review. Additionally, I hereby affirm that the sources I have used to arrive at my conclusions have all been honestly obtained and appropriately referenced.

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ABSTRACT

Latest published AIA Vitality workplace survey of the four countries (Singapore, Australia, Thailand and Malaysia) found that Malaysian workers are overworked, depressed and lead unhealthy lifestyles. As a consequence, they're at high risk of health concerns and loss of profitability. This study examined the impact of work stress on intention to leave mediate by job dissatisfaction among the employee in Malaysia private sector. The dimension for work stress in this research are workplace bullying, role conflict, role ambiguity and work overload. Analysis was conducted on the 207 samples collected where Explanatory analysis is used to test if the adapted scales for the research data were sufficient. Multiple regression was used to test hypotheses and the impact of mediation. The result of the test find that workplace bullying and role conflict impacted intention to leave positively as expected but role ambiguity and work overload have a negative relationship with intention to leave which is contrary to our expectation. The mediation variable job dissatisfaction impacted intention to leave positively as expected and mediate the relationship between independent variables; workplace bullying, role conflict and work overload and dependent variable intention to leave but did not play the role between role ambiguity and intention to leave.

Keywords: Work Stress, Workplace Bullying, Role Conflict, Role Ambiguity, Work Overload, Job dissatisfaction, Intention to leave, Mediation

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List of Abbreviations

1.0 WB – Work Bullying

2.0 RC – Role Conflict

3.0 RA – Role Ambiguity

4.0 W0 – Work Overload

5.0 JDS – Job Dissatisfaction

6.0 ITL – Intention To Leave

Chapter 1 Introduction

1.1 Background of Study

Holmlund & Strandvik (2005) defined work stressed as "incapacity of the workforce to cope with job pressure due to job demands and skills of employees to justify job needs. Asiegbu (2016) finds the effect of stress at work is consistent with the perception of employees whether or not they can manage their emotions and other people's emotions when applying job and according to Alias, Rohmanan, Ismail, Koe and Othman, (2018) if the issue of the high-stress level at the workplace cannot be controlled and managed by organizations, negative outcomes will result, for example, in absenteeism and the rate of turnover of employees. The rate of employee turnover and the intention to leave is a key problem for any company. High turnover rate creates unnecessary costs and decreases the profit margin for the company and Marlow (2016) finds that job stress is one of the serious problem faced by Malaysian workers. Studies from China on the health service and education sectors has found that there is significant relationship between work stress and turn over intention (Lin, Jiang and Lam, 2013; Lu et.al, 2017; Liu & Onwuegbuzie, 2012). Similarly studies from Iran on the education and nurses also found the positive relationship between work stress and turnover intention (Mosadeghrad, 2013; Ahanian, Mirzae & Fardi, 2016). Work-related stress became the greatest market problem and had hit an alarming level. Additionally, developing tension relief as well as reducing, preventing, minimizing and even solving the issue is important for every company (Deshpande, 2012; Jalagat, 2017). It is therefore important to examine the impact of work stress on the desire to leave the workplace mediated by job satisfaction among private sector employees. Such investigation could provide valuable information on the effect of job tension on leaving intentions, driven by job dissatisfaction to the leader of organizations, HR department and academic scholars.

1.2 Problem Statement

Malaysians work an average of 15 hours more than their agreed hours per week, exceeding Singapore, Hong Kong and Australia, but the country has one of the highest percentages productivity loss, as reported by The Nation Thailand (19th November, 2017). Latest published AIA Vitality workplace survey of the four countries found that Malaysian workers are overworked, depressed and lead unhealthy lifestyles. As a consequence, they're at high risk of health concerns and loss of profitability.

Depression will be a big mental disorder among Malaysians by 2020 when more citizens are projected to face heightened stress owing to pressure from jobs. The Malaysia Psychiatric Association's (MPA) patron claimed, as accorded to the 2017 National Health and Morbidity Survey that 29 per cent of Malaysians had depression and anxiety disorder relative to 12 per cent in 2011.Many citizens find it impossible to deal with the challenges they encounter at work, and find it difficult to deal with the stress. (The Star; 5th August 2018)

According to the results of the Malaysia Healthiest Workforce study conducted by AIA Vitality 2018, Malaysian workers lose an average of 73.1 days of working hours per employee owing to absence and appearance correlated with ill health. Throughout the years, Malaysian workers have often been progressively impaired by behavioral disorders which can contribute to staff

absences and unemployment resulting in negative corporate morale and efficiency. The results indicate that 50.2 per cent of workers have at least one aspect of tension correlated with their job. About 53 per cent had fewer than 7 hours of sleep a night and 22 per cent suffered from abuse in the workplace. (AIA Vitality 2018). There have been several studies conducted on relationship of job stressors factors with employee's intention to leave work and mediating role played by job engagement and dispositional factors. In the case study of Ramamurthi et al 2016 finds job stressors play a vital role for intention to leave. In another study conducted by Falahat, Gee, and Liew, (2019) conclude that job satisfaction and job stress play an important role in the turnover intention of banking employees. According to Guchait, Paşamehmetoğlu and Madera (2016) findings, higher work stress results in higher work turnover. Whereby, the result obtained by Yang, Ju and Lu (2016) regarding the effects of work stress on self-esteem, job satisfaction and turnover intention have shown that work stress has a significant negative correlation with job satisfaction.

1.3 Aim and Objectives

- To examine the impact of workplace bullying on intention to leave
- To examine the impact of workplace bullying on job dissatisfaction
- To examine the impact of role conflict on job dissatisfaction
- To examine the impact of role conflict on intention to leave
- To examine the impact of role ambiguity on intention to leave
- To examine the impact of role ambiguity on job dissatisfaction
- To examine the impact of work overload on job dissatisfaction
- To examine the impact of work overload on intention to leave
- To examine the impact of job dissatisfaction on intention to leave
- To examine the mediation role of job satisfaction on the impact work place bullying, role ambiguity, role conflict and work overload on intention to leave.

1.4 Research Questions

- What is the impact of workplace bullying on intention to leave ?
- What is the impact of workplace bullying on job dissatisfaction ?
- What is the impact of role conflict on intention to leave ?
- What is the impact of role conflict on job dissatisfaction?
- What is the impact of role ambiguity on intention to leave ?
- What is the impact of role ambiguity on job dissatisfaction ?
- What is the impact of work overload on intention to leave ?
- What is the impact of work overload on job dissatisfaction ?
- What is the impact of job satisfaction on intention to leavel ?
- What is the mediation role of job dissatisfaction on the impact of workplace bullying, role ambiguity, role conflict and work overload on intention to leave ?

1.5 Significance of Study

Amid the global concern of the intention of the workers to resign because of work stress and job dissatisfaction. This is shown by the absence of research into the mediating impact of work dissatisfaction on work stress and the intention to leave among private-sector employees such as banks, hospitals, food and beverage industries and others in Malaysia. In so many ways, this study is significant. For example, the research findings can be used

by Private Sector Company, human resource ministry policy makers and even Malaysia's government.

1.6 Thesis Structure

This thesis consists of five chapters, which cover the introduction, examination of the literature, research methodologies, the presentation of findings, the interpretation and the conclusions and recommendations.

Table: 1 Thesis Structure

Chapter 1	Chapter 2	Chapter 3	Chapter 4	Chapter 5
1.Background Study	1.Definitions of key terms	1.Research Paradigm	1.Analysis of Demographical Information Analysis	1.Conclusion
2.Problem Statement	2.Evaluation of theories and Models	2.Research Design	2.Reliability Test	2.How the Research Objectives and Hypotheses were fulfilled
3.Research Aim	3.Critical evaluation of empirical findings	3.Research Method	3.Sampling Adequacy Test	3.Implications for Practice
4.Questions	4.Research Gap	4.Data Collection Sources	4. Normality Test	4. Limitation of Study
5.Significance of Study	5.Conceptual Structure	5.Sampling Methods	5.Multicollinearity Test	5.Scope for Future Research
6.The Thesis Structure	6.Formulation Of Hypotheses	6.Questionnaires	6.Descriptive Statistics	
		7.Data Analysis Methods	7. Correlation	
		8.Ethical Issues	8.Regression Model	
		9.Limitations of Methodology	9.Hypotheses Testing	
			10.Mediation Hypotheses	
			11.Summary of Findings	

Chapter two – Literature Review

2.1 Definitions of Key Terms

Work Stress - Stress is a common occurrence in all human life (Akanji, 2013:73; Shahsavarani Azad Marz Abadi & Hakimi Kalkhoran, 2015: 230; Da Costa & Pinto, 2017: 1; Abbasi, 2018: 1-2) and the questions regarding the origins or origin of work stress have drawn tremendous empiric interest and popular curiosity over the years (Barling, Kelloway & Frone, 2004: 3, Yan & Xie, 2016: 306). In this respect, job stress has been described in a variety of forms over the years and is commonly referred to as work stress tension, as it has been defined as the situational burden the employee is experiencing (Harshana, 2018:59) and (Ratnawat & Jha; 2014; Rengin, 2018:6)) work stress is considered to be a physical and psychological condition that occurs when the resources of the worker become inadequate to resolve the stresses and demands of the job. In addition, work tension is stressed as fatigue, irritability, fear, frustration, straining one's faces in his company as he is overwhelmed with excessive demands and requirements that he / she has to meet within a short timeframe (Burman & Goswami, 2018: 112). There are many factors causes work stress such as workplace bullying, role ambiguity, role conflict and work overload. According to Hauge et al (2010) Workplace bullying is a unique problem that indicates a more potent stressor in the workplace than conventional stressors. Meanwhile role ambiguity and role conflict have been a significant source of work stress which were most widely quoted in the research literature (Fisher & Gitelson, 1983). The lack and the desire to leave the organisation, which one has been working with ever since the classic piece of work of Kahn et al, (1964), have been proven also to be a factor in job dissatisfaction (Cordes & Dougherty, 1993). Qureshi et al. (2012) Work overload contributes to increased stress and decreased job satisfaction (Qureshi et al., 2012).

Job Dissatisfaction- Job dissatisfaction is described as a reaction to a decrease in one's quality of life at work (Chinomona, & Mofokeng, (2016). While this reaction has an effect on workers, it also has an impact on businesses. When it comes to routine activities, this effect is often manifested as poor results, poor quality, and chaos (Jiang et al., 2009). Maybe that is why there is a strong desire to better understand and improve the perspective on the labor market (Jiang et al., 2009). Despite the fact that work frustration is often accompanied by reckless and inattentive behavior, Farrell (1983) claims that such behavior can serve as a signal to management of decreased organizational performance. According to research, Job dissatisfaction has long been suspected to be significant in some cases (Van Gundy,1987). In addition to Farrel's (1983) declaration that unhappiness should be seen as caution, argues that unhappiness can be a motivation for employees to attempt to change their working environment by promoting new and better forms of doing things. It is also similar to identifying new and better ways of doing things, especially as today's companies are driven by modernism (Ohme & Zacher 2015).Anyway, not promotion, but improper conduct, accompanied by work turnover, is often a result of job dissatisfaction (Zhou & George 2001). Job Dissatisfaction, according to Hersch and Stone (1990), is a reaction to bad working conditions. The satisfaction

of employees is essential for the survival of an organization (Girma, 2016). Improved staff satisfaction leads to improved efficiency and tenure opportunities for companies (Che Nawi et.al, 2016). Vice versa, efficiency and productivity would be derailed if the employee has work dissatisfaction.

Intention to Leave - Turnover intention is described as the point at which a person wishes to exit a partnership with the current society or organization (Kim, Price, Muller, & Watson, 1996) and (Worku, Feleke, Debie and Nigusie, 2019:1) emphasize that the desire to resign is the employee's decision to quit their present employer early due to a variety of factors .Further, Kashmoola, Ahmad & Kheng (2017: 5) point out that the decision to quit the institution or profession may arise on a voluntary basis and that the opportunity to leave the organization can be defined as individual and organizational. Turnover intention grows slowly as staff are not happy with their jobs. First and foremost, workers pursuing new career prospects and eventual change would be unavoidable if they want a better opportunity (Bufquin et al., 2017). Employee turnover expectations have held a leading role in human resource management and corporate studies, primarily because they are a good indicator of the real turnover of workers. However, if turnover intention does not contribute to direct turnover, it has a detrimental effect on organizational performance, because workers with inadequate turnover intention are prone to participate in certain forms of withdrawal behaviors (Ferreira, Martinez, Lamelas, & Rodrigues, 2017). Similar Empirical studies also suggests that turnover intention is an pervasive trend that has adverse effects for both staff and institutions, such as absenteeism, dissatisfaction, poor productivity, and decreased job efficiency (Flint et al., 2013; Han, Han, An, & Lim, 2015).

2.2 Evaluation of Theories

2.2.1 The Job Demand-Resources (JD-R) Model

A parsimonious Heuristic model synthesises many essential constructs of health and efficiency (Job Demand-Resources (JD-R) model (Bakker & Demerouti 2007). The JD-R model has been widely praised and validated in variety of countries, notably in the West. (Bakker et al, 2004). The model has received much interest. The model employed of JD-R focuses on specific employment and resources. mental and/psychological commitment (Bakker and Demerouti 2007). Job resources enable workers to achieve career goals and promote personal development (Demerouti et al., 2001) and can mitigate the effects of demands for jobs on the well-being of employees (Bakker , Demerouti, & Euwema, 2005). Sustainable physical and/or psychological effort may be needed to demand jobs and thus certain physiological and psychological costs may be correlated with them (Bakker et al, 2004). Strong demands without the chance to recover will lead to stress and harm to health. In contrast, Job resources play an intrinsic or extrinsic motivating role (Bakker & Demerouti, 2007) and therefore boost employee motivation and performance (Bakker et al., 2007). In general, the working stress model shows that the tension is generated by the disparity between the job needs and the resources available to the employee to fulfil these demands. The term is easy to generalize and can be extended to several scenarios (Mayerl, Stolz, Waxenegger, Rasky, Freidl, 2016).

2.2.2 Alderfer’s Theory

ERG theory of Alderfer is a modified hierarchy model of need. focused on the core necessities of life, connectivity and development. The need to live concerns the preservation and survival of human life and covers the physiological and protective needs of a material world. Relationship needs include social relationships, including a form of security or trust that is affective or attached, connected, and substantial interpersonal relationships. The needs for growth include future creation, self-esteem and self-refreshing (Dinibutun, 2012). Like Maslow, Alderfer recommends that people advance from the needs of life, relationships, and development through the hierarchy, thus fulfilling lower-level demands (Dinibutun, 2012). Alderfer says however that these specifications are more continuous than hierarchical. More than one requirement could be allowed simultaneously. People may advance through the hierarchy also (Alderfer, 1972). The ERG theory says that a person is driven to meet one or more basic needs. Thus, if the needs of an individual are blocked at a given level, attention should be concentrated on meeting needs at the other levels (Dinibutun, 2012). Redmond & Subedi (2016) and D. Kraisuth & Panjakajornsak (2017) The theory is found to be adaptive and discusses the dynamics of employee workplace needs.

2.2.3 Two Factors Theory

This well-known theory of Frederick Herzberg was put forward in 1959. Based on 200 engineers and accountants in the United States, Herzberg identified two factors to pick employee roles and performance, called Motivation & Hygiene Factors in terms of their personal feelings about their working environments (Robbins, 2009). Two-factor theory is closely similar to Maslow's needs hierarchy, but more variables were added to assess the way people are motivated at work. This theory proposed that addressing individuals' lower level needs (extrinsic or hygienic) would only stop them from becoming frustrated and would not inspire them to do more work. Higher needs (intrinsic or motivational) must be given to inspire workers. If workers are well pleased with motivational criteria, they can increase productivity and performance. Furthermore, this theory suggests interdependence between intrinsic and extrinsic influences. The involvement of Extrinsic Influences reduces employee frustration only, but does not provide employment fulfilment. In the other hand, the intrinsic factor offers enough to promote employee development and growth that contributes to improved efficiency and results, but without this factor, their emotions in the workplace are neutralised. The foundation of Two-Factors Theory is based on the satisfaction of employees. Spector (1997) defines work satisfaction as "the level at which people like their work (satisfaction) or hate it" The corporation was regarded as having a positive effect on the efficiency of the enterprise and on employee responsibilities (Levy, 2003); contrary to absenteeism and the goals of turnover (Yousef, 2000). In order to optimise their work efficiency, two factor theories can be used to assess job satisfaction factors (Yusoff et al, 2013). Motivation and hygiene factors proposed by Herzberg have shown consistency in content theories among other motivation theories since each theory has a similar need of motivation of different employees (Borkowski 2011). Studies of the hygiene influences and inspiration in Canton Sarajevo have revealed a major aspect to the two factor theory: it is very flexible and indicates its not relying only on a class of people, or even a single field, of the community. The two facets have a strong influence on the job satisfaction of private and public high school teachers (Busatic, Senad & Mujabasic, Amra, 2018).

2.2.4 Conservation of Resource (COR) Theory

COR theory is based on the resource structure basis (Halbesleben et al, 2014). The lack of resources has mostly been used to justify tension and stress in organizational behaviour studies (Halbesleben & Buckley, 2004; Hobfoll, 2001a). Many empirical studies have shown the probability of stress in burnouts (Shirom, 1989), depressions (Kessler et al, 1988) and when individuals lose their energy at work (Melamed et al, 2006). Resources are invested to safeguard against loss of resources, recoup losses and acquire resources (Hobfoll, 2001a). This was usually discussed in terms of coping, indicating that coping requires spending capital to avoid potential losses of capital (Ito & Brotheridge, 2003). However, the strength of COR theory is the fact that it goes beyond stress and strain forecasts to consider motivation following stress encounters (Hobfoll, 2001a). Halbesleben and Bowler (2007) used COR theory to clarify a fascinating phenomenon, in order to minimise emotional fatigue, yet to invest in the conduct of organisational citizenship aimed at superiors and collaborators. They proposed a performance approach which could help slow down additional resource losses more instrumentally in recovering short-term resources through reciprocity (Halbesleben et al. 2014)

According to the JD-R model's original conceptualization, high work demands are correlated with higher levels of fatigue, whereas low job resources are associated with higher levels of disengagement (Demerouti, Bakker, Nachreiner & Schaufeli). The JD-R system makes a more detailed examination of the specific role requirements and job opportunities linked to employment tension, intention to settle and employment satisfaction in the workforce in terms of mental wellbeing. While the Two Factors influence theory influence work tension and job motivation in a special multiplex way. Both theories are relevant on the research of job satisfaction, job stress and intention to leave which suited this study well.

2.3 Critical Evaluation of Empirical Findings

2.3.1 Work Stress and Intention to Leave

In the study of Sarmawa et al (2020), work tension influence intention to leave among the MM juice restaurant branches employees in Bali. The consequence of this study is that all branches of the Juice Restaurant must adjust workloads to job demands to control turnover in the Bali District. Moreover, employee dedication must be improved in order to decrease employee intention to leave. The result are consistent with the research of Nasution (2017) entitled " The Influence of work stress, job satisfaction and organisational commitment on medical representative turnover," in which research findings show that job tension has important impact on intention to leave . The higher the job tension would increase the urge to leave (intended turnover) from job. The implications of the research in this study is the effect of job tension on intention to leave will reinforce previous theories.
Meanwhile a study by S.S Zahra et al (2018) in the pesticide sector in Pakistan also find that job tension influence intention to leave positively. Considering the seriousness of the consequences to the industry, researcher recommended that the government, management and supervisor should take necessary measure to improve the workplace and offload working burden. Cultivating creativity and improving other elements of the working environment to minimise the turnover intension were also suggested. Kabtamu Tadesse (2017) study on the connection between work stress and leave purpose concluded that job uncertainty, position conflict, work fatigue and desire to leave have a positive association with work stress. The research findings are useful for offices, institutes and various departments in order to increase

their productivity, to know the habits of workers and for the wellbeing of both workers together with organisations.
Tension at work enormously influence one's desire to quit. That's the finding from Ozbozkurt Bahar & Kulekci (2020) in Turkey. Additionally, apart from influencing both the variables, mushroom management also mediate the relationship between the two. Further, in Turkey, Gok, Akgunduz & Alkan (2017) study on 5 star business hotels employees finds that the effect of work stress and the understanding of organizational help on the intent of turnover, which is recognized as one of the most critical aspects of turnover.

2.3.2 Work Stress and Job Dissatisfaction

Naser Hoboubi et al (2016) on his study finds the levels of stress and satisfaction at work perceived by employees were modest and moderate in Iran petrochemical sector. Its productivity has also been rated as moderate. While there was no statistically significant association between work stress and productivity indices, the association between work satisfaction and productivity was shown to be positive by this study. The researchers further recommended that corrective action is needed to strengthen the shift work framework in order to minimise employment stress and increase employee satisfaction and productivity.

The study of Tongchaiprasit & Ariyabuddhiphongs (2016) the mediating effects of job satisfaction and job stress on creativity and turnover intention among hotel chefs in Bangkok, Thailand find work satisfaction has not been described as an objective mediator of the creativity turnover intention process; however, work satisfaction and job tension have significantly mediated this partnership. Study by Hakim et al (2018) in Malang, Indonesia finds that work tension contribute to workers having lessened intention to stay in their positions. The data illustrates that workers who report higher work stress levels have significantly impact on their level of work satisfaction. Meanwhile, in the study of Troesch & Bauer (2017) participated by 297 of first and second career teachers at the University of Teacher Education PHBern, Switzerland finds that those second career teachers who have graduated after 7 to 10 years are largely pleased with their work and report lower levels of job stress compared to the first career teacher. Their higher job satisfaction is largely attributed to higher general values in self-efficacy.

2.3.3 Job Dissatisfaction and Intention to Leave

A study by Salam (2017) on Thailand Higher education faculty involving 104 participants indicated that psychological capital growth can increase job satisfaction that consequently reduces the turnover intentions. Meanwhile, in South Africa, North West and Free State provinces , Sojane, Klopper and Coetzee (2016) investigation on the relationship between leadership, job dissatisfaction and intention to leave among hospitals working registered nurses find that job dissatisfaction was highly related to intention to leave. Similarly, researches of Arnup and Bowles (2016) on how resilience, work satisfaction and demographic variables were related to 10 year's experience Australia teacher intention to leave the teaching profession also found that job dissatisfaction significantly predict intention to leave the profession among the teacher surveyed. The findings of the hierarchical regression found that less satisfied teachers demonstrated a greater desire to leave the teaching profession.
In China, examination of work satisfaction perception and intention to leave among ICU nurses by Tao et al (2015) finds the correlation between the work satisfaction of the nurses and their

plans to leave their jobs was found to be close to the relationship documented by other researchers (Kovner et al, 2009 and Weng et al, 2010). Based on their form of work commitment, job dissatisfaction will lead to some nurses leaving and other nurses remaining. Some nurses who are unhappy but are planning to stay on the job have a form of dedication to organisational continuance, described as the perceived expense of leaving a job by a person. Other nurses who are unhappy but are planning to continue on the job have an affective dedication to the job, described as the psychological connection of a person to a job; they essentially like being ICU nurses.

In another research conducted in Guandong, China by Lu et al (2017) discovered that the intention of physicians to leave their jobs was significantly linked to work satisfaction. With a large sample of more than 3500 physicians, it was the pioneer study to look at physician attrition intentions in Guangdong after the launch of health system reforms in 2009. Job satisfaction, job tension, work-family tension, hours worked a week, urban/rural work, organisation styles and age impact turnover intent variables. Reducing working hours, raising wages, offering more professional growth and training programmes, promoting and motivating senior executive physicians could theoretically lead to reducing the intention to leave.

Ali Jadoo et al (2015) investigated the relation between job satisfaction and intention to leave among doctors in Iraq where 576 doctors across 20 hospitals participated in the research. It was found that high-turnover intentions of Iraqi doctors are significantly related to job satisfaction. More than half (55.2 percent) of Iraqi doctors have been actively pursuing alternative jobs. Low work satisfaction scores were factors associated with turnover intentions among the doctors. As the researcher suggested an immediate and successful plan is needed to avoid the doctors exodus. Research via logistic regression analysis involving 256 health workers in the eastern regions of Ghana by Bonenberger et al (2014) reflect that job satisfaction and motivation significantly associated with turnover intention included career growth. Researcher findings also indicate that good district-level human resource management strategies impact the morale and job satisfaction of health staff, thus decreasing the risk of attrition. It is also worth reinforcing district-level human resource management capabilities and helping district health administrators to adopt retention measures. Study from Scanlan (2019) on exploring the relationship among burnout, sales aim and work satisfaction in the sense of Australia's mental health service in relation to particular job demands and employment services found that work satisfaction, turnover intention and burnout were both closely interrelated. Similarly, there have been important correlations between task demands and fatique and opposite associations between the plurality of employment capital and disengagement. Job compensation and appreciation tools, task management, input and engagement were most closely correlated with lower burnout rates, lower recruitment expectations and higher work satisfaction. This findings help reinforce the rising data base for vthe utility of work demands-resources burnout framework interpreting job experience.

In a study by Masum, Abdul Kadar Muhamad et al (2016) to identify the causes that impact work satisfaction and the desire of nurses working in Turkey to resign discovered that work satisfaction negatively interrelated with nurses intention to leave. The surveyed involve 417 nurses from six big private hospitals. Similarly, suryey from Labrague et al (2017) in 9 selected hospitals in Samar, Philippines also found job satisfaction negatively related to nurses intention to leave. It was concluded that attrition intentions were closely related to their age, work satisfaction and job tension in this category of Filipino nurses.

2.3.4 Mediating Role of Job Dissatisfaction

A study done by Chung et al (2017) in Korea found that employee satisfaction is a critical in explaining airline security screeners' screeners' intention to leave. Moreover the results of such a mediation paradigm were considerably greater amongst extremely self-determined protection screeners than amongst those with low autonomous motivation. 442 participants from two airports were involved in the study. A study done by Bayarçelik and Findik (2016) suggests that there is a strong connection between procedural and distributive justice in the public and private sector banks' of Istanbul, Turkey workers overall intentions to leave. Correspondingly, work satisfaction play the mediator role. Another research by Arslan Yurumezoglu & Kocaman (2016) on the predictors of nurses' intention to leave the organisation and intention to leave their career that involve 799 participants from a chain of hospitals from 7 regions in Turkey found that work dissatisfaction and mental fatigue were the main predictors of the intention of the nurses to leave the organization and career.

296 of doctors and nurses in seven regional hospitals in Greece were surveyed by Kloutsiniotis and Mihail (2017). The purpose is to investigate the impact of high-performance work systems on the work dedication and job satisfaction of workers and the mediating effect of these factors on the affective motivation and desire of employees to leave their hospital. The result is that Job satisfaction adversely mediates the effects of high performing work processes on the decision of workers to quit. However in a study of private bank employees in Karachi, Pakistan by Khalique et al (2018) on effects of occupational intimidation on job success, actions of corporate citizenship, psychological tension and decision to resign ; while two work satisfaction mediators found that the association between workplace bullying and the decision of workers to leave is not mediated by job satisfaction.

Table 2: Summary of Literature

Author(s) & year	Title	Variables	Sample size	Methodology	Findings	Context
Sarmawa et al (2019)	The Impact of Work Stress and organizational commitment to turnover intention at MM juice Restaurant Bali District	Work stress Intention to leave Job satisfaction Organizational commitment	77 participants	Quantitative research. Sampling method by using Slovin's Formula.Uses PLS to analyse relationships between variables.	work stress has a positive and significant impact on the intention to leave among the MM juice restaurant branches employees in Bali. The consequence of this study is that all branches of the Juice Restaurant must adjust workloads to job demands to control turnover in the Bali District. Moreover, employee dedication must be improved in order to decrease employee intention to leave.	Indonesia
Nasution (2017)	The influence of work stress, work satisfaction	Work stress Job satisfaction	40 medical representatives from PT.	Quantitative method. Data analysis technique	work stress has a positive and important impact on turnover intent. The higher the job tension	Indonesia

	and organizational commitment to turnover intention medical representative	Organizational commitment Turnover intention	Pharmaceutical Branch of North Sumatra.	used is Path Analysis	would increase the urge to leave (intended turnover) from job.	
S.S Zahra et al (2018	The relationship between job stress and turnover intentions in the pesticide sector of Pakistan: An employee behavior perspective	Workload Supervisor support Work ambiguity Turnover intention	All employees of 10 companies selected from 23 generic companies in Vehari Districts	Quantitative method are used	job tension influence intention to leave positively. Considering the seriousness of the consequences to the industry, researcher recommended that the government, management and supervisor should take necessary measure to improve the workplace and offload working burden. Cultivating creativity and improving other elements of the working environment to minimise the turnover intension were also suggested.	Pakistan
Kabtamu Tadesse (2017	The Relationship between Job Stress and employee's intention to leave their organization	Role ambiguity Role conflict Work overload Turnover intention Job stress	127 surveys	Multiple regression analysis	job uncertainty, position conflict, work fatigue and desire to leave have a positive association with work stress.	Ethiopia
Ozbozkurt Bahar & Kulekci (2020)	The Mediating Role of Mushroom Management Within the Impact of Job Stress on Intention to Leave	Work stress Turnover intention Mushroom management	221 employees from 4 different private hospital in Tarsus, Mersin	Convenience sampling method.	Tension at work enormously influence one's desire to quit. Additionally, apart from influencing both the variables, mushroom management also mediate the relationship between the two.	Turkey

Gok, Akgunduz & Alkan (2017)	The Effects of Job Stress and Perceived Organizational Support on Turnover Intentions of Hotel Employees	Work stress Perceived organizational support Turnover intention	274 employees of 5 stars business hotel	Sampling method	The effect of work stress and the understanding of organizational help on the intent of turnover, which is recognized as one of the most critical aspects of turnover	Turkey
Naser Hoboubi et al (2016)	The impact of job Stress and job satisfaction on workforce productivity in an Iranian petrochemical industry	Job stress Job satisfaction	125 randomly selected employees of an Iranian petrol chemical company	Cross-sectional study	the levels of stress and satisfaction at work perceived by employees were modest and moderate. there was no statistically significant association between work stress and productivity indices. The association between work satisfaction and productivity was shown to be positive by this study. The researchers further recommended that corrective action is needed to strengthen the shift work framework in order to minimise employment stress and increase employee satisfaction and productivity.	Iran

Scanlan (2019)	Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service	Burnout Job satisfaction Turnover intention Job demand Job resources	277 invited clinical staffs of government funded mental health service in metropolitan, Sydney	Cross-sectional survey approach.	work satisfaction, turnover intention and burnout were both closely interrelated. Similarly, there have been important correlations between task demands and fatigue and opposite associations between the plurality of employment capital and disengagement. Job compensation and appreciation tools, task management, input and engagement were most closely correlated with lower burnout rates, lower recruitment expectations and higher work satisfaction.	Australia
Tongchaiprasit & Ariyabuddhiphongs (2016)	Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress	Job satisfaction Work stress Intention to leave Culinary creative	145 international chain hotel chefs	Cross sectional survey	Work satisfaction has not been described as an objective mediator of the creativity-turnover intention process; however, work satisfaction and job tension have significantly mediated this partnership.	Thailand
Hakim et al (2018)	The Effect of Work Stress on Turnover Intention with work satisfaction and commitment as intervening variable (Study at PT infomedia Solusi Humanika in Malang)	Work Stress Turnover intention Work satisfaction Organizational commitment	135 employees of PT Info media Solusi Humanika – Malang, East Java	Quantitative approach. Sampling method by using Slovin's Formula.	that work tension contribute to workers having lessened intention to stay in their positions. The data illustrates that workers who report higher work stress levels have significantly impact on their level of work satisfaction	Indonesia

Troesch & Bauer (2017	Second Career Teachers: Job Satisfaction, Job stress and the role of self-efficacy	Job satisfaction Job stress Role of self-efficacy	297 teachers from University of Teacher Education PHbern	According to the ethical standard of University	second career teachers who have graduated after 7 to 10 years are largely pleased with their work and report lower levels of job stress compared to the first career teacher. Their higher job satisfaction is largely attributed to higher general values in self-efficacy.	Switzerla nd
Salam (2017)	Effects of Psychological Capital on Job Satisfaction and Turnover Intention: Thai Higher Education Perspective	Job satisfaction Turnover intention Psychologic al capital	104 participants from 2 private colleges and 1 private university	Survey method	The results of the research indicate that psychological capital growth in Thailand higher education faculty can increase job satisfaction consequently reduce the turnover intentions	Thailand
Sojane, Klopper and Coetzee (2016)	Leadership, job satisfaction and intention to leave among registered nurses in North West and Free State provinces of South Africa	Job satisfaction Leadership Intention to leave	204 registered nurses from public and private hospital from North West and Free Sate provinces	Cross – sectional survey	job satisfaction was highly related to intention to leave.	South Africa
Arnup and Bowles (2016)	Should I stay or should I go? Resilience as a protective factor for teachers' intention to leave the teaching profession	Job satisfaction Intention to leave teaching profession Resilience	160 primary and secondary teachers with 10 years of teaching experience	Snowball technique and online advertising	Less satisfied teachers demonstrated a greater desire to leave the teaching profession.	Australia
Tao et al (2015)	Examining perception of job satisfaction and intention to leave among ICU nurses in China			Qualitative study	correlation between the work satisfaction of the nurses and their plans to leave their jobs was found to be close to the relationship documented by other researcher s.	China

					Based on their form of work commitment, job dissatisfaction will lead to some nurses leaving and other nurses remaining. Some nurses who are unhappy but are planning to stay on the job have a form of dedication to organisational continuance, described as the perceived expense of leaving a job by a person. Other nurses who are unhappy but are planning to continue on the job have an affective dedication to the job, described as the psychological connection of a person to a job; they essentially like being ICU nurses.	
Lu et al (2017)	The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: A cross-sectional study	Job satisfaction Work stress Work-family Turnover intention	3693 physicians using multistage stratified cluster random sampling	Cross sectional study	It is hypothesized that turnover intention of physicians was significantly correlated with job satisfaction, work tension, work-family dispute.	China
Ali Jadoo et al (2015)	Job satisfaction and turnover intention among Iraqi doctors- a descriptive cross-sectional	Job satisfaction Intention to leave	576 doctors across 20 hospitals	Descriptive cross-sectional. Multistage sampling technique	More than half (55.2 percent) of Iraqi doctors have been actively pursuing alternative jobs. Low work satisfaction scores were factors associated with turnover intentions among the doctors.	Iraq

	multicentre study					
Bonenberger et al (2014)	The effects of health worker motivation and job satisfaction on turnover intention in Ghana. A cross sectional study	Job satisfaction Motivation Turn over intention	256 health workers from 3 districts of the Eastern Region. 2 public hospital and 1 private faith-based non-profit hospital	Cross-sectional study	job satisfaction and motivation significantly associated with turnover intention included career growth. Findings also indicate that good district-level human resource management strategies impact the morale and job satisfaction of health staff, thus decreasing the risk of attrition.	Ghana
Masum, Abdul Kadar Muhamad et al (2016)	Job satisfaction and intention to quit: an empirical analysis of nurses in Turkey	Job satisfaction Intention to leave	417 nurses from six big private hospitals.	Cross-sectional Non-probability sampling technique	work satisfaction negatively interrelated with nurses intention to leave	Turkey
Labrague et al (2017	Factors influencing turnover intention among registered nurses in Samar Philippines	Job stress Job satisfaction Turn over intention	166 registered nurses from 9 selected hospital in Samar..	Descriptive, cross sectional design	job satisfaction negatively related to nurses intention to leave. It was concluded that attrition intentions were closely related to their age, work satisfaction and job tension in this category of Filipino nurses.	Phillipines
Chung et al (2017	A moderated mediation model of job stress, job satisfaction and turnover intention for airport security screeners.	Job stress Job satisfaction Self-determined work motivation Turn over intention	442 airport security screeners from 2 airports	SPSS statistics 21.	employee satisfaction is a critical in explaining airline security screeners' intention to leave. Moreover the results of such a mediation paradigm were considerably greater amongst extremely self-determined protection screeners than amongst those with low autonomous motivation.	Korea

Bayarcelik and Findikli (2016	The mediating effect of job satisfaction on the relation between organizational justice perception and intention to leave	Procedure justice Interactiona l justice Distributive justice Job satisfaction Intention to leave	294 headquarter and branch employees of public and private banks in Istanbul.	survey was conducted with the link invitation to the headquarters and branches employees that easily accessed via an Internet portal.	procedural and distributive justice has a huge effect on the decision to leave. In addition, the relationship between procedural and distributive justice and turnover intent was mediated by work satisfaction.	Turkey
Arslan Yurumezo glu & Kocaman (2016)	Predictors of nurses' intention to leave the organization and the profession in Turkey.	Job satisfaction Intention to leave organization Intention to leave profession.	799 nurses from 7 region	Descriptive cross-sectional study	work dissatisfaction and mental fatigue were the main predictors of the intention of the nurses to leave the organization and career.	Turkey
Kloutsinio tis and Mihail (2017).	Linking innovative human resource practices, employee attitudes and intention to leave in healthcare services	Job satisfaction Intention to leave Work engagement	296 clinicians (doctorand nurses) across seven Greek regional hospitals	Structural equation modelling	Job satisfaction adversely mediates the effects of high performing work processes on the decision of workers to quit	Greece
Khalique et al (2018)	Impact of Workplace bullying on job performance, intention to leave, OCB (organizational citizenship and stress	Task performanc e Work bullying Psychologic al stress Organizatio nal behaviour	320 private bank employees in Karachi	Random sampling	two work satisfaction mediators found that the association between workplace bullying and the decision of workers to leave is not mediated by job satisfaction.	Pakistan

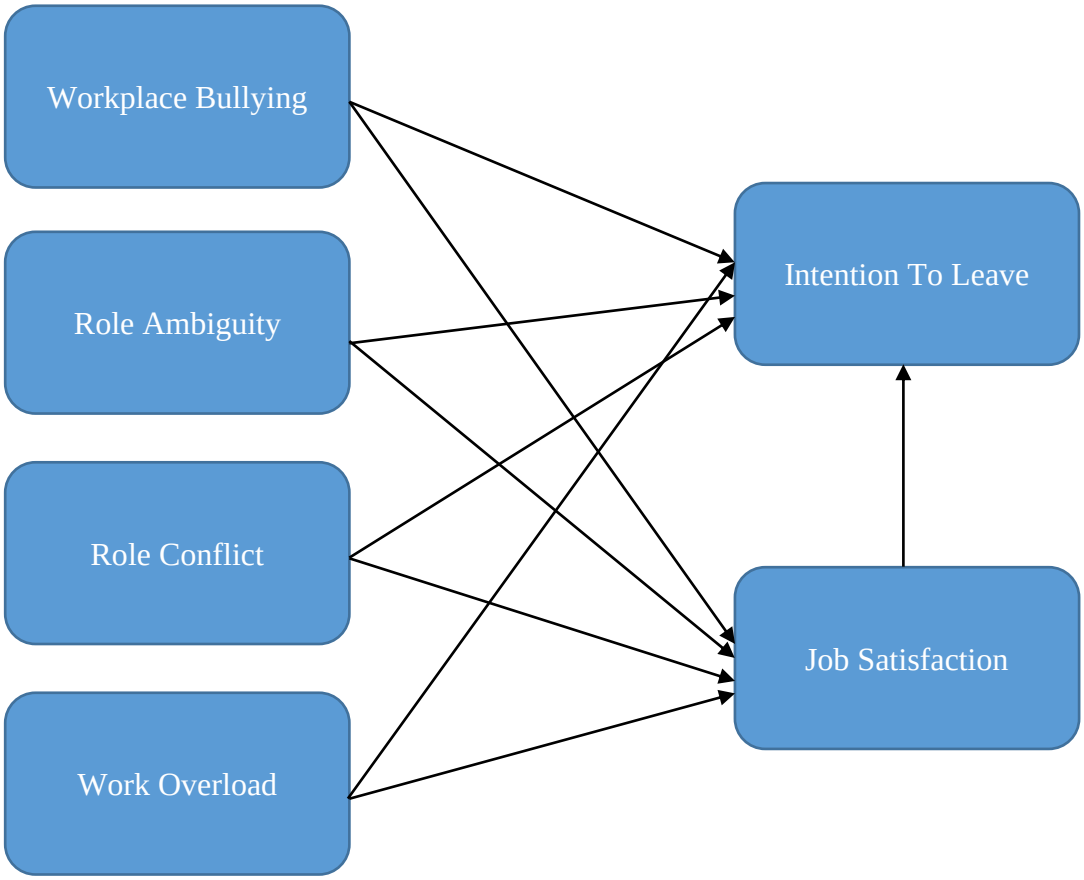
		Intention to leave a job Perceived organizational support Job satisfaction				

2.4 Research Gap

As far as the researcher concern, there has not been many clear researches on the relationships between job stress and turnover intention and the mediation role of job dissatisfaction involving Malaysia private sector employee. The problems of work stress and turnover intention among employees in the private sector in Malaysia are obvious. However, only a few studies highlight these topics. This analysis would cover both contextual and empirical gap.

2.5 Conceptual Framework

Figure 1



2.6 HYPOTHESIS DEVELOPMENT

Researches has shown a positive connection between work stress and turnover intent. Employees who undergo a higher job burden prefer to give up and similarly, same results were identified by Mxenge et al. (2014) carrying out a study of education services**.** Work stress has also long been recognized as providing a relation to job dissatisfaction. In terms of scientific science this corresponds to a negative connection. That implies that if employees experience higher rates of tension then the degree of job dissatisfaction would also increase. This is in line with a research from Malaysia where stress impacts involve decreasing efficiency, inspiration and satisfaction as participant in the research showed detrimental association between work stress with job satisfaction (Alam, Ahsan, Abdullah and Fie, 2009). Bemana et al. (2013) also noticed a detrimental correlation in their study in Iran. The same direction has also been used in the work carried out in China and Pakistan. Li et al.(2014) study public health staff in China. Employees that feel uncertain over the work they are liable for managing at any given period lead in a loss of workplace satisfaction, which also results in a turnover plan (Conant, 2017). Results of a survey of teachers in Australia showed that a close association existed between work frustration and turnover intention (Bowles & Arnup, 2016). The dimension for work stress in this research are workplace bullying (WB), role conflict (RC), role ambiguity (RA) and work overload (WO).

H1a: There is a positive significant relationship between WB and ITL.
Corporate bullying is an emerging problem (Rasool et al, 2013) Workplace bullying has been linked to mental health issues according to research (Rosario Hernandez et al, 2018).The sensitivity to bullying in employment is one aspect that could intensify the intention to leave (Van Dyk, 2016). As a result, recent research suggests that workplace bullying is related to a desire to leave (Bahjat, Aljawazneh, Moh, Smadi, & Ziad, 2017). Coetzee and Oosthuizen (2017) performed a cross-sectional analysis of 373 workers from a variety of organisations and discovered that workplace bullying was linked to the intention to leave.

H1b: There is a positive significant relationship between WB and ITL.
Study by Francis (2014) on Workplace bullying found that Bullying at work can have a positive effect on lowering worker satisfaction by managing other occupational stress factors. Long-term workplace bullying has been shown to affect job-related outcomes such as job dissatisfaction and work participation (Nielsen & Einarsen , 2012). Meanwhile study from Khalique et al (2018) of Pakistan find workplace bullying (WPB) has negative influence on job satisfaction (JS). The higher the bullying, the higher the job dissatisfaction. Similarly, study from Rosario Hernandez et al, (2018) also found workplace bullying positively impacted staff disaatisfaction.

H1c: Job dissatisfaction mediate WB and ITL
Job satisfaction negatively mediates the relation between exposure to workplace bullying and turnover intention. (Rosario Hernandez et al, 2018). However, study from Khalique (2018) find that the indirect effect of workplace bullying with intention to leave mediate by Job Satisfaction is not supported.

H2a. There is a positive relationship between RA and ITL

Rizwan et al. (2014) define role uncertainty as a situation in which someone lacks clarification about their authority and knowledge about how to perform or complete the work that has been assigned to them. Study from Turkey by Engin Kanbur (2017) found that both Role Ambiguity has positively significantly correlated to intention to leave. This finding is similar to the finding of Hundera (2014) who find that the role ambiguity positively influences academic employee turnover intention where the higher the role ambiguity, the higher the turnover intention.

H2b. There is a positive relationship between RA and JDS.

Grobelna (2016) study from Poland found that Role Ambiguity significantly negatively influence job satisfaction. This finding is similar to the finding of Muliawan et al (2009). Similarly, Hundera finding is the higher the role ambiguity the higher the job dissatisfaction.

H2c. Job dissatisfaction mediate RA and ITL

.

Grobelna (2016) also find that job dissatisfaction plays the mediator role between role ambiguity and intention to leave.

H3a. There is a positive relationship between RC and ITL

.

A clash of roles arises when workers face two or more pressures and challenges that exist simultaneously as employees (Bakar, 2015). Chen et al (2011) finds that role conflict positively influences staff turnover intention. This finding is similar to the finding of Engin Kanbur (2017)

H3b. There is a positive relationship between RC and JDS.

If incompatible demand is imposed in relation to a position or a work, it leads to conflict of roles. Role conflict, leading to lower employee satisfaction (Kahn, Wolfe, Quinn et al, 1964). In his study, Wen et al (2020) finds that role conflict positively influence the hotel front liners employees job dissatisfaction.

H3c. Job dissatisfaction mediate RC and ITL

.

Study of Grobelna find that job dissatisfaction plays the mediator role between role conflict and turn over intention.

H4a. There is a positive relationship between WO and ITL

The work overload described by Bliese & Castro (2000) is an interaction between actual job needs and a mental strain resulting from the demands. Andika (2013) study found that work overload positively influences turnover intention. This result is supported by the finding of Zahra et al (2018) where work overload significantly positively effect turn over intention.

H4b. There is a positive relationship between WO and JDS.
Andika (2013) study find that work overload positively influences job dissatisfaction on newly hired public accountants in Indonesia. This finding is supported by the study of Qureshi et al (2012) where the higher the work overload, the lower the job satisfaction.

H5. There is a positive relationship between JDS and ITL.

The finding of Andika (2013) study on the newly hired public accountants in Indonesia also found that job satisfaction mediates the relationship between work overload and intention to leave. The findings of this research are in agreement with the results of the Haryono (2020) study, which found that turnover intention is influenced by work overload mediated by job satisfaction.

Chapter Three – Research Methodologies

3.1 Research Paradigm

To describe the gap and the variables mentioned above, this paper uses a research paradigm model. By using test theories, positivism can aid in the understanding of variables. Researchers may determine the factors influencing organizational morale of private sector employee turnover using the ties between variables and generalization. According to most management studies, takes a positive epistemology approach that only empirical studies can make legitimate decisions on realistic issues (Johnson & Duberley, 2000). This means that the findings must be independent of the researcher's worldview and interpretations (Desak, 2018). This study used a 5 Likert-scale questionnaire to compile numerical data which are then checked using SPSS statistical tools. The study's findings would be tested objectively to see whether the conclusions are accepted or dismissed.

3.2 Research Design

In this study, explanatory research will be used. Explanatory research is a form of analysis that uses hypothesis testing to clarify the causal connection between variables of study (Singarimbun and Effendi, 2012). The study aims to clarify the causal relationship between work stress, turnover intention and Job dissatisfaction. Explanatory analysis is used in conjunction with quantitative research.

3.3 Research Method

This study makes use of Deductive approach. This entails developing hypotheses based on previous research articles and theories, which are then tested. On the other hand, the inductive method, in which one tries to make generalizations by analyzing the environment, is the polar opposite of this approach. Subjective biases are more likely to affect the researcher's conclusions if this strategy is used. As a result, in a positivist epistemology approach, deductive reasoning is favoured over inductive reasoning. Additionally, quantitative methods would be used to evaluate the hypotheses A quantitative research methodology is one that emphasizes statistics and figures in data collection and analysis. It is imperatively scientific in nature. The use of statistical data for study descriptions and interpretation saves the researcher time and effort (Eyisi Daniel, 2016). Quantitative methods are favored over qualitative methods because quantitative methods allow the researcher to draw broad conclusions via statistical analysis, while qualitative methods analyze an object in its natural environment, rendering their findings context-dependent and not always generalizable (Justesen & Mik-Meyer, 2012).

3.4 Data Collection Sources

This study utilised primary data collection method survey questionnaire. Primary data provide information based on first-hand observation or involvement in a topic, while secondary data transmit such information indirectly (Bart Schuurman,2020). However, the major

distinction is that the former is the facts and data themselves, while the latter is the study and evaluation of those facts. (Nola and Sankey, 2007).

3.5 Sampling Method

Convenience sampling through a link to the Google form-based questionnaire is used targeting sample size of 200 employees working in the private sector in Malaysia. Convenience sampling is a process where a sample is taken from a group of individuals that is easily reached or contacted. The sampling procedure has no other parameters except for the availability and willingness of participants (Saunders, Lewis & Thornhill, 2012).

3.6 Questionnaire

This research has four parts A to D of the questionnaire design produced in Google Form. In Segment A, Demographic questions, Segment B, Independent variables-Work stress dimensions, Segment C, Job Dissatisfaction Mediation role and Segment D, Dependent variable – Intention to leave. Segment A demographic questions include age group, gender and income range. Segment B include of 4 independent variables with 5 questions each. All in totalling for Segment B is 20 questions. 5 questions in Segment C about mediating variable job dissatisfaction and in Segment D, 5 questions about dependent variable Intention to leave. Overall 30 questions excluding demographic data will be asked. Consent from participants is obtained in the initial questionnaire.

Table 3: Questionnaire Design

Variable	Questions	Sources
Workplace bullying a type of bullying behavior that can occur at any point of an employee's career, (Leymann, 1990)	1. I'm excluded from work gatherings 2. I'm given the silent treatment 3. I'm yelled or shouted as for the expressing one-self 4. I'm not given the due recognition 5. I'm treated in a disrespectful manner	Khalique et al, (2018)
Role Conflict Role conflict occurs when employees are faced with two or more stresses and challenges that arise at the same time in their role as staff. (Bakar, 2015)	1. I have to do things that should be done differently. 2. I have to work with more than one or more group who operate differently.	shepherd et al (2013)

	3. I do things that are apt to be accepted by one person and not accepted by others 4. I work on unnecessary things. 5. I receive an assignment without manpower to complete it.	
Role Ambiguity Uncertainty of role is a condition in which someone has no clear authority and knowledge of how or how to carry out the job assigned to him (Rizwan et al, 2014).	1. I feel certain about how much authority I have 2. I have clear, planned goals and objectives for my work 3. I divided my time properly 4. I know exactly what is expected from me 5. I receive clear explanations of what has to be done	shepherd et al (2013)
Work overload The concept of work overload by Bliese & Castro (2000) is an interactive approach between actual work demands and mental strain resulting from meeting demands	1. I have unachievable deadline from my department 2. I have to work long hours in my office 3. I'm not able to take other task due to too much to do in my organization. 4. I must work in my department very intensively 5. In my organization, I'm unable to take ample breaks	Zahra (2014)
Job dissatisfaction Job dissatisfaction is described as a response to a decline in working quality (Chinomona, & Mofokeng, (2016).	1. I do not enjoy my work due to the role conflict 2. I'm not satisfy with the workload I have in my organization	Al Battat & Som (2013), Zhou & George (2001)

	3. I don't feel like going to work due to workplace bullying 4. I'm not satisfy due to uncertainty of my authority and unclear work objectives 5. In general I do not like my job	
Intention To Leave According to Kim et al, (1996)intention to leave is described as the time at which an individual desires to move on from their current society or organization	1. I'm not satisfy and may resign anytime soon 2. I will not hesitate to take another job in another organization with lower workload and stress 3. It will not take much to make me leave my job in this organization due to the role conflict 4. I often think of leaving my job in current organization due to the workplace bullying 5. I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	Sheraz et al (2014)

.

3.7 Data Analysis Methods

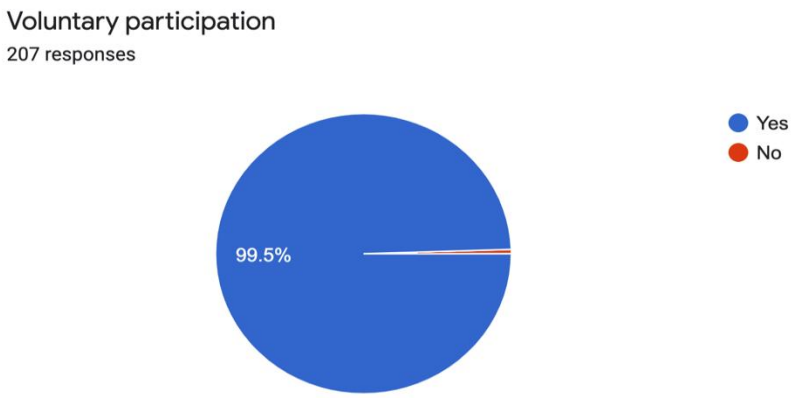
We use an exploratory factor analysis in this study. Description testing, reliability testing using Cronbach's Alpha, sample adequacy testing, normality testing, multicollinearity testing and a correlation with maximum probability are needed for direct hypotheses testing. To evaluate a model's fit to the actual data, each iteration is studied using Bartlett's sphericity test and the Kaiser–Meyer–Olkin (KMO) sampling adequacy measure of sample adequacy where the target of KMO measurement should be at least 0.5. According to Leech et al. (2013), the critical value should be greater than 0.50 and the significance of the percentage factor analysis should be

above critical importance that should never be conducted below this. In accordance with the mediation study by Baron and Kenny (1986), the mediation test is conducted using SPSS PROCESS version 3.3.5.

3.8 Ethical Issues

All procedures in human-participant studies were carried out in compliance with the university committee's ethical guidelines, Participants are given an open option to voluntarily take part in the survey and confidentiality of data will be ensured. This study has 207 participants, with 99.5 percent of them voluntarily participating, as refer to Figure 3.1 below.

Figure 2: Voluntary Participation



3.9 Limitations of Methodology

There are some limitations to quantitative study, especially when a survey questionnaire is used. are reluctant to include quantitative data (Tournageau and Smith, 1996). So long as the questionnaires are provided by an interviewer, respondents become more hesitant to disclose their critical thoughts and feelings (Krumpal, 2013). Questionnaires survey often have a degree of confusion in terms of whether the respondents really responded honestly at the time they were answering them.Even though, computerized program can assist to minimise the degree of error, for example denying participants to skip questions but for participants with literacy issues will pose a problem too. Secondly, Quantitative research requires thorough statistical investigation and interpretation which can be challenging for non-statistics people. Using a scientific method for non-mathematician is difficult (Chetty, 2016).

Chapter Four – Presentation of Results and Discussion

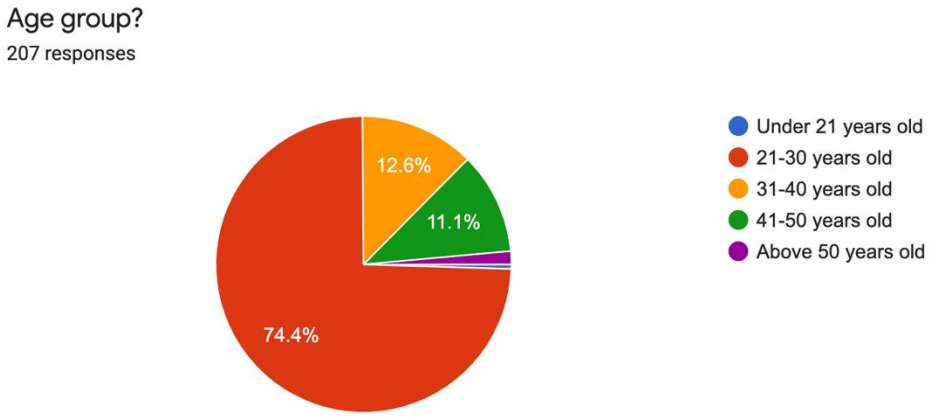
4.1 Analysis of demographical information

Table 4: Overall analysis of all demographic data

S/N	Profile	Demography Data	Frequency	Percent	Cumulative Percent
1	Age Group	Under 21 years old	1	0.5%	0.5%
		21-30 years old	154	74.4%	74.9%
		31-40 years old	26	12.6%	87.5%
		41-50 years old	23	11.1%	98.6%
		Above 50 years old	3	1.4%	100%
		Total	**207**	100%	
2	Gender	Female	69	33.3%	33.3%
		Male	138	66.7%	100%
			207	100%	
3	Income range Per Month	Below RM 2,500	7	3.4%	3.4%
		RM 2,501 – RM 5,000	111	53.6%	57%
		RM 5,001 – RM 7,500	49	23.6%	80.6%
		RM 7,501 – RM 9,500	20	9.7%	90.3%
		Above RM 9,500	20	9.7%	100%
		Total	2**07**	100%	

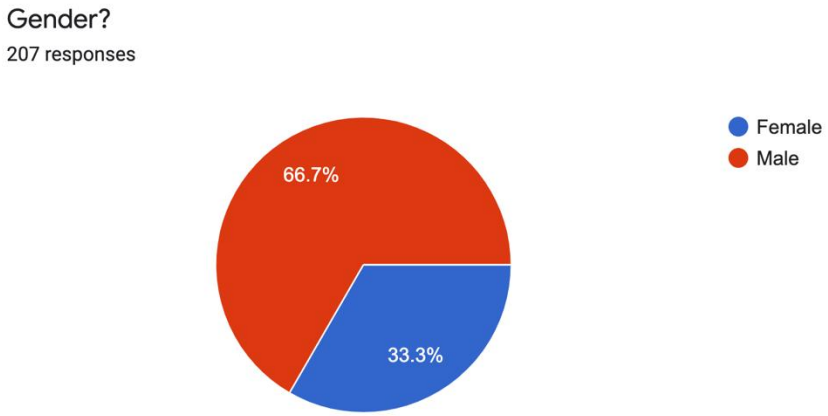
The overview of all demographic data gathered in this research is presented in Table 4. Information include the age group of participants, their gender identity and income range.

Figure 3: Age Group



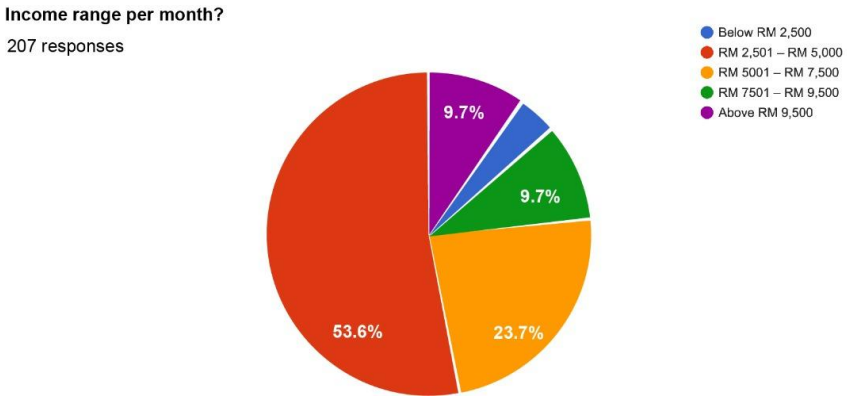
The age group of participants is shown in Figure 3 above. Basically the age group is designed as accorded to the normal working ages in Malaysia. There are five categories in total, with the age group of 21- 30 years old accounting for about 74.4 % (154) of the total sample size (207). Participants between the ages of 31 and 40 make up the second largest group, accounting for 12.6 % (26) of the total sample size. Participants between 41 – 50 years represent 11.1% (23) and the rest of 1.9% were represented by the age group of under 21 years old (1) and above 50 years (3).

Figure 4: Gender



The gender identity of the participants is shown in Figure 4 above. There are two groups: men and women. Approximately 66.7% (138) of the sample size is marginally more male participants, while 33% (69) of the sample size are female participants.

Figure 5: Income Range



The salary range of the participants is shown in Figure 5 above. There 5 groups with participants earning between below RM 2,500, participants earning between RM 2,501 to RM 5,000, participants earning between RM 5,001 to RM 7,500, participants earning RM 7,501 to RM 9,500 and participants earning above RM 9,500. Participants earning below RM 2,500 represents 3.4 % (7) of the sample size which is the lowest. Participants earning between RM 2,501 to RM 5,000 is the most represented group at 53.6% (111). Participants earning RM 5,001 to RM 7,500 were in second most represented group at 23.7% (49). Participants earning RM 7,501 to RM 9,500 have a representative of 9.7% (20). Same goes to participants earning above RM 9,500 having representative of 9.7% (20) too.

4.2 Reliability Test

Reliability Of Variables

Table 5: Reliability Test

S/N	Factor	Number of Questions	Cronbach's Alpha
1	ALL 30 ITEMS	30	.931
2	Workplace Bullying	5	.906
3	Role Conflict	5	.839
4	Role Ambiguity	5	.767
5	Work Overload	5	.869
6	Job Dissatisfaction	5	.856
7	Intention To Leave	5	.900

The above table shows the coefficients for Cronbach's alpha of the 30 items on the questionnaire (4 independent, 1 mediating and 1 dependent variable). The reliability of the

indicator means the contribution in the reflective external model of each indicator variable. Regarding the reliability of the indicator, all uniform external loads should be more than 0.70, not just statistically significant (Henseler et al., 2009). The minimum threshold slightly above 0.70 was proposed as a law by Nunnally and Bernstein (1994). Table 5 above show the overall coefficient of the 30 items are at .931 where all 6 variables, namely, Workplace Bullying, Role Conflict, Role Ambiguity, Work overload, Job Dissatisfaction and Intention to Leave are above the 0.70 threshold.

4.3 Sampling Adequacy Test

4.3a KMO and Bartlett's Test

Table 6

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	4169.508
	df	435
	Sig.	.000

The sampling adequacy assessment needed for the acceptance of the collected total sample is described in Table 6 above. This analysis contains 207 samples. The KMO test is used to quantify sampling adequacy for each variable in the structure and to evaluate the association between variables or questions by Bartlett test. The KMO 0.928 value indicated that the data were adequate for analyzing factor exploration. The Bartlett test for this study was substantial at 0.000. The findings revealed that the null hypothesis was rejected and that alternative hypotheses were supported. Hair et al. (2006) noted that in order to indicate adequate samples, the KMO value should range between 0.8 and 1; Watkins (2018), on the other hand, stated that the Bartlett sphericity test should be less than 0.05 to indicate sufficient correlations between variables. This result suggests that the variables can be related, showing that the real groups that form them are a realistic reason to analyze the factors (Field, 2009).

4.3b Communalities

Table 7

S/N	Factor	Extraction
1	Workplace Bullying	.699
2	Role Conflict	.618
3	Role Ambiguity	.637
4	Work Overload	.673
5	Job Dissatisfaction	.662
6	Intention To Leave	.715

The communalities of the six variables are shown in Table 7 above. The researcher may use factor analysis to calculate the communality of an object, which is the ratio of its specific variance to its shared variance. Since dimension reduction strategies look for objects with a common variance, items of less than 0.2 should be excluded (Child, 2006). Low communality items can indicate additional factors that can be further explored by developing and measuring further items in future studies (Costello and Osborne, 2005). High communality means that the derived element accounts for the majority of the variation in the variables under consideration. Items/variables with a communality of less than 0.5 should be omitted as accorded to the rule of thumb (Hair et al., 2017). The communalities of the six variables used in this analysis vary from .618 to .715, suggesting that they are all greater than 0.5, indicating that the 207 sample is suitable for further research.

4.3c : Total Variance Explained

Table 8

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.278	40.926	40.926	12.278	40.926	40.926	7.732	25.774	25.774
2	2.948	9.827	50.753	2.948	9.827	50.753	4.304	14.347	40.121
3	2.384	7.948	58.701	2.384	7.948	58.701	3.207	10.692	50.813
4	1.298	4.327	63.028	1.298	4.327	63.028	2.768	9.227	60.040
5	1.114	3.712	66.740	1.114	3.712	66.740	2.010	6.700	66.740
6	.852	2.841	69.581						
7	.796	2.655	72.236						
8	.715	2.382	74.619						
9	.631	2.102	76.721						
10	.576	1.921	78.642						
11	.550	1.832	80.474						
12	.513	1.711	82.186						
13	.509	1.695	83.881						
14	.453	1.510	85.391						
15	.425	1.417	86.808						
16	.409	1.363	88.171						
17	.381	1.269	89.440						
18	.368	1.228	90.668						
19	.340	1.133	91.801						
20	.319	1.063	92.864						
21	.304	1.013	93.877						
22	.279	.928	94.806						
23	.266	.885	95.691						
24	.240	.800	96.491						
25	.218	.726	97.216						
26	.208	.695	97.911						
27	.188	.625	98.536						
28	.171	.570	99.106						
29	.149	.496	99.602						
30	.119	.398	100.000						

Extraction Method: Principal Component Analysis.

In contrast to factor analysis, the Principal Component Analysis (PCA) presume that no single variation exists and that the overall variance is the same. Remember that the variance can be divided into one single variance. If no single variance exists, then the common variance requires total variance. Furthermore, if the total variance is 1, the communality is the same as the typical variance. The aim of PCA is to model the correlation matrix with fewer elements and is formed using a collection of linear components (Karamizadeh et al., 2013). The total amount of variance described by a given principal component is represented by eigenvalues. They may be positive or negative in theory, but in practice, they usually describe positive variance. The number of squared loadings in the components for each component is also known as eigenvalues, representing the quantity of variation in each object explaining the main component. (2018, Arab). The Total Variance described in the 30 items of the questionnaire is described in Table 8 above. 66 % of total variance explained contributed by first five extracted components. According to Field, "individual values and loading factors are represented at conventional high levels of 1.00 and 0.50." (2009). The latent root criterion is used to calculate the number of significant components that should be omitted; On this research, all the components have a value of > 1. This mean validity is establish in this research.

4.4 Normality Test.

Table 9: Skewness and Kurtosis

S/N	Factor	Skewness	Kurtosis
1	Workplace Bullying	-.038	-1.298
2	Role Conflict	.273	-.635
3	Role Ambiguity	.014	-.322
4	Work Overload	.485	-.409
5	Job Dissatisfaction	-.072	-.1.107
6	Intention To Leave	-.120	-1.276

Statistics and graphs can be used to assess the normality test (Campbell et al, 2007; Bland, 2015). Statistical tests have the benefit of providing an objective assessment of normality, but they also have the drawback that they are insensitive to small or overly sensitive at samples of large sizes. In cases where numerical assessments can be overly or underly sensitive, graphical analysis has the benefit of allowing good judgment to determine normality (Mishra et al, 2019). Comparing a histogram of the sample data to a standard probability curve is an informal way to measure normality. The data should have a bell-shaped empirical distribution (histogram) that resembles the normal distribution. Skewness and Kurtosis tests are utilised to verify the variables' normality in this study, which is needed before evaluating the constructs' properties (Byrne, 2010). Since a non-normally distributed data minimizes statistical accuracy by diluting the effect of systematic errors (Chernick, 2008), examining the Skewness and Kurtosis is recommended (Baloglu and Usakli, 2017. Skewness denotes distribution symmetry, while kurtosis denotes a peaked distribution (Mishra et al, 2019). The data are normally distributed when the Skewness value is between -2 and +2, with the Kurtosis value being between -7 and +7 (Byrne, 2010). The histograms below is symmetrical towards the mean, though not completely within the curve of the bell. This suggests that the majority of the data is distributed in the centre, indicating normalcy.

Figure 6: Workplace Bullying

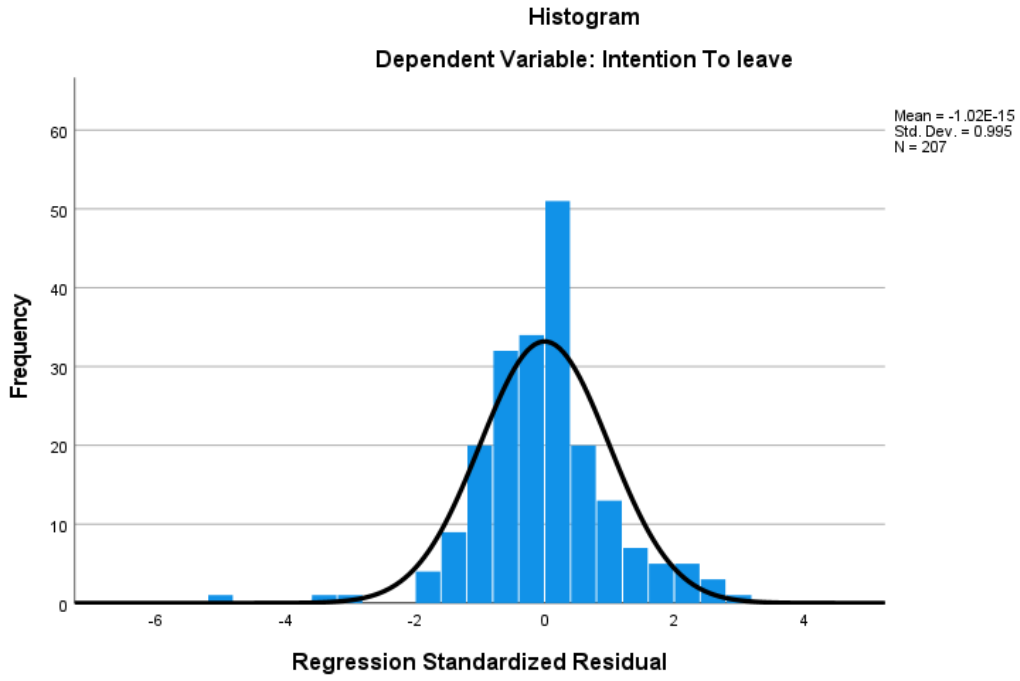


Figure 7: Role Conflict

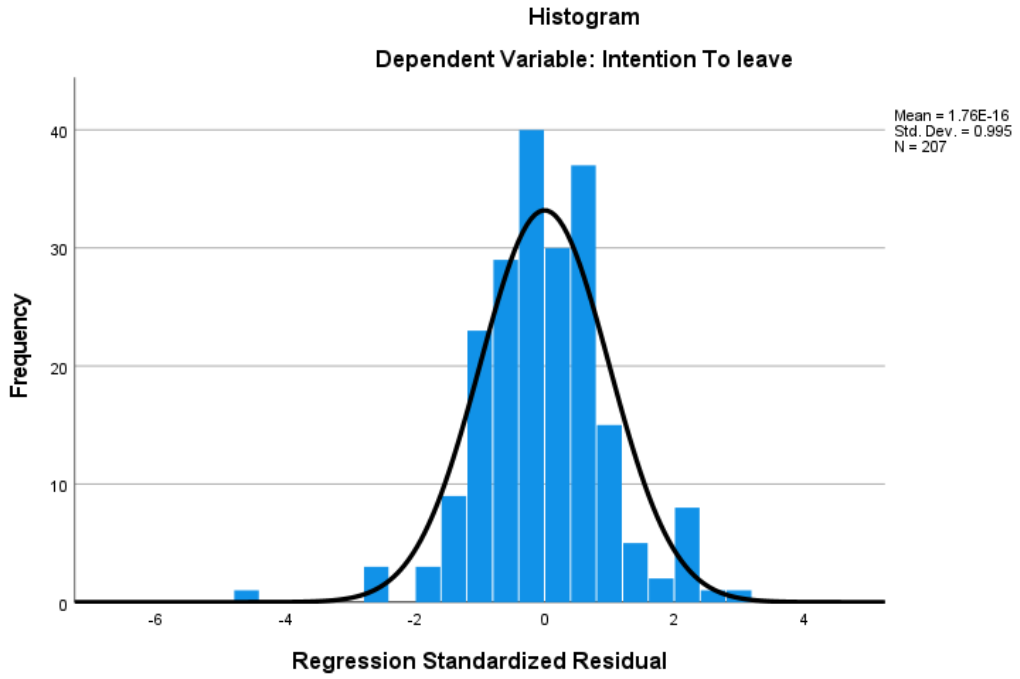


Figure 8: Role Ambiguity

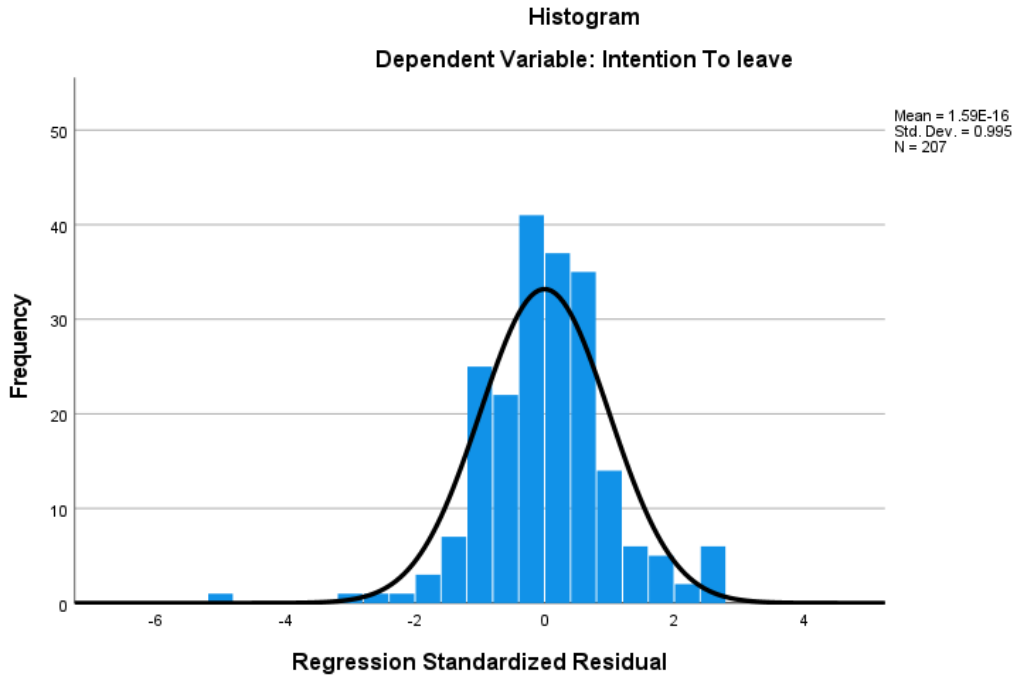


Figure 9: Work Overload

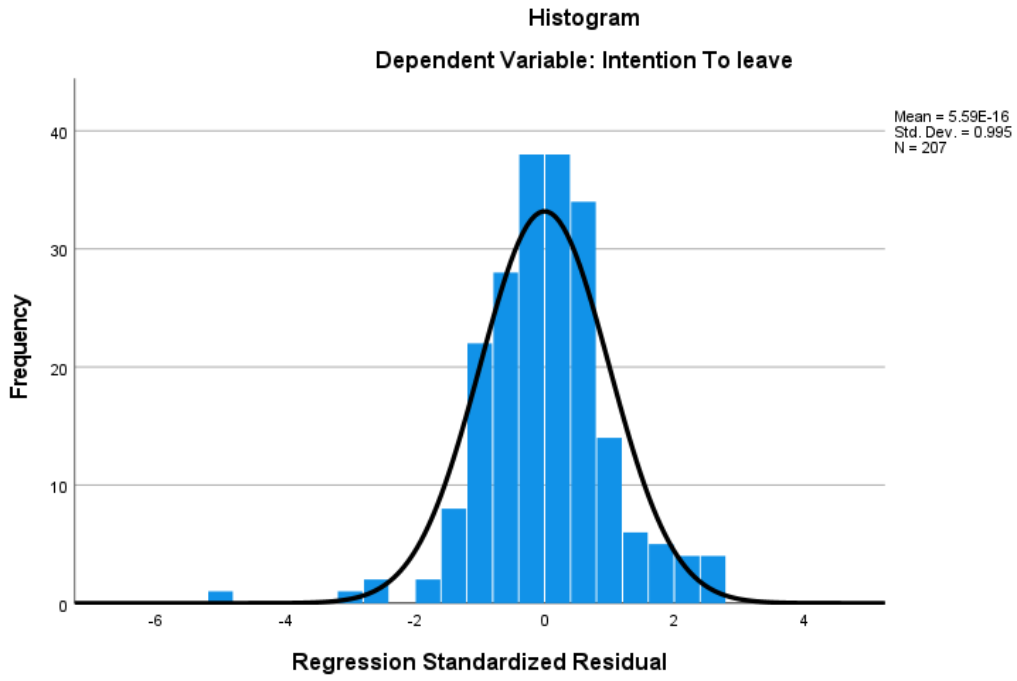
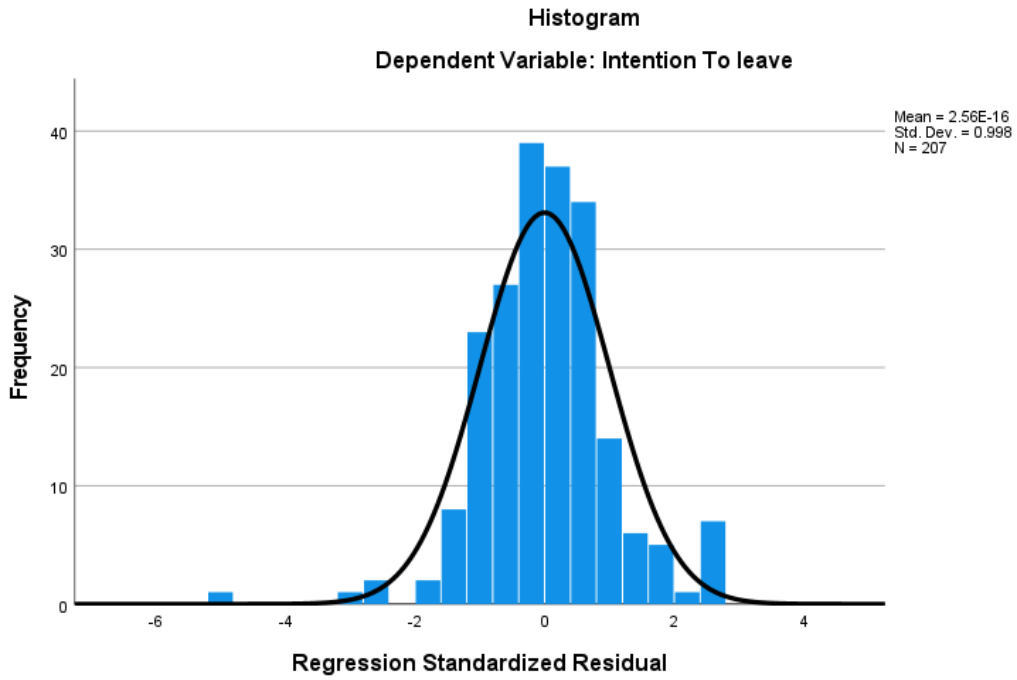


Figure 10: Job Dissatisfaction



4.5 Multicollinearity Test

Table 10: Multicollinearity

S/N	Factor	Tolerance	VIF
1	Workplace Bullying	.353	2.834
2	Role Conflict	.574	1.743
3	Role Ambiguity	.985	1.015
4	Work Overload	.653	1.531

The Variance Inflation Factor (VIF) for the four independent variables was calculated to analyze the issue of multicollinearity of the inner model as suggested by Hair et al (2017). The Tolerance and VIF values for the four independent variables used in this analysis are shown in Table 10 above. The VIF values of Workplace Bullying is at 2.834, Role Conflict at 1.743, Role Ambiguity at 1.015 and Work overload is at 1.531. These values are less than the 3.33 threshold mark (Diamantopoulos et al, 2006). As a result, the issue of multicollinearity in this analysis is of minor concern. This is further supported by calculating the tolerance value, which is the opposite of VIF. The tolerance would be higher if the VIF is lower. Tolerance has a minimum and maximum value of 0 and 1, respectively. The tolerance values for Workplace Bullying, Role Conflict, Role Ambiguity and Work overload range from 0.353 to 0.985 with Workplace Bullying which is having the lowest tolerance value and the highest VIF, and Role Ambiguity having the highest tolerance value and lowest VIF. To sum up, all the independent variables values are within reasonable limits (Gujarati et al., 2017).

4.6 Descriptive Statistics

Table 11: Descriptive Statistic

S/N	Factor	Mean	SD
1	Workplace Bullying	3.204	1.1067
2	Role Conflict	2.719	.8361
3	Role Ambiguity	2.848	.8147
4	Work Overload	2.702	.8464
5	Job Dissatisfaction	3.065	.9118
6	Intention To Leave	3.074	1.0308

Descriptive statistics is the word used to define, display or sum up information in a relevant manner, such that, for example, patterns can be discerned from the data." (Davis et al., 2007). In any case, descriptive statistics not encouraging researchers to reach conclusions about the validity of theories since it is merely a means of explaining the dataset. However, it enables researchers to interpret data more effectively (Schafft and Biddle, 2013). So, the two aims of descriptive statistics are to provide basic information about variables in a dataset and to illustrate potential relationships between variables (Davis et al., 2007). The descriptive data statistics based on the six variables used in this study is presented above. The mean and standard deviation values are the most common statistical methods used. The mean values of 3 variables namely, Workplace Bullying, Job Dissatisfaction and Intention to leave are above 3.000, which is above average, while the mean values of other 3 variables namely Role Conflict, Role Ambiguity and Work overload are below 3.00. This reflect participants believe that workstress have an impact on the intention to leave. The Standard deviation for the six variables vary between .8147 and 1.1067. There are four variables namely Role Conflict, Role Ambiguity, Work overload and Job Dissatisfaction standard deviation that are below 1 (<1) which is at low standard deviation and two variables; Workplace Bullying and Intention to leave are above 1 (>1) at high standard deviation. When values are all closely grouped together, we say that a set has a low deviation (also known as a regression coefficient), and when they are widely dispersed, we say that the set has a high deviation.

4.7 Correlation

Table 12: Correlation Coefficients

	Correlation matrix of the variables					
	WB	RC	RA	WO	JDS	ITL
WB	1	.604**	-.168*	.515**	.804**	.751**
RC	.604**	1	-.116	.648**	.653**	.602**
RA	-.168*	-.116	1	-.035	-.121	-.133
WO	.515**	.648**	-.035	1	.589**	.507**
JD	.804**	.653**	-.121	.589**	1	.828**
ITL	.751**	.602**	-.133	.507**	.828**	1

The correlation coefficient indicates the extent to which two variables shift in tandem. According to Hair et al (2017), the methodology of correlation is used to investigate the relationship between two quantitative, continuous variables. The Pearson correlation coefficient is the most common of the various forms of correlation coefficients (r). The intensity and direction of a linear relationship between two variables is measured with this metric. It is unable to distinguish between dependent and independent variables and capture nonlinear interactions between two variables. In this research the Pearson correlation was utilised. In Pearson Correlation, perfect positive correlation is value r = 1, while a perfect negative correlation is value r = -1. (Hair et al., 2011). There are several authors with different general rule. In this study, we refer to the general rule as shown below.

Figure 11: Pearson Correlation General Rule

Strength of Association	Coefficient, *r*	
	Positive	Negative
Small	.1 to .3	-0.1 to -0.3
Medium	.3 to .5	-0.3 to -0.5
Large	.5 to 1.0	-0.5 to -1.0

Strength of Association	Coefficient, *r*	
	Positive	Negative
Small	.1 to .3	-0.1 to -0.3
Medium	.3 to .5	-0.3 to -0.5
Large	.5 to 1.0	-0.5 to -1.0

Referring to the Table 11 and Figure 11, there is a significant large positive correlation between independent variable, Workplace Bullying and mediating variable, Job dissatisfaction at .84 (84%) as well as with dependent variable, Intention to leave also significant large positive correlation at .751 (75%). Role Conflict also had a significant large positive correlation with Job Dissatisfaction at .653 (65%) and .602 (60%) with Intention to leave. However, Role Ambiguity have small negative correlation with Job Dissatisfaction at -.121 (-12%) and small negative correlation with Intention to leave at -.133 (- 13%). Meanwhile, there is a significant large positive correlation between Work overload and job Dissatisfaction at .589 (59%) and medium positive correlation with Intention to Leave at .507 (50%).

4.8 Regression – Model Summaries and ANOVA

Table 13: Models Summaries

S/N	R	R Square	Adjusted R Square	Durbin - Watson
1	.776[a]	.602	.594	1.778
2	.839[a]	.704	.690	1.483
3	.828[a]	.686	.685	1.951

Table 14: Models ANOVA

S/N	F - value	Significant
1	76.338	<.001[b]
2	120.313	<.001[b]
3	448.622	<.001[b]

The regression analysis approach forecasts the future or determines the relationship between two or more variables in the measured or survey results. Then, by identifying future contributing factors, the mechanism of indirectly exporting data is quantified. Referring to Table 13 and 14, there are 3 models in this research; relationship between 4 independent variables: Workplace Bullying, Role Conflict, Role Ambiguity and Work overload and dependent variable Intention to Leave. The second model interpret the relationship of 4 independent variables; Workplace Bullying, Role Conflict, Role Ambiguity and Work overload and mediating variable Job Dissatisfaction. The third model interpret the relationship mediating variable Job Dissatisfaction and dependent variable Intention to Leave. The three models meet the mediation analysis criteria (Baron and Kenny, 1996). An ANOVA test can be used to determine if survey or experimentation results are significant. According to Tahir et al (2017),the study of variance (ANOVA) is a "statistical tool for comparing two or more means and for testing the null hypothesis that multiple R in the population equals zero." The researcher would expect the value F to be close to 1.0 most of the time if the null hypothesis was valid (Tahir et al, 2017). A high F value means that there is heterogeneity in the group mean. The variability of group means is greater than the variability within groups. This therefore implies that the null hypotheses was dismissed, and the discrepancy was caused by chance. The p-value indicates the probability of obtaining results at least as extreme as those found in a statistical hypothesis test, assuming the null hypothesis is valid. A lower p-value indicates that there is more evidence for the alternative explanation.

The R value, R Square value, Adjusted R Square value, and Durbin-Watson value are among the items of analysis depicted in Table 13. R-square is a statistical indicator of how similar the data are to the fitted regression line. R is the correlation between the expected values and the observed values of Y (Hair et al, 2010). The explanatory power of the regression equation increases as R Square increases. "Based on the assumption that the errors in the regression model are created by a first-order autoregressive process observed at equally spaced time periods," the Durbin-Watson test is used. In general rule, the 1.5 to 2.5 range is considered normal for test statistic values. Values that fall outside of this spectrum should be investigated

further. Somehow, Field (2009) suggest that if the values are below 1 and over 3, only then indicate a significant problem.

The first model of Table 13 interpreted the R value at .776, R Square value at .602 and Adjusted R value at .594 and Durbin- Watson at 1.778. This show the percentage variance described by the regression using the 4 independent variable is 59.4 %. This means that the four independent variables contributed 59% of Employees of Malaysia private sector intention to leave with the remaining 31 % due to other factors not studied in this analysis. The R value in the second model is at .839 while the R Square value is .704 and Adjusted R value at .69 with Durbin-Watson at 1.483. The percentage of variance described by the regression using the four independent variables is 69%. To put it another way, the four independent variables explained about 69 % of the variance in the mediating variable Job Dissatisfaction among the employees of Malaysia private sector, while the remaining 31 % t was explained by other factors not studied. In the third model, the R value is .828, R Square value is .686 and R Adjusted value is .685 with Durbin – Watson at 1.951. This interpreted that the variation between mediating variable Job Dissatisfaction and dependent variable Intention to leave is at 68.5 %.

Similar, the F values for all the models met the general rule. F values for model one is at 76.338, model two 120.313 and the third model is 448.662. With the three models reach statistical significant (Sig .001), these F values were higher than 1.0, indicating that the null hypotheses were ignored and the model-based hypotheses were valid. Nonetheless, the three models met the Durbin-Watson general rule, with values of 1.778, 1.483 and 1.951, more than 1 and less than 3 (Field, 2009).

4.9 Test of Direct Hypotheses and Discussion

Table 15: Direct Hypotheses Test

S/N	Factors	Beta	t-value	p-value
1	WB⟷ ITL	.595	10.348	<.001
2	RC⟷ ITL	.193	3.009	.003
3	RA⟷ ITL	-.008	-.188	.851
4	WO⟷ ITL	.075	1.251	.212
5	JDS⟷ ITL	.828	21.181	<.001
6	WB⟷ JDS	.617	12.469	<.001
7	RC⟷ JDS	.181	3.281	.001
8	RA⟷ JDS	.010	.245	.807
9	WO⟷ JDS	.154	2.982	.003

As interpreted in the Table 15 above, there are 9 direct hypotheses. The first four relate to the relationships among four independent variables namely, Workplace Bullying, Role Conflict, Role Ambiguity and Work overload and dependent variable Intention to leave. While the fifth is the direct relationship between the mediation variable Job Dissatisfaction and the dependent variable Intention to leave. The beta value, t-value, and p-value are three statistics used to endorse or deny hypotheses, as interpreted in Table 15. A standardized beta coefficient is used to compare the magnitude of each independent variable's effect on the dependent variable. The beta coefficient's absolute value rises with the magnitude of the consequence. The t-value

expresses the magnitude of the difference in terms of the variance in the sample results (Hair et al., 2017). The t-value is closer to 0 the less likely there is a major difference. The null hypothesis that the coefficient is equal to zero (no effect) is tested by the p-value for each expression (Hair et al., 2010). The null hypothesis can be dismissed if the p-value is less than 0.05. When using t statistics, the null hypothesis can be rejected if the t value is above than 1.96. (Hair et al., 2010).

H1: WB has a significant positive impact on ITL

Workplace Bullying is one of the work stress dimension tested in the research. The regression analysis model supports the variable because the t-value and p-value substantially met the above-mentioned general rule . At 10.348, the t-value is greater than 1.96, and the p-value at 0.01 is less than 0.05. The null hypothesis is rejected as a result of this. Workplace bullying has a significantly positive impact on intention to leave of employee of Malaysia private sector. The findings reveal a positive relationship between the variables; i.e. the higher the workplace bullying, the higher the intention to leave. The Beta value of 0.595 show strong positive strength between Workplace bullying and intention to leave at 59.5 %. This finding were similar to the finding of Khalique et al (2018) who found that workplace bullying has a positive impact on the private bank employee of Karachi, Pakistan. Study by Bernstein and Trimm (2016), also find workplace bullying increases turnover intention.

H2: RC has a significant positive impact on ITL

Role conflict is one of the work stress dimension tested in the research. The regression analysis model supports the variable because the t-value and p-value substantially met the above-mentioned general rule. At 3.009, the t-value is greater than 1.96, and the p-value at 0.03 is less than 0.05. The null hypothesis is rejected as a result of this. Role Conflict has a significantly positive impact on intention to leave of employee of Malaysia private sector. The findings reveal a positive relationship between the variables; i.e. the higher the Role Conflict, the higher the intention to leave. The Beta value of 0.193 show strong positive strength between Workplace bullying and intention to leave at 19.3 %.Role Conflict has a positive impact on intention to leave among the Malaysia private sector employee. This finding is similar to the finding of Engin Kanbur (2017). Similarly, Chen et al (2011) also find that Role Conflict has a positive impact on intention to leave in his study.

H3: RA has a significant negative impact on ITL

The third dimension of work stress tested in this research is Role Ambiguity. The regression analysis model, however, does not support the variable because the t-value and p-value did not meet the above-mentioned general rule. The t-value is at – 0.188 which is less than the general rule of ± 1.96 and the p-value is at 0.851 which is larger than the general rule of 0.05. This resulted that the null hypothesis fail to be rejected. The result interpret negative association between the variables. i.e. The higher the Role Ambiguity, the lower the intention to leave. The Beta value of -.008 show that the negative strength of the Role Ambiguity on Intention to Leave was 8%. As a result, hypothesis 3 which notes that Role Ambiguity negative impact on intention to leave is statically rejected. The finding contrary with the finding of Kabtamu Tadesse (2017) study on the relationship between occupational stress and intention to leave which find that Role Ambiguity positively impacted turnover intention. Similarly, Engin Kanbur (2017) found in his study that Role Ambiguity positively significantly correlated with intention to leave.

H4. WO has a significant negative impact on ITL

The fourth dimension of work stress in this research is Work overload. Even though the Beta value is at .075, the regression analysis model, however, does not support the variable because the t-value and p-value did not meet the above-mentioned general rule. The t-value is at 1.251 which is less than the general rule of ± 1.96 and the p-value is at 0.212 which is larger than the general rule of 0.05. As a result, hypothesis 3 which notes that Work overload negative impact on intention to leave is statically rejected. This finding is contrary to Andik (2013) finding where workload positively impact intention to leave and negatively influence job satisfaction on newly hired public accountants in Indonesia. The higher the workload, the higher the intention to leave and the higher the workload, the lower the job satisfaction or higher job dissatisfaction.

H5. JDS has a significant positive impact on ITL

The fifth hypotheses is the direct relationship of mediation variable Job Dissatisfaction and dependent variable Intention to Leave. The regression analysis model supports the variable because the t-value and p-value substantially met the above-mentioned general rule . At 21.181, the t-value is greater than 1.96, and the p-value at <0.01 is less than 0.05. The null hypothesis is rejected as a result of this. The Beta value of .0828 interpret that the positive strength between Job Dissatisfaction and intention to leave is at 82.8%. Job dissatisfaction has a significantly positive impact on intention to leave for employee of Malaysia private sector. This finding is similar to the finding of Al Battat & Som (2013) that Job dissatisfaction probably causes an employee to consider quitting their current job then to assess the cost of moving to another job. Also study of Chinomona, & Mofokeng, (2016) finds that job dissatisfaction has greater effect on employee intention to leave comparing to others.

H6. WB has a significant positive impact on JDS

The sixth hypotheses is the direct relationship between independent variable Workplace Bullying and mediation variable Job Dissatisfaction. The regression analysis model supports the variable because the t-value and p-value substantially met the above-mentioned general rule . At 12.469, the t-value is greater than 1.96, and the p-value at <0.01 is less than 0.05. The null hypothesis is rejected as a result of this. The Beta value of .617 interpret that the positive strength between Workplace Bullying and Job Dissatisfiaction is at 61.7%. Workplace Bullying has a significantly positive impact on Job Dissatisfaction for employee of Malaysia private sector. This finding is similar with the study from Khalique et al (2018) of Pakistan where he finds that the higher the workplace bullying the higher the job dissatisfaction among the private bank employee in Pakistan.

H7. RC has a significant positive impact on JDS

The seventh hypotheses is the direct relationship between independent variable Role Conflict and mediation variable Job Dissatisfaction. The regression analysis model supports the variable because the t-value and p-value substantially met the above-mentioned general rule . At 3.281, the t-value is greater than 1.96, and the p-value at 0.01 is less than 0.05. The null hypothesis is rejected as a result of this. The Beta value of 0.181 interpret that the positive strength between Workplace Bullying and Job Dissatisfiaction is at 18 %. Role Conflict has a significantly positive impact on Job Dissatisfaction for employee of Malaysia private sector. This finding is

supported by the finding of Grobelna (2016) from Poland which find that the higher the role conflict the higher the job dissatisfaction.

H8. **RA has a significant negative impact on JDS**

The eighth hypotheses is the direct relationship between independent variable Role Ambiguity and Job Dissatisfaction. The regression analysis model, however, does not support the variable because the t-value and p-value did not meet the above-mentioned general rule. The t-value is at 0.245 which is less than the general rule of ± 1.96 and the p-value is at 0.851 which is larger than the general rule of 8.07. This resulted that the null hypothesis fail to be rejected. The result interpret negative association between the variables. i.e. The higher the Role Ambiguity, the lower the job dissatisfaction. The Beta value is at .010. As a result, hypothesis 3 which notes that Role Ambiguity negative impact on intention to leave is statically rejected. This finding is contrary to the finding of Muliawan et al. (2009) . The researcher found that uncertainty in role ambiguity affects employee satisfaction. Furthermore, the he suggested role ambiguity increases the number of workers who are unhappy with their organizational positions. Grobelna (2016) from Poland study also find that role ambiguity also find that the higher the role ambiguity the higher job dissatisfaction.

H9. WO has a significant positive impact on JDS

The ninth hypotheses is the direct relationship between independent variable Work overload and Job Dissatisfaction. The regression analysis model supports the variable because the t-value and p-value substantially met the above-mentioned general rule . At 2.982, the t-value is greater than 1.96, and the p-value at 0.03 is less than 0.05. The null hypothesis is rejected as a result of this. The Beta value of 0.154 interpret that the positive strength between Workplace Bullying and Job Dissatisfiaction is at 15 %. Work Dissatisfaction has a significantly positive impact on Job Dissatisfaction for employee of Malaysia private sector. This finding is similar to Andika (2013) finding. In Andika study, he finds that the higher work overload the higher job dissatisfaction on newly hired public accountants in Indonesia.

4.10 Mediation Hypotheses and discussion

Numerous methods for detecting mediating/intervening effects have been extensively used in previous research as a means of indirect effect estimation (Hair et al., 2010), and measurements have been conducted using the Sobel test (Baron and Kenny, 1986) and Bayesian approach (Enders, 2013). The approach of Baron and Kenny (1986) were used in this analysis. The following was resumed by Preacher and Hayes (2008): "Variable M is a mediator when X makes significant contributions to the M variability, X significantly accounts for the Y variability, M significantly accounts for the Y variability when influencing X, and the Y impact is significantly decreased when M is input at the same time as X as Y predictor."

A perfect mediation is said to have occurred when the effect of X on Y decreases to zero with the addition of M. When the influence of X on Y decreases by a nontrivial sum but does not exceed zero, this is referred to as partial mediation (Preacher and Leonerdelli, 2005). In other words, if the indirect effect is significant but the direct effect is not, partial mediation occurred. If, on the other hand, the indirect effect is significant but the direct effect is negligible, complete mediation has occurred (Hair et al., 2010). To determine the significance, look for zero between the values of the lower level of confidence interval (LLCI) and the upper level of confidence interval (ULCI).

Step 1

Ascertain that the necessary individual relationships are statistically significant:

1. X is related to Y.: In this section, we determine that a direct relationship exists.
2. X is related to M: In this section, we determine that the mediator is connected to the "input" construct.
3. M is related to Y: In this section, we determine that the mediator has a relationship with the outcome construct.

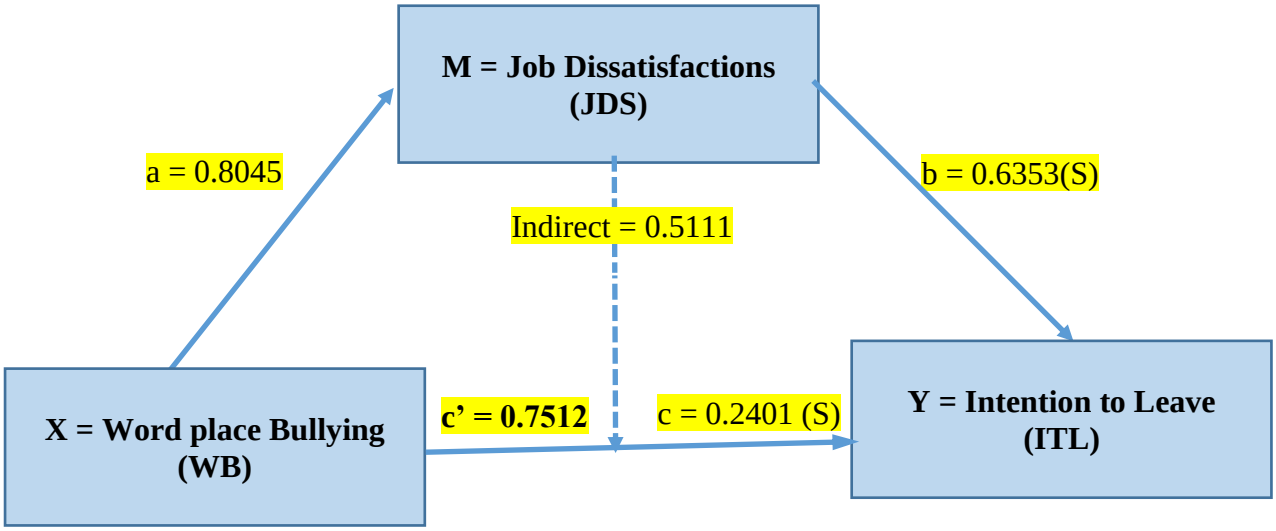
Step 2

Create an initial model that contains only the direct effect (θ) of X on Y. Then, add the mediating variable (M) and the two direction estimates (α and β) to estimate a second model. Then, evaluate the level of mediation as follows:

1. Mediation is not supported if the relationship between X and Y (θ) remains significant and unchanged after M is added to the model as an additional predictor (X and M now predict Y).
2. When M is added as an additional predictor, θ ' is reduced but still significant, implying partial mediation.
3. Full (complete) mediation is supported if θ' is reduced to the point that it is no longer statistically significant after M is used as a mediating construct (Hair et al., 2010).

Mediating effect of Job Dissatisfaction on the relationship between WB and ITL

Figure 12: Mediating effect of JDS on WB and ITL



.8045 * 0.6353 = 0.5111 (Indirect effect – Significant)

```
Completely standardized indirect effect(s) of X on Y:
     Effect     BootSE   BootLLCI   BootULCI
JDS   .5111      .0610      .3886      .6259
```

0.2401 + 0.5111 = 0.7512 (Direct Effect + Indirect Effect)

```
************************ TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7512      .5643      .4652   265.5041     1.0000   205.0000      .0000
```

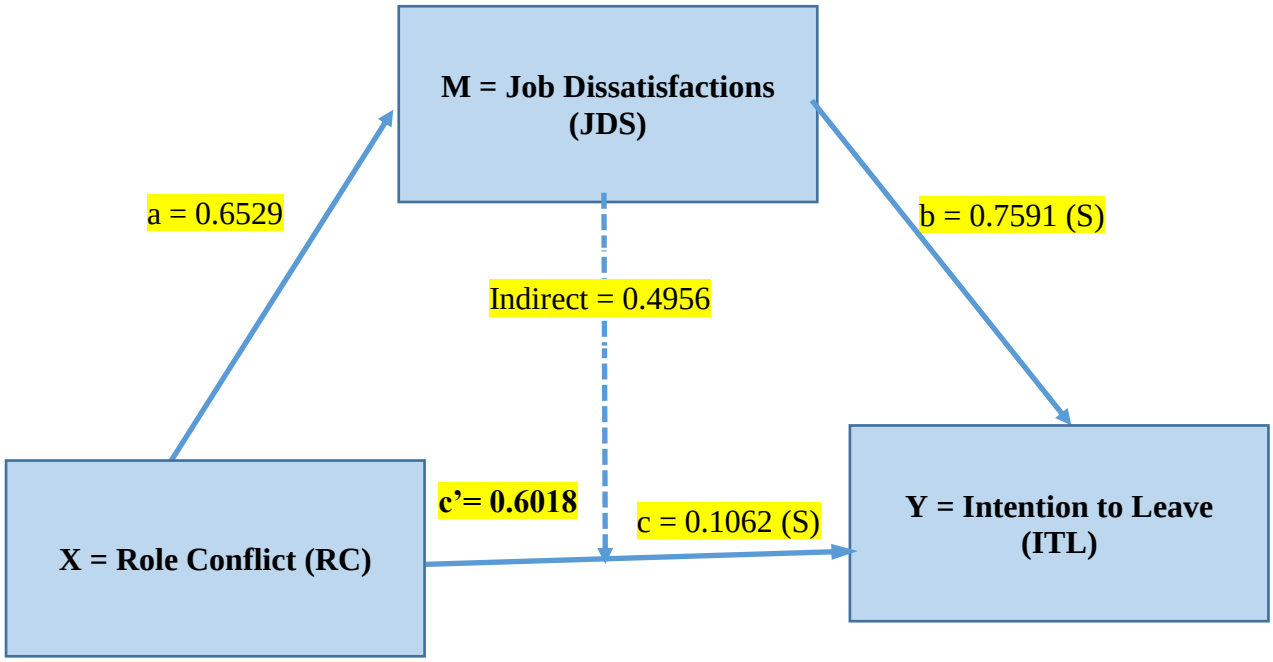
The Mediating Impact of Job Dissatisfaction on the Relationship Between WB and ITL is depicted in Figure 12 above. Ascertaining that the requisite individual relationships are statistically significant:

1. WB impacted ITL as there is a statistically significant direct impact at 0.2401
2. WB impacted JDS (path a) as there is a statically significant impact at 0.8045
3. JDS mediate on the relationship between WB and ITL as there is a statically significant mediation relationship at 0.5111

H10. The JDS play the mediator role between WB and ITL.

If the overall impact of Workplace Bullying on Intention to leave shifts significantly when the indirect effect is taken into account, then Job Dissatisfaction is mediating the relationship between Workplace Bullying and Intention to Leave. Referring to the Figure 12, both direct (p-value = 0.002) and indirect effects (LLCI = 0.3886 and ULCI = 0.6259) relationship are significant, therefore mediation role of Job Dissatisfaction on the relationship between Workplace Bullying and Intention to Leave is statically supported. The conclusion is that there was significant indirect relationship between Job Dissatisfaction and Intention to leave at 0.5111 (total effect (c') is at 0.7512 that is higher than the value of direct relationship between Workshop bullying and Intention to leave (0.2401)) which mean there is a partially mediation. This finding is contrary to the finding of Khalique (2018) where he finds that Job satisfaction did not mediate the relationship between workplace bullying and intention to leave.

Figure 13: Mediating effect of JDS on RC and ITL



0.6529 * 0.7591 = 0.4956 (Indirect effect – Significant)

```
Completely standardized indirect effect(s) of X on Y:
          Effect     BootSE   BootLLCI   BootULCI
JDS       .4956      .0633      .3712      .6186
```

0.1062 + 0.4956 = 0.6018 (Direct Effect + Indirect Effect)

```
************************ TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6018      .3622      .6810   116.4228     1.0000   205.0000      .0000
```

The Mediating Impact of Job Dissatisfaction on the Relationship Between RC and ITL is depicted in Figure 13 above. Ascertaining that the requisite individual relationships are statistically significant:

1. RC impacted ITL (path c) as there is a statistically significant direct impact at 0.1062
2. RC impacted JDS (path a) as there is a statically significant impact at 0.6529
3. JDS mediate on the relationship between RC and ITL as there is a statically significant mediation relationship at 0.4956

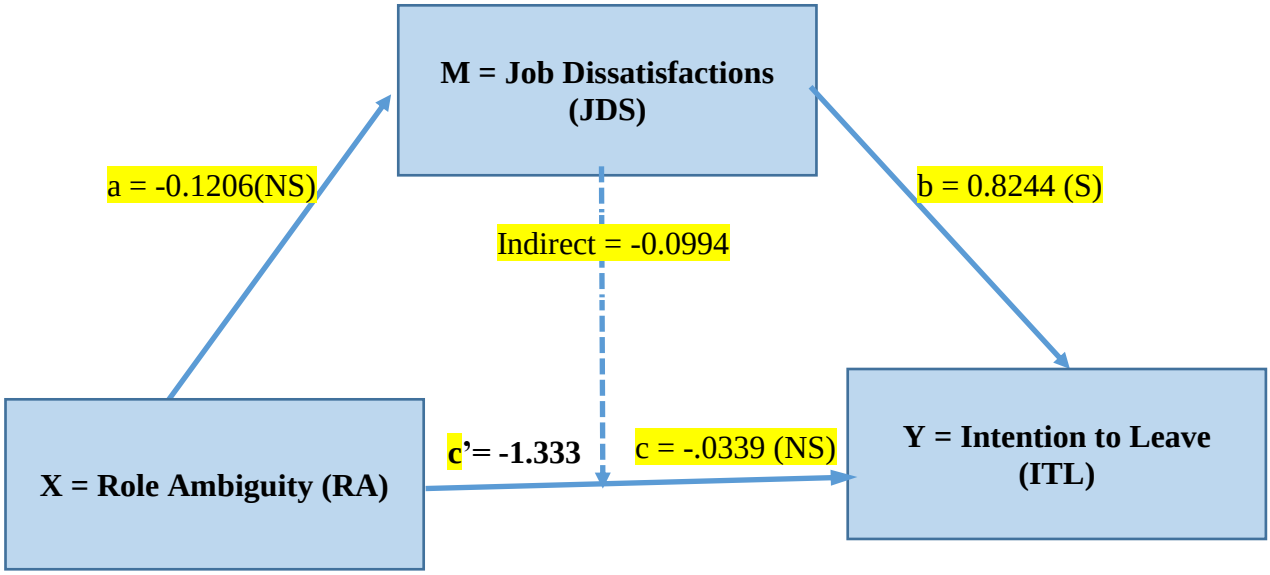
H11. The JDS play the mediator role between RC and ITL.

If the overall impact of Role Conflict on Intention to leave shifts significantly when the indirect effect is taken into account, then Job Dissatisfaction is mediating the relationship between Role Conflict and Intention to Leave. Referring to the Figure 4.10a, even though the direct relationship (p-value = 0.0394) is not significant but the indirect effects (LLCI = 0.3712 and ULCI = 0.6186) are significant. There was significant indirect relationship between Job Dissatisfaction and Intention to leave at 0.4956 (indirect total effect (c') is at 0.6018 which is higher than the value of the direct relationship between Role Conflict and Intention to Leave (0.1602)). Therefore mediation role of Job Dissatisfaction on the relationship between Role Conflict and Intention to Leave is partially mediated (statically supported). The conclusion is that there was significant indirect relationship (mediation) between Job Dissatisfaction and Intention to leave even though the direct relationship between Role Conflict and Intention to Leave is not significant. According to Hayes (2013), If only one of the directions (a or b) is significant, you may have a significant indirect impact (aka: mediation). The a-path multiplied by the b-path has a major indirect influence. So, even though one of the individual paths is insignificant, the indirect impact can be significant (Crystal, 2017).This finding is similar to the finding of Grobelna (2016) of Poland that Job satisfaction mediate the relationship between role conflict and intention to leave.
Mediating effect of Job Dissatisfaction on the relationship between Role Ambiguity and Intention to leave.

The Mediating Impact of Job Dissatisfaction on the Relationship Between RA and ITL is depicted in Figure 4.10a above. Ascertaining that the requisite individual relationships are statistically significant:

1. Role Ambiguity has not related to Intention to Leave (path c) as the direct relationship is statistically insignificant at -0.0339
2. Role Ambiguity is not related to Job Dissatisfaction (path a) as the direct relationship is statistically insignificant at -0.1206
3. Job dissatisfaction did not mediate on the relationship between Role Ambiguity and Intention to leave as there is a statically insignificant mediation relationship at -1.333

Figure 14: Mediating effect of JDS on RA and ITL



-0.1206 * 0.8244 = -0.0994 (Indirect effect – Not Significant)

```
Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS     -.0994      .0668     -.2318      .0339
```

-0.0339 + -0.0994 = -1.333 (Direct Effect + Indirect Effect)

```
************************** TOTAL EFFECT MODEL ****************************
 OUTCOME VARIABLE:
 ITL

 Model Summary
          R       R-sq        MSE          F        df1        df2          p
    -.1333      .0178     1.0488     3.7098     1.0000   205.0000      .0555
```

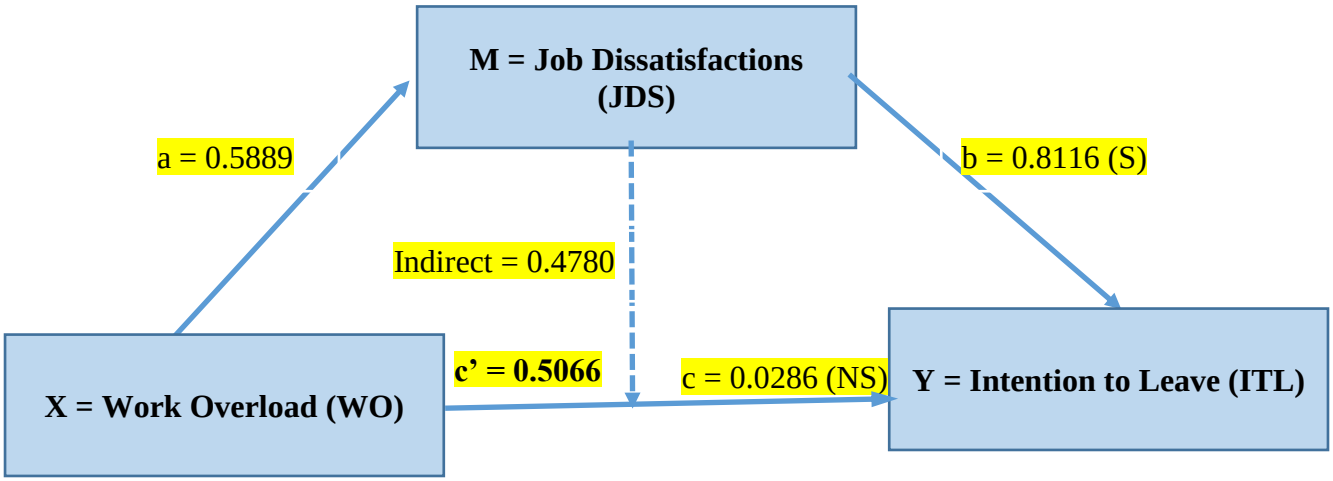
The Mediating Impact of Job Dissatisfaction on the Relationship Between RA and ITL is depicted in Figure 14 above. Ascertaining that the requisite individual relationships are statistically significant:

1. RA has not related to ITL (path c) as the direct relationship is statistically insignificant at -0.0339
2. RA is not related to JDS (path a) as the direct relationship is statistically insignificant at -0.1206
3. JDS did not mediate on the relationship between RA and ITL as there is a statically insignificant mediation relationship at -1.333

H12. The JDS play the mediator role between RA and ITL.

If the overall impact of Role Ambiguity on Intention to leave shifts significantly when the indirect effect is taken into account, then Job Dissatisfaction is mediating the relationship between Role Ambiguity and Intention to Leave. Referring to the Figure 4.10a, both direct (p-value = .3904) and indirect effects (LLCI = - 0.2318 and ULCI = 0.0339) are not significant, therefore mediation role of Job Dissatisfaction on the relationship between Role Ambiguity and Intention to Leave is statistically not supported. The conclusion is that since there was no significant direct relationship between Role Ambiguity and Intention to leave, there is also no mediation role of Job Dissatisfaction on the relationship between Role Ambiguity and intention to leave (-0.0994). This finding is contrary to the finding of Grobelna (2016) of Poland that Job satisfaction mediate the relationship between role ambiguity and intention to leave.

Figure 15: Mediating effect of JDS on WO and ITL



0.5889 * 0.8116 = 0.4780 (Indirect effect – Significant)

```
Completely standardized indirect effect(s) of X on Y:
      Effect     BootSE   BootLLCI   BootULCI
JDS     .4780      .0462      .3894      .5711
```

0.0286 + 0.4780 = 0.5066 (Direct Effect + Indirect Effect)

```
************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5066      .2567      .7937    70.7902     1.0000   205.0000      .0000
```

The Mediating Impact of Job Dissatisfaction on the Relationship Between WO and ITL is depicted in Figure 15 above. Ascertaining that the requisite individual relationships are statistically significant:

1. WO is not related to ITL (c) as there is a statistically insignificant direct impact at 0.0286. P-value = 0.5548
2. WO impacted JDS (path a) as there is a statically significant impact at 0.5889
3. JDS mediate on the relationship between WB and ITL as there is a statically significant mediation relationship at 0.4780

H13. **The JDS play the mediator role between WO and ITL**

If the overall impact of Work overload on Intention to leave shifts significantly when the indirect effect is taken into account, then Job Dissatisfaction is mediating the relationship between Work overload and Intention to Leave. Referring to the Figure 4.10a, even though the direct relationship (p-value = 0.5548) is not significant but the indirect effects (LLCI = 0. 3894 and ULCI = 0. 5711) are significant, therefore mediation role of Job Dissatisfaction on the relationship between Work overload and Intention to Leave is statically supported. The conclusion is that there was significant indirect relationship (mediation) between Job Dissatisfaction and Intention to leave at 0.4780 even though the direct relationship between Role Conflict and Intention to Leave is not significant. According to Hayes (2013), if only one of the directions (a or b) is significant, you may have a significant indirect impact (aka: mediation). The a-path multiplied by the b-path has a major indirect influence. So, even though one of the individual paths is insignificant, the indirect impact can be significant. This finding is supported by Haryono (2020) study, which also found that turnover intention is influenced by work overload mediated by job satisfaction.

4.11 Summary of Findings

Table 16: Summary of Mediation Hypotheses

S/N	Hypothesis	Direct	p-value	Indirect	ULCI	LLCI	Verdict
1	WB – JDS – ITL	.2236	.0002	.5111	.6259	.3886	Statistically Supported
2	RC – JDS – ITL	.1309	.0394	.4956	.6186	.3712	Statistically Supported
3	RA – JDS – ITL	-.0429	.3904	-0.994	.0339	-.2318	Statistically Rejected
4	WO – JDS – ITL	.0349	.5548	.4780	.5711	.3894	Statistically Supported

Table 17: Summary of Direct Hypotheses

S/N	Factors	Beta	t-value	p-value	Verdict
1	WB⟷ ITL	.595	10.348	<.001	Statistically Supported
2	RC⟷ ITL	.193	3.009	.003	Statistically Supported
3	RA⟷ ITL	-.008	-.188	.851	Statistically Rejected
4	WO⟷ ITL	.075	1.251	.212	Statistically Rejected
5	JDS⟷ ITL	.828	21.181	<.001	Statistically Supported
6	WB⟷ JDS	.617	12.469	<.001	Statistically Supported
7	RC⟷ JDS	.181	3.281	.001	Statistically Supported
8	RA⟷ JDS	.010	.245	.807	Statistically Rejected
9	WO⟷ JDS	.154	2.982	.003	Statistically Supported

Chapter Five – Conclusions and Recommendations

5.1 Conclusions

The relationship between work stress and intention to leave was explored in this research. In this analysis, four work stress related dimensions were measured against intention to leave namely; workplace bullying, role conflict, role ambiguity and work overload. It was also investigated if there is a direct connection between work stress and job dissatisfaction. The role of job dissatisfaction in mediating the relationship between work stress related dimensions and intention to leave was also investigated. The research population includes employees working in private sector in Malaysia. The sample size of 207 respondends were chosen through a link to the Google form-based questionnaire sent. Multiple regression analysis was used to evaluate the direct hypotheses after checking for reliability, normality, multicollinearity, sampling adequacy, and correlation. Using SPSS PROCESS version 3.5.3 and the Baron and Kenny (1986) model. Our findings indicate that being exposed to job dissatisfaction has an effect on turnover intentions. Furthermore, job dissatisfaction has a greater direct impact on turnover intention than the majority of the work stress dimensions examined in this report. Besides, it also play a role in mediating the relationship between workplace bullying, role conflict, work overload, and intention to leave.

5.2 How The Research Objectives and Hypotheses Were Fulfilled

To examine the impact of WB on ITL

The first aim was reached by asking participants to respond to the first five questions about the workplace bullying using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 1 to 5. The relationship between workplace bullying and turnover intention among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant positive association between workplace bullying and turnover intention, as shown above. Mean, the workplace bullying impacted the turnover intention of Malaysia private sector employee positively. The results was consistent to what is available in the literature.

To examine the impact of WB on JDS

The second aim was reached by asking participants to respond to the first five questions about the workplace bullying using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 1 to 5. The relationship between workplace bullying and job dissatisfaction among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant positive association between workplace bullying and job dissatisfaction, as shown above. Mean, the workplace bullying impacted the job dissatisfaction of Malaysia private sector employee positively. The higher the workplace bullying, the higher the job dissatisfaction. The results was consistent to what is available in the literature.

To examine the impact of RC on ITL

The third aim was reached by asking participants to respond to the second five questions about the role conflict using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 6 to

10. The relationship between role conflict and turnover intention among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant positive association between role conflict and turnover intention, as shown above. Mean, the role conflict impacted the turnover intention of Malaysia private sector employee positively. The higher the role conflict , the higher the turnover intention. The results was consistent to what is available in the literature.

To examine the impact of RC on JDS

The fourth aim was reached by asking participants to respond to the second five questions about the role conflict using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 6 to 10. The relationship between role conflict and job dissatisfaction among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant positive association between role conflict and job dissatisfaction, as shown above. Mean, the role conflict impacted the job dissatisfaction of Malaysia private sector employee positively. The higher the role conflict, the higher the job dissatisfaction. The results was consistent to what is available in the literature.

To examine the impact of RA on ITL

The fifth aim was reached by asking participants to respond to the third five questions about the role ambiguity using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 11 to 15. The relationship between workplace bullying and job dissatisfaction among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant negative association between role conflict and turnover intention, as shown above. Mean, the role ambiguity did not influence the turnover intention of Malaysia private sector employee. The results was contrary to what is available in the literature.

To examine the impact of RA on JDS

The sixth aim was reached by asking participants to respond to the third five questions about the role ambiguity using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 11 to 15.The relationship between role ambiguity and job dissatisfaction among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant negative association between role ambiguity and job dissatisfaction, as shown above. Mean, the role ambiguity did not influence the job dissatisfaction of Malaysia private sector employee. The results was contrary to what is available in the literature.

To examine the impact of WO on ITL

The seventh aim was reached by asking participants to respond to the fourth five questions about the work overload using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 16 to 20. The relationship between work overload and turnover intention among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant negative association between work overload and turnover intention, as

shown above. Mean, the work overload did not influence the turnover intention of Malaysia private sector employee. The results was contrary to what is available in the literature.

To examine the impact of WO on JDS

The eighth aim was reached by asking participants to respond to the fourth five questions about the work overload using a Likert 5-point scale The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 16 to 20. The relationship between work overload and job dissatisfaction among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant positive association between work overload and job dissatisfaction, as shown above. Mean, the work overload impacted the job dissatisfaction of Malaysia private sector employee positively. The higher the work overload, the higher the job dissatisfaction. The results was consistent to what is available in the literature.

To examine the impact of JDS on ITL

The ninth aim was reached by asking participants to respond to the fifth five questions about the mediator variable, job dissatisfaction using a Likert 5-point scale. The average value of all questions was used in order to develop a single variable using SPSS after assessing the reliability of questions 2. The relationship between job dissatisfaction and turnover intention among employee in Malaysia private sector was investigated using multiple regression analysis. The study revealed that there is significant positive association between job dissatisfaction and turnover intention, as shown above. Mean, the job dissatisfaction impacted the turnover intention positively among Malaysia private sector employee. The higher the job dissatisfaction, the higher the turnover intention. The results was consistent to what is available in the literature.

To examine the mediation role of JDS on the impact of WB on ITL

By conducting mediating research with SPSS PROCESS using the Baron and Kenny (1986) model, the tenth to thirteen aims, which is directly related to the hypothesis of this report, was met. The dependent variable, intention to leave, was calculated using the mean value of questions 26 to 30. The researcher determined whether or not the necessary individual relationships are statistically significant:

The results of the study, as shown above, indicate that job dissatisfaction plays a partial mediating role in the relationship between workplace bullying and employee intention to quit in the Malaysian private sector. The results are consistent with what is available in the literature.

To examine the mediation role of JDS on the impact of RC on ITL

The results of the study, as shown above, indicate that job dissatisfaction plays a partial mediating role in the relationship between role conflict and employee intention to quit in the Malaysian private sector. The results are consistent with what is available in the literature.

To examine the mediation role of JDS on the impact of RA on ITL

The results of the study, as shown above, indicate that job dissatisfaction did not play the mediating role in the relationship between role ambiguity and employee intention to quit in the Malaysian private sector. The results are contrary with what is available in the literature.

To examine the mediation role of JDS on the impact of WO on ITL

The results of the study, as shown above, indicate that job dissatisfaction plays a full mediating role in the relationship between work overload and employee intention to quit in the Malaysian private sector. The results are consistent with what is available in the literature

5.3 Implications for Practice

Work stress is particularly common in situations when employees are having work overload, uncertainty and experiencing workplace bullying. It is important for managers to recognize the symptoms of depressed workers. Managers should 1) motivate their employees to attend stress management webinars and participate in a wellness tips program. 2) Consistently implement anti-bullying policies, take all complaints seriously, and conduct proper and prompt investigations when complaints occur. 3) Develop strong communications channels. 4) Ensure that employees are getting proper break.

5.4 Limitations of Study

This research has some limitations. First, data were collected during the pandemic covid 19 period. There are many reports stated that the covid 19 pandemic era has affected the mental health of Malaysians. According to a survey, Malaysian employees have the highest degree of anxiety among the 28 countries surveyed during the pandemic (The Star, 2021). Also, in a poll fromThe Centre (2020) shows that over 50 % of the survey participants reporting negative emotions during the MCO period. Emotion may have affected their decision. So, the data collected during this period may have some bias elements. Secondly, although intention to leave is a strong predictor of actual turnover, we lacked longitudinal data on actual turnover**.**

5.5 Scope for Future Research

The results of this analysis, can be greatly influenced by a larger sample size. From that viewpoint, the sample size of 207 respondends may be considered insufficient and the population size may not have been adequately represented as the private sector in Malaysia is having a wide range of business. As a result, it is suggested that future research expand the sample size and explore the other work stress dimension such as family conflict and promotional opportunity. Using SEM and confirmatory factor analysis to investigate the mediator role. This may have a substantial impact on the results, necessitating further evidence to support the hypotheses in this report.

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Appendix

Statistics

		Voluntary participation	Age group	Gender	Working in private sector	Income range per month
N	Valid	207	207	207	207	207
	Missing	0	0	0	0	0

Voluntary participation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	1	.5	.5	.5
	Yes	206	99.5	99.5	100.0
	Total	207	100.0	100.0	

Age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years old	154	74.4	74.4	74.4
	31-40 years old	26	12.6	12.6	87.0
	41-50 years old	23	11.1	11.1	98.1
	Above 50 years old	3	1.4	1.4	99.5
	Under 21 years old	1	.5	.5	100.0
	Total	207	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	69	33.3	33.3	33.3
	Male	138	66.7	66.7	100.0
	Total	207	100.0	100.0	

Income range per month

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above RM 9,500	20	9.7	9.7	9.7
	Below RM 2,500	7	3.4	3.4	13.0
	RM 2,501 – RM 5,000	111	53.6	53.6	66.7
	RM 5001 – RM 7,500	49	23.7	23.7	90.3
	RM 7501 – RM 9,500	20	9.7	9.7	100.0
	Total	207	100.0	100.0	

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DESCRIPTIVES VARIABLES=I’mexcludedfromworkgatherings I’mgiventhesilenttreatment
    I’myelledorshoutedasfortheexpressingoneself I’mnotgiventheduerecognition
    I’mtreatedinadisrespectfulmanner Ihavetodothingsthatshouldbedonedifferently
    Ihavetoworkwithmorethanoneormoregroupswhooperatequitedifferently
    Idothingsthatareapttobeacceptedbyonepersonandnotacceptedbyothers
Iworkonunnecessarythings
    Ireceiveanassignmentwithoutmanpowertocompleteit
IfeelcertainabouthowmuchauthorityIhave
    Ihaveclearplannedgoalsandobjectivesformywork Idividedmytimeproperly
    Iknowexactlywhatisexpectedfromme Ireceiveclearexplanationsofwhathastobedone
    Ihaveunachievabledeadlinefrommydepartment Ihavetoworklonghoursinmyoffice
    I’mnotabletotakeothertaskduetotoomuchtodoinmyorganization
Imustworkinmydepartmentveryintensively
    InmyorganizationI’munabletotakeamplebreaks
Idonotenjoymyworkduetotheroleconflict
    Imnotsatisfywiththeworkloadihaveinmyorganization
Idon’tfeellikegoingtoworkduetoworkplacebullying
    Imnotsatisfyduetouncertaintyofmyauthorityandunclearworkobjective
IngeneralIdonotlikemyjob
    Imnotsatisfyandmayresignanytimesoon
    Iwillnothesitatetotakeanotherjobinanotherorganizationwithlowerwo
    Itwillnottakemuchtomakemeleavemyjobinthisorganizationduetotherol
    Ioftenthinkofleavingmyjobincurrentorganizationduetotheworkplaceb
    Iprobablylookingforanotherjobsoonduetouncertaintyofmyauthorityan
WorkplaceBullying Roleconflict
    RoleAmbiguity WorkOverload JobDisatisfaction IntentionToleave
  /STATISTICS=MEAN STDDEV MIN MAX KURTOSIS SKEWNESS.
```

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I'm excluded from work gatherings	207	1	5	3.21	1.351	-.050	.169	-1.358	.337
I'm given the silent treatment	207	1	5	3.00	1.364	.078	.169	-1.240	.337
I'm yelled or shouted as for the expressing one-self	207	1	5	3.27	1.305	-.117	.169	-1.301	.337
I'm not given the due recognition	207	1	5	3.02	1.164	.251	.169	-.671	.337
I'm treated in a disrespectful manner	207	1	5	3.52	1.295	-.393	.169	-1.095	.337
I have to do things that should be done differently.	207	1	5	2.68	1.003	.511	.169	.236	.337
I have to work with more than one or more groups who operate quite differently.	207	1	5	2.66	1.179	.432	.169	-.824	.337
I do things that are apt to be accepted by one person and not accepted by others	207	1	5	2.75	1.015	-.079	.169	-.458	.337
I work on unnecessary things.	207	1	5	2.91	1.067	.223	.169	-.341	.337
I receive an assignment without manpower to complete it.	207	1	5	2.59	1.089	.555	.169	-.560	.337
I feel certain about how much authority I have	207	1	5	2.98	1.242	-.070	.169	-1.149	.337
I have clear, planned goals and objectives for my work	207	1	5	2.58	1.034	.807	.169	-.061	.337
I divided my time properly	207	1	5	2.85	1.187	.293	.169	-.801	.337
I know exactly what is expected from me	207	1	5	2.92	1.078	.212	.169	-.528	.337
I receive clear explanations of what has to be done	207	1	5	2.91	1.107	.217	.169	-.889	.337
I have unachievable deadline from my department	207	1	5	2.79	1.080	.306	.169	-1.014	.337
I have to work long hours in my office	207	1	5	2.58	1.154	.492	.169	-.653	.337

I'm not able to take other task due to too much to do in my organization.	207	1	5	2.70	1.078	.363	.169	-.697	.337
I must work in my department very intensively	207	1	5	2.50	.975	.674	.169	.222	.337
In my organization, I'm unable to take ample breaks	207	1	5	2.94	.922	.003	.169	.383	.337
I do not enjoy my work due to the role conflict	207	1	5	3.09	1.041	-.342	.169	-.991	.337
Im not satisfy with the workload I have in my organization	207	1	5	2.58	1.020	.850	.169	.132	.337
I don't feel like going to work due to workplace bullying	207	1	5	3.33	1.303	-.124	.169	-1.211	.337
Im not satisfy due to uncertainty of my authority and unclear work objectives	207	1	5	3.13	1.040	-.411	.169	-.837	.337
In general I do not like my job	207	1	5	3.19	1.285	.132	.169	-1.221	.337
Im not satisfy and may resign anytime soon	207	1	5	3.22	1.245	.129	.169	-1.042	.337
I will not hesitate to take another job in another organization with lower workload and stress	207	1	5	2.95	1.257	-.086	.169	-1.069	.337
It will not take much to make me leave my job in this organization due to the role conflict	207	1	5	3.03	1.116	-.067	.169	-.979	.337
I often think of leaving my job in current organization due to the workplace bullying	207	1	5	3.11	1.235	-.120	.169	-1.135	.337
I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	207	1	5	3.06	1.237	-.095	.169	-1.111	.337
Workplace Bullying	207	1.0	5.0	3.204	1.1067	-.038	.169	-1.298	.337
Role conflict	207	1.0	4.6	2.719	.8361	.273	.169	-.635	.337
Role Ambiguity	207	1.0	5.0	2.848	.8147	.014	.169	-.322	.337
Work Overload	207	1.0	5.0	2.702	.8464	.485	.169	-.409	.337
Job Disatisfaction	207	1.0	5.0	3.065	.9118	-.072	.169	-1.107	.337

Intention To leave	207	1.0	5.0	3.074	1.0308	-.120	.169	-1.276	.337
Valid N (listwise)	207								

```
RELIABILITY
  /VARIABLES=I’mexcludedfromworkgatherings I’mgiventhesilenttreatment
    I’myelledorshoutedasfortheexpressingoneself I’mnotgiventheduerecognition
    I’mtreatedinadisrespectfulmanner Ihavetodothingsthatshouldbedonedifferently
    Ihavetoworkwithmorethanoneormoregroupswhooperatequitedifferently
    Idothingsthatareapttobeacceptedbyonepersonandnotacceptedbyothers
Iworkonunnecessarythings
    Ireceiveanassignmentwithoutmanpowertocompleteit
IfeelcertainabouthowmuchauthorityIhave
    Ihaveclearplannedgoalsandobjectivesformywork Idividedmytimeproperly
    Iknowexactlywhatisexpectedfromme Ireceiveclearexplanationsofwhathastobedone
    Ihaveunachievabledeadlinefrommydepartment Ihavetoworklonghoursinmyoffice
    I’mnotabletotakeothertaskduetotoomuchtodoinmyorganization
Imustworkinmydepartmentveryintensively
    InmyorganizationI’munabletotakeamplebreaks
Idonotenjoymyworkduetotheroleconflict
    Imnotsatisfywiththeworkloadihaveinmyorganization
Idon’tfeellikegoingtoworkduetoworkplacebullying
    Imnotsatisfyduetouncertaintyofmyauthorityandunclearworkobjective
IngeneralIdonotlikemyjob
    Imnotsatisfyandmayresignanytimesoon
    Iwillnothesitatetotakeanotherjobinanotherorganizationwithlowerwo
    Itwillnottakemuchtomakemeleavemyjobinthisorganizationduetotherol
    Ioftenthinkofleavingmyjobincurrentorganizationduetotheworkplaceb
    Iprobablylookingforanotherjobsoonduetouncertaintyofmyauthorityan
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	207	100.0
	Excluded[a]	0	.0
	Total	207	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.931	30

```
RELIABILITY
  /VARIABLES=I’mexcludedfromworkgatherings I’mgiventhesilenttreatment
    I’myelledorshoutedasfortheexpressingoneself I’mnotgiventheduerecognition
    I’mtreatedinadisrespectfulmanner
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	207	100.0
	Excluded[a]	0	.0
	Total	207	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.906	5

```
RELIABILITY
  /VARIABLES=Ihavetodothingsthatshouldbedonedifferently
    Ihavetoworkwithmorethanoneormoregroupswhooperatequitedifferently
    Idothingsthatareapttobeacceptedbyonepersonandnotacceptedbyothers
Iworkonunnecessarythings
    Ireceiveanassignmentwithoutmanpowertocompleteit
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	207	100.0
	Excluded[a]	0	.0
	Total	207	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.839	5

```
RELIABILITY
  /VARIABLES=IfeelcertainabouthowmuchauthorityIhave
Ihaveclearplannedgoalsandobjectivesformywork
    Idividedmytimeproperly Iknowexactlywhatisexpectedfromme
Ireceiveclearexplanationsofwhathastobedone
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	207	100.0
	Excluded[a]	0	.0
	Total	207	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.767	5

```
RELIABILITY
  /VARIABLES=Ihaveunachievabledeadlinefrommydepartment
Ihavetoworklonghoursinmyoffice
    I’mnotabletotakeothertaskduetotoomuchtodoinmyorganization
Imustworkinmydepartmentveryintensively
    InmyorganizationI’munabletotakeamplebreaks
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	207	100.0
	Excluded[a]	0	.0
	Total	207	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.869	5

```
RELIABILITY
  /VARIABLES=Idonotenjoymyworkduetotheroleconflict
ImnotsatisfywiththeworkloadIhaveinmyorganization
    Idon’tfeellikegoingtoworkduetoworkplacebullying
    Imnotsatisfyduetouncertaintyofmyauthorityandunclearworkobjective
IngeneralIdonotlikemyjob
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	207	100.0
	Excluded[a]	0	.0
	Total	207	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.856	5

```
RELIABILITY
  /VARIABLES=Imnotsatisfyandmayresignanytimesoon
    Iwillnothesitatetotakeanotherjobinanotherorganizationwithlowerwo
    Itwillnottakemuchtomakemeleavemyjobinthisorganizationduetotherol
    Ioftenthinkofleavingmyjobincurrentorganizationduetotheworkplaceb
    Iprobablylookingforanotherjobsoonduetouncertaintyofmyauthorityan
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	207	100.0
	Excluded[a]	0	.0
	Total	207	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.900	5

```
FACTOR
  /VARIABLES I’mexcludedfromworkgatherings I’mgiventhesilenttreatment
    I’myelledorshoutedasfortheexpressingoneself I’mnotgiventheduerecognition
    I’mtreatedinadisrespectfulmanner Ihavetodothingsthatshouldbedonedifferently
    Ihavetoworkwithmorethanoneormoregroupswhooperatequitedifferently
    Idothingsthatareapttobeacceptedbyonepersonandnotacceptedbyothers
Iworkonunnecessarythings
    Ireceiveanassignmentwithoutmanpowertocompleteit
IfeelcertainabouthowmuchauthorityIhave
    Ihaveclearplannedgoalsandobjectivesformywork Idividedmytimeproperly
    Iknowexactlywhatisexpectedfromme Ireceiveclearexplanationsofwhathastobedone
    Ihaveunachievabledeadlinefrommydepartment Ihavetoworklonghoursinmyoffice
    I’mnotabletotakeothertaskduetotoomuchtodoinmyorganization
Imustworkinmydepartmentveryintensively
    InmyorganizationI’munabletotakeamplebreaks
Idonotenjoymyworkduetotheroleconflict
    ImnotsatisfywiththeworkloadIhaveinmyorganization
Idon’tfeellikegoingtoworkduetoworkplacebullying
    Imnotsatisfyduetouncertaintyofmyauthorityandunclearworkobjective
IngeneralIdonotlikemyjob
    Imnotsatisfyandmayresignanytimesoon
    Iwillnothesitatetotakeanotherjobinanotherorganizationwithlowerwo
    Itwillnottakemuchtomakemeleavemyjobinthisorganizationduetotherol
    Ioftenthinkofleavingmyjobincurrentorganizationduetotheworkplaceb
    Iprobablylookingforanotherjobsoonduetouncertaintyofmyauthorityan
  /MISSING LISTWISE
  /ANALYSIS I’mexcludedfromworkgatherings I’mgiventhesilenttreatment
    I’myelledorshoutedasfortheexpressingoneself I’mnotgiventheduerecognition
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    Ihavetoworkwithmorethanoneormoregroupswhooperatequitedifferently
    Idothingsthatareapttobeacceptedbyonepersonandnotacceptedbyothers
Iworkonunnecessarythings
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IfeelcertainabouthowmuchauthorityIhave
    Ihaveclearplannedgoalsandobjectivesformywork Idividedmytimeproperly
    Iknowexactlywhatisexpectedfromme Ireceiveclearexplanationsofwhathastobedone
    Ihaveunachievabledeadlinefrommydepartment Ihavetoworklonghoursinmyoffice
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Imustworkinmydepartmentveryintensively
    InmyorganizationI’munabletotakeamplebreaks
Idonotenjoymyworkduetotheroleconflict
    ImnotsatisfywiththeworkloadIhaveinmyorganization
Idon’tfeellikegoingtoworkduetoworkplacebullying
    Imnotsatisfyduetouncertaintyofmyauthorityandunclearworkobjective
IngeneralIdonotlikemyjob
    Imnotsatisfyandmayresignanytimesoon
    Iwillnothesitatetotakeanotherjobinanotherorganizationwithlowerwo
    Itwillnottakemuchtomakemeleavemyjobinthisorganizationduetotherol
    Ioftenthinkofleavingmyjobincurrentorganizationduetotheworkplaceb
    Iprobablylookingforanotherjobsoonduetouncertaintyofmyauthorityan
  /PRINT INITIAL CORRELATION SIG DET KMO REPR AIC EXTRACTION ROTATION
  /FORMAT SORT BLANK(0.45)
  /PLOT EIGEN
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /CRITERIA ITERATE(25)
  /ROTATION VARIMAX
  /METHOD=CORRELATION.
```

Factor Analysis

Correlation Matrix[a]

		I'm excluded from work gatherings	I'm given the silent treatment	I'm yelled or shouted at for the expressing one-self	I'm not given the due recognition	I'm treated in a disrespectful manner	I have to do things that should be done differently.	I have to work with more than one or more groups who operate quite differently.	I do things that are apt to be accepted by me person and not accepted by others.	I work on unnecessary things.	I receive an assignment without manpower to complete it.	I feel certain about how much authority I have.	I have clear, planned goals and objectives for my work.	I divided my time properly.	I know exactly what is expected from me.	I receive clear explanations of what has to be done.	I have unachievable deadline from my department.	I have to work long hours in my office.	I'm not able to take other tasks due to too much to do in my organization.	I must work in my department very intensively.	In my organization, I'm unable to take ample breaks.	I do not enjoy my work due to the role conflict.	I'm not satisfy with the workload I have in my organization.	I don't feel like going to work due to workplace bullying.	I'm not satisfy due to uncertainty of my authority and unclear work objectives.	In general I do not like my job.	Im not satisfy and may resign anytime soon.	I will not hesitate to take another job in another organization with lower workload and stress.	It will not take much to make me leave my job in this organization due to the role conflict.	I often think of leaving my job in current organization due to workplace bullying.	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.
Correlation	I'm excluded from work gatherings	1.000	.739	.662	.664	.723	.515	.398	.512	.487	.438	-.055	-.104	-.074	-.195	-.160	.376	.411	.400	.367	.345	.618	.394	.686	.528	.617	.591	.458	.488	.667	.556
	I'm given the silent treatment	.739	1.000	.595	.681	.694	.446	.379	.532	.477	.404	-.055	-.094	-.045	-.235	-.139	.326	.409	.379	.345	.355	.602	.390	.695	.531	.593	.578	.478	.523	.631	.558
	I'm yelled or shouted at for the expressing one-self	.662	.595	1.000	.498	.712	.434	.350	.486	.345	.336	-.024	-.023	-.063	-.198	-.135	.361	.324	.355	.293	.295	.514	.289	.644	.479	.519	.537	.490	.553	.656	.592
	I'm not given the due recognition	.664	.681	.498	1.000	.645	.402	.284	.424	.260	.283	.175	-.096	-.099	-.207	-.149	.251	.333	.219	.272	.368	.539	.262	.600	.439	.598	.526	.392	.418	.591	.441
	I'm treated in a disrespectful manner	.723	.694	.712	.645	1.000	.488	.370	.475	.402	.401	.009	-.100	-.129	-.278	-.161	.425	.423	.387	.401	.490	.677	.367	.709	.582	.662	.589	.490	.532	.670	.605
	I have to do things that should be done differently.	.515	.446	.434	.402	.488	1.000	.485	.493	.473	.429	-.110	.013	-.078	-.177	-.143	.413	.423	.327	.419	.331	.507	.418	.542	.472	.444	.453	.398	.426	.534	.496
	I have to work with more than one or more groups who operate quite differently.	.398	.379	.350	.284	.370	.485	1.000	.597	.440	.518	-.243	.042	.137	-.033	-.104	.462	.491	.382	.422	.370	.460	.472	.360	.360	.316	.374	.284	.348	.439	.350
	I do things that are apt to be accepted by one person and not accepted by others.	.512	.532	.486	.424	.475	.493	.597	1.000	.545	.558	-.092	.035	.050	-.160	-.140	.427	.445	.362	.379	.353	.563	.351	.472	.462	.401	.396	.398	.394	.494	.471
	I work on unnecessary things.	.407	.477	.345	.260	.402	.473	.440	.545	1.000	.500	-.195	-.002	-.018	-.103	-.101	.338	.392	.412	.350	.296	.453	.337	.412	.373	.232	.318	.388	.353	.475	.475
	I receive an assignment without manpower to complete it.	.438	.404	.338	.203	.401	.426	.518	.558	.500	1.000	-.225	.044	.060	-.054	-.026	.501	.530	.482	.500	.363	.483	.423	.363	.367	.279	.295	.273	.343	.456	.389
	I feel certain about how much authority I have.	-.055	-.055	-.024	.175	.009	-.110	-.243	-.092	-.195	-.225	1.000	.447	.205	.318	.338	-.188	-.094	-.215	-.144	.020	-.036	-.193	.046	.066	.051	-.013	-.013	-.007	-.076	-.050
	I have clear, planned goals and objectives for my work	-.104	-.094	-.023	-.096	-.100	.013	.042	.035	-.002	.044	.447	1.000	.296	.522	.544	.030	-.023	.074	.040	.056	-.109	.059	-.102	-.005	-.128	-.147	-.019	-.034	-.081	-.136
	I divided my time properly.	-.074	-.045	-.063	-.099	-.129	-.078	.137	.050	-.018	.060	.205	.296	1.000	.388	.374	-.021	.088	.120	-.007	-.052	-.005	-.004	-.053	.023	-.108	-.063	-.024	.026	-.051	-.097
	I know exactly what is expected from me.	-.195	-.235	-.198	-.207	-.278	-.177	-.033	-.160	-.103	-.054	.318	.522	.388	1.000	.840	-.056	-.067	.037	-.104	-.015	-.214	-.027	-.168	-.181	-.188	-.222	-.048	-.078	-.172	-.178
	I receive clear explanations of what has to be done.	-.160	-.139	-.135	-.149	-.161	-.143	-.104	-.140	-.101	-.026	.338	.544	.374	.840	1.000	-.015	-.010	.072	.000	.024	-.195	.041	-.095	-.134	-.125	-.155	-.098	-.112	-.085	-.136
	I have unachievable deadline from my department	.376	.326	.361	.251	.425	.413	.482	.427	.338	.501	-.188	.030	-.021	-.056	-.015	1.000	.553	.660	.602	.563	.358	.543	.352	.404	.281	.232	.315	.394	.461	.413
	I have to work long hours in my office	.411	.409	.324	.333	.423	.423	.491	.445	.392	.530	-.094	-.023	.088	-.067	-.010	.553	1.000	.589	.571	.539	.436	.564	.383	.394	.343	.267	.324	.414	.411	.350
	I'm not able to take other task due to too much to do in my organization.	.400	.379	.355	.219	.367	.327	.382	.362	.412	.482	-.215	.074	.120	.037	.072	.660	.589	1.000	.596	.544	.362	.531	.364	.371	.291	.295	.326	.428	.452	.424
	I must work in my department very intensively.	.367	.345	.293	.272	.401	.418	.422	.379	.350	.500	-.144	.040	-.007	-.104	.000	.602	.571	.596	1.000	.523	.361	.517	.352	.362	.295	.266	.242	.332	.405	.330
	In my organization, I'm unable to take ample breaks	.345	.355	.295	.368	.480	.331	.370	.353	.296	.363	.020	.056	-.052	-.015	.024	.563	.539	.544	.523	1.000	.284	.506	.359	.342	.396	.358	.253	.346	.351	.318
	I do not enjoy my work due to the role conflict	.618	.602	.514	.539	.677	.507	.460	.563	.453	.483	-.036	-.106	-.005	-.214	-.195	.358	.436	.362	.361	.284	1.000	.409	.668	.644	.607	.614	.578	.553	.585	.659
	I'm not satisfy with the workload I have in my organization	.394	.390	.289	.262	.367	.418	.472	.351	.337	.423	-.193	.059	-.004	-.027	.041	.543	.564	.531	.517	.506	.409	1.000	.319	.434	.410	.328	.376	.332	.441	.391
	I don't feel like going to work due to workplace bullying	.686	.695	.644	.600	.709	.542	.360	.472	.412	.363	.046	-.102	-.053	-.160	-.095	.352	.383	.364	.352	.359	.668	.319	1.000	.629	.736	.704	.573	.636	.731	.648
	I'm not satisfy due to uncertainty of my authority and unclear work objectives	.528	.531	.479	.439	.582	.472	.360	.462	.373	.367	.066	-.005	.023	-.181	-.134	.404	.394	.371	.302	.342	.644	.434	.629	1.000	.570	.575	.551	.569	.643	.609
	In general I do not like my job	.617	.593	.519	.598	.662	.444	.316	.401	.232	.279	.051	-.128	-.108	-.188	-.125	.281	.343	.291	.295	.396	.607	.410	.736	.570	1.000	.696	.494	.543	.604	.561
	Im not satisfy and may resign anytime soon	.591	.578	.537	.526	.589	.453	.374	.398	.318	.295	-.013	-.147	-.063	-.222	-.155	.232	.267	.295	.266	.358	.614	.328	.704	.575	.696	1.000	.488	.630	.653	.676
	I will not hesitate to take another job in another organization with lower workload and stress	.458	.478	.490	.392	.490	.396	.284	.398	.388	.273	-.013	-.019	-.024	-.049	-.090	.315	.324	.326	.242	.253	.578	.276	.573	.551	.494	.488	1.000	.572	.624	.654
	It will not take much to make me leave my job in this organization due to the role conflict	.488	.523	.553	.418	.532	.426	.348	.394	.353	.343	-.007	-.034	.026	-.078	-.112	.384	.414	.428	.332	.346	.553	.332	.636	.569	.543	.630	.572	1.000	.722	.687
	I often think of leaving my job in current organization due to the workplace bullying	.667	.631	.656	.591	.676	.534	.439	.494	.475	.456	-.078	-.081	-.051	-.172	-.085	.461	.411	.452	.405	.351	.595	.441	.731	.643	.694	.653	.604	.722	1.000	.771
	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	.556	.558	.592	.441	.605	.496	.350	.471	.475	.389	-.050	-.136	-.097	-.178	-.138	.413	.350	.424	.330	.318	.659	.381	.648	.609	.561	.676	.604	.687	.771	1.000
Sig. (1-tailed)	I'm excluded from work gatherings		< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	.214	.068	.144	.002	.011	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001	< .001
	I'm given the silent treatment.	.000		.000	.000	.000	.000	.000	.000	.000	.000	.018	.114	.258	.000	.023	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I'm yelled or shouted at for the expressing one-self	.000	.000		.000	.000	.000	.000	.000	.000	.000	.367	.370	.116	.002	.026	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I'm not given the due recognition	.000	.000	.000		.000	.000	.000	.000	.000	.002	.006	.004	.077	.001	.016	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I'm treated in a disrespectful manner	.000	.000	.000	.000		.000	.000	.000	.000	.000	.447	.076	.032	.000	.010	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I have to do things that should be done differently.	.000	.000	.000	.000	.000		.000	.000	.000	.000	.057	.425	.133	.005	.020	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I have to work with more than one or more groups who operate quite differently.	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.273	.024	.316	.067	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I do things that are apt to be accepted by one person and not accepted by others.	.000	.000	.000	.000	.000	.000	.000		.000	.000	.093	.309	.238	.010	.022	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I work on unnecessary things.	.000	.000	.000	.000	.000	.000	.000	.000		.000	.002	.486	.398	.069	.074	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I receive an assignment without manpower to complete it.	.000	.000	.000	.002	.000	.000	.000	.000	.000		.001	.263	.126	.221	.356	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I feel certain about how much authority I have.	.214	.218	.367	.006	.447	.057	.000	.093	.002	.001		.000	.001	.000	.000	.003	.000	.001	.019	.306	.002	.004	.258	.173	.233	.426	.426	.463	.133	.238
	I have clear, planned goals and objectives for my work.	.068	.114	.370	.094	.076	.425	.273	.309	.496	.263	.000		.000	.000	.000	.333	.373	.145	.284	.213	.060	.199	.071	.472	.033	.017	.391	.314	.123	.025
	I divided my time properly.	.144	.258	.116	.077	.032	.133	.024	.238	.398	.126	.001	.000		.000	.000	.384	.102	.042	.462	.227	.474	.480	.225	.378	.060	.193	.364	.356	.231	.083
	I know exactly what is expected from me.	.002	.000	.002	.001	.000	.005	.316	.010	.069	.221	.000	.000	.000		.000	.210	.169	.297	.068	.417	.001	.351	.018	.004	.003	.001	.238	.131	.007	.005
	I receive clear explanations of what has to be done.	.011	.023	.026	.016	.010	.026	.087	.022	.074	.356	.000	.000	.000	.000		.414	.445	.153	.499	.368	.002	.279	.088	.027	.037	.013	.098	.055	.111	.024
	I have unachievable deadline from my department	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.003	.333	.364	.210	.414		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I have to work long hours in my office	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.090	.373	.102	.169	.445	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I'm not able to take other task due to too much to do in my organization.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.145	.042	.297	.153	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I must work in my department very intensively.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.019	.264	.462	.068	.499	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	In my organization, I'm unable to take ample breaks	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.386	.213	.227	.417	.368	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I do not enjoy my work due to the role conflict	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.382	.060	.474	.001	.002	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I'm not satisfy with the workload I have in my organization.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.004	.199	.480	.351	.279	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	I don't feel like going to work due to workplace bullying.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.266	.871	.225	.010	.088	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	I'm not satisfy due to uncertainty of my authority and unclear work objectives.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.173	.472	.370	.004	.027	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	In general I do not like my job.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.233	.033	.060	.003	.037	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	Im not satisfy and may resign anytime soon.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.426	.017	.183	.001	.013	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	I will not hesitate to take another job in another organization with lower workload and stress.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.426	.391	.364	.239	.098	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	It will not take much to make me leave my job in this organization due to the role conflict.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.463	.314	.356	.131	.055	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	I often think of leaving my job in current organization due to the workplace bullying.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.133	.123	.231	.007	.111	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.238	.025	.083	.005	.024	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000

a. Determinant = 5.27E-010

Anti – image matrices

Anti-image Matrices

		I'm excluded from work gatherings	I'm given the silent treatment	I'm yelled at or shouted as for the expressing one-self	I'm not given the due recognition	I'm treated in a disrespectful manner	I have to do things that should be done differently	I have to work with more than one or more groups who operate quite differently	I do things that are not to be accepted by one person and not accepted by others	I work on unnecessary things	I receive an assignment without manpower to complete it	I feel certain about how much authority I have	I have clear, planned goals and objectives for my work	I divided my time properly	I know exactly what is expected from me	I receive clear explanations of what has to be done	I have unachievable deadline from my department	I have to work long hours in my office	I'm not able to take office/ task due to too much to do in my organization	I must work in my department very intensively	In my organization, I'm unable to take ample breaks	I do not enjoy my work due to the role conflict	I'm not satisfy with the workload I have in my organization	I don't feel like going to work due to workplace bullying	I'm not satisfy due to uncertainty of my authority and unclear work objectives	In general I do not like my job	I'm not satisfy and may resign anytime soon	I will not hesitate to take another job in another organization with lower workload and stress	It will not take much to make me leave my job in this organization due to the role conflict	I often think of leaving my job in current organization due to the workplace bullying	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.
Anti-image Covariance	I'm excluded from work gatherings	.275	-.073	-.065	-.074	-.032	-.041	.023	-.018	.017	-.039	.018	.016	.006	-.049	.032	-.002	-.007	-.032	.003	.036	-.015	-.005	-.004	.011	-.016	-.029	.013	.048	-.041	.023
	I'm given the silent treatment	-.073	.300	-.003	-.066	-.033	.053	.011	-.038	-.066	-.013	.039	-.024	-.025	.040	-.013	.033	-.004	-.005	.009	.012	.017	-.046	-.052	-.005	.004	-.002	-.002	-.025	.009	-.004
	I'm yelled or shouted as for the expressing one-self	-.065	-.003	.366	.011	-.103	.008	-.035	.007	.027	.006	.003	-.058	.009	.030	.017	-.012	.000	-.019	.036	.039	.042	-.001	-.045	.030	.028	-.004	-.033	-.036	-.014	-.032
	I'm not given the due recognition	-.074	-.060	.011	.368	-.026	-.027	-.013	-.035	.026	.068	-.118	.039	.026	.008	.009	-.006	-.017	.016	-.006	-.040	-.031	.016	.005	.029	-.023	-.014	-.012	.001	-.007	.022
	I'm treated in a disrespectful manner	-.032	-.033	-.103	-.026	.230	.004	.009	.030	-.014	.001	-.005	-.004	.016	.041	-.019	-.016	.002	.016	-.012	-.093	-.076	.045	-.003	-.016	-.045	.029	.022	.022	-.029	.000
	I have to do things that should be done differently	-.041	.053	.009	-.027	.004	.582	-.033	-.022	-.004	.002	.043	-.063	.030	.028	.029	-.025	.039	.059	-.047	.012	.003	-.036	-.059	-.019	-.003	-.009	.007	.004	-.002	-.028
	I have to work with more than one or more groups who operate quite differently.	.023	.011	-.035	-.013	.009	-.033	.395	-.099	-.019	-.100	.000	-.043	-.100	-.005	.074	-.059	-.049	.004	.001	-.018	-.029	-.049	.009	.018	.002	-.005	.009	.017	-.029	.031
	I do things that are apt to be accepted by one person and not accepted by others	-.018	-.009	.007	-.035	.030	-.022	-.099	.423	-.005	-.007	-5.625E-5	-.005	-.039	.044	.019	-.033	-.014	.022	.006	-.032	-.042	.053	.007	-.015	-.026	.026	-.012	.025	-.004	-.023
	I work on unnecessary things.	.017	-.005	.027	.026	-.014	-.004	-.019	-.005	.580	-.052	.035	-.014	.034	-.016	.016	.003	-.010	-.053	.006	-.024	-.012	-.004	-.026	.004	.003	.019	-.001	.025	-.022	-.044
	I receive an assignment without manpower to complete it	-.039	-.013	.009	.005	.001	.002	-.100	-.007	-.052	.422	.039	-.021	.003	-.007	-.024	-.022	-.001	-.009	-.004	-.010	-.009	.040	.014	-.004	.002	.015	.047	.012	-.027	-.003
	I feel certain about how much authority I have	.018	.039	.003	-.110	-.005	.043	.090	-5.625E-5	.035	.039	.466	-.192	-.082	-.050	-.020	.019	-.004	.106	.006	-.007	-.012	.073	-.028	-.070	-.017	.013	.055	.009	.007	-.049
	I have clear, planned goals and objectives for my work	.016	-.024	-.009	.039	-.004	-.003	-.043	-.005	-.014	-.021	-.192	.453	.021	-.002	-.130	.009	.006	-.050	-.028	.015	.013	-.042	.044	-.032	.024	.018	-.040	-.035	.017	.062
	I divided my time properly	.006	-.025	.009	.028	.016	.029	-.100	-.039	.034	.003	-.082	.021	.679	-.073	-.105	.045	-.034	-.090	.011	.006	-.028	.035	.012	-.053	.035	-.015	.003	-.037	.005	.047
	I know exactly what is expected from me	-.049	.040	.030	.008	.041	.029	-.069	.044	.016	-.007	.055	-.062	-.073	.431	-.195	.005	.035	-.030	.057	-.035	.003	.016	-.027	.044	-.006	.046	-.003	-.001	.023	-.009
	I receive clear explanations of what has to be done	.032	-.013	.017	.008	-.018	.029	.074	.018	.016	-.024	-.029	-.130	-.105	-.195	.441	-.011	-.034	-.002	-.014	.009	.021	-.036	-.029	.044	-.002	-.024	.028	.070	-.042	-.014
	I have unachievable deadline from my department	-.002	.033	-.012	-.008	.016	-.025	-.059	-.033	.063	-.022	.019	.009	.045	.005	-.011	.370	.001	-.109	-.072	-.074	.017	-.041	-.013	-.045	.029	.071	-.007	-.012	-.010	-.030
	I have to work long hours in my office	-.007	-.004	.000	-.017	.002	-.039	-.049	-.014	-.010	-.061	-.064	.066	-.034	.033	-.034	.001	.404	-.076	-.056	-.056	-.015	-.060	-.003	.005	.004	.059	-.036	-.068	.023	.031
	I'm not able to take office/ task due to too much to do in my organization.	-.032	-.005	-.019	.016	.016	.058	.064	.022	-.053	-.009	.196	-.050	-.090	-.030	-.002	-.109	-.076	.355	-.072	-.073	-.093	-.017	-.005	-.010	.001	-.005	.016	-.019	.004	-.033
	I must work in my department very intensively	.003	.009	.036	-.008	-.012	-.047	.001	.009	.006	-.056	-.006	-.028	.011	.057	-.014	-.072	-.056	-.072	.466	-.048	-.014	-.048	-.022	.055	.013	.005	.010	-.001	-.017	.014
	In my organization, I'm unable to take ample breaks	-.036	.012	.039	-.040	-.093	.012	-.018	-.032	-.024	-.010	-.067	.015	.006	-.035	.009	-.074	-.056	-.073	-.048	.613	.089	-.073	.003	.001	-.012	-.078	-.016	-.014	.043	.017
	I do not enjoy my work due to the role conflict	-.015	.017	.042	-.031	-.076	.003	-.029	-.042	-.012	-.059	-.012	.013	-.026	.003	.021	.017	-.015	-.003	-.014	.089	.276	-.048	-.034	-.059	-.007	-.026	-.066	-.020	.006	-.054
	I'm not satisfy with the workload I have in my organization	-.005	-.046	-.001	.016	.045	-.038	-.048	.053	-.004	.040	.073	-.042	-.035	-.016	-.036	-.041	-.050	-.017	-.048	-.073	-.048	.424	.067	-.070	-.006	.007	.041	.046	-.040	-.013
	I don't feel like going to work due to workplace bullying	-.004	-.052	-.041	.005	-.003	-.008	.009	.007	-.026	.014	-.028	.044	-.012	-.027	-.029	-.013	-.003	-.005	-.022	.003	-.034	.067	.226	-.028	-.001	-.039	-.017	-.013	-.040	.027
	I'm not satisfy due to uncertainty of my authority and unclear work objectives.	.011	-.005	.030	.029	-.016	-.018	.019	-.015	.004	-.004	-.078	-.032	-.053	.046	.044	-.045	.005	-.018	.055	.001	-.059	-.070	-.028	.392	-.013	-.026	-.053	-.013	-.044	.002
	In general I do not like my job	-.016	.004	.028	.023	-.045	-.003	.002	-.026	.003	.002	-.017	.024	.035	-.006	-.002	.029	.004	.001	.013	-.012	-.007	-.066	-.001	-.013	.312	-.072	-.024	-.013	.005	.008
	I'm not satisfy and may resign anytime soon	-.029	-.002	-.004	-.014	.029	-.009	-.005	.026	.018	.015	.013	.010	-.015	.046	-.024	.071	.059	-.005	.006	-.078	-.028	.007	-.039	-.026	-.072	.299	.029	-.059	-.004	-.069
	I will not hesitate to take another job in another organization with lower workload and stress	.013	-.002	-.033	-.012	.022	.007	.039	-.012	-.031	.047	.055	-.040	.003	-.003	.029	-.007	-.036	.016	.010	-.016	-.006	.041	-.017	-.053	-.024	.028	.057	-.023	-.032	-.078
	It will not take much to make me leave my job in this organization due to the role conflict	.048	-.025	-.036	.001	.022	.004	.017	.025	.025	.012	.009	-.035	-.037	-.001	.070	-.012	-.009	-.009	-.001	-.014	-.028	.046	-.013	-.013	-.013	-.009	-.023	.045	-.004	-.042
	I often think of leaving my job in current organization due to the workplace bullying	-.041	.009	-.014	-.007	-.029	-.002	-.029	-.004	-.022	-.027	.007	.017	.005	.023	-.042	-.018	.023	.004	-.017	.043	.008	-.040	-.040	-.044	.005	-.004	-.032	-.004	.211	-.071
	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	.023	-.004	-.032	.022	.000	-.028	.031	-.023	-.044	-.003	-.048	.062	.047	-.009	-.014	-.030	.031	-.033	.014	.017	-.054	-.013	.027	.002	.009	-.009	-.019	-.042	-.071	.250
Anti-image Correlation	I'm excluded from work gatherings	.953[a]	-.254	-.204	-.233	-.127	-.111	.070	-.054	.045	-.114	.027	.045	.014	-.143	.092	-.095	-.022	-.101	.006	.106	-.053	-.015	-.017	.033	-.053	-.101	.037	.155	-.168	.099
	I'm given the silent treatment	-.254	.954[a]	-.009	-.272	-.125	.137	.032	-.107	-.171	-.037	.103	-.066	-.056	.112	-.036	.098	-.012	-.017	.024	.035	.057	-.130	-.199	-.016	.013	-.008	-.006	-.077	.035	-.014
	I'm yelled or shouted as for the expressing one-self	-.204	-.009	.949[a]	.030	-.354	.015	-.091	.017	.062	.015	.007	-.144	.017	.076	.043	-.032	.001	-.052	.067	.100	.133	-.002	-.142	.078	.062	-.011	-.060	-.102	-.052	-.107
	I'm not given the due recognition	-.233	-.272	.030	.940[a]	-.097	-.083	-.035	-.099	.061	.172	-.268	.097	.055	.019	.021	-.021	-.044	.043	-.020	-.102	-.098	.040	.016	.077	-.069	-.041	-.030	.004	-.025	.074
	I'm treated in a disrespectful manner	-.127	-.125	-.354	-.097	.939[a]	.012	.028	.098	-.041	.004	-.014	-.012	.040	.131	-.056	-.055	.007	.056	-.036	-.301	-.352	.145	-.015	-.053	-.169	.118	.069	.079	-.131	-.002
	I have to do things that should be done differently.	-.111	.137	.015	-.063	.012	.961[a]	-.074	-.049	-.167	.004	.089	-.174	.035	.059	.059	-.059	-.087	.137	-.097	.026	.089	-.062	-.172	-.042	-.008	-.023	.014	.010	-.005	-.090
	I have to work with more than one or more groups who operate quite differently.	.070	.032	-.091	-.035	.028	-.074	.903[a]	-.241	-.043	-.246	.218	-.102	-.193	-.167	.177	-.153	-.122	.171	.001	-.044	-.087	-.117	.029	.049	.006	-.198	.091	.047	-.166	.097
	I do things that are apt to be accepted by one person and not accepted by others	-.054	-.107	.017	-.089	.098	-.049	-.241	.952[a]	-.266	-.134	.088	-.125	-.072	.183	.042	-.083	-.034	.057	.018	-.076	-.122	.126	.021	-.036	-.073	.074	-.027	.065	-.013	-.071
	I work on unnecessary things.	.045	-.171	.062	.061	-.041	-.167	-.043	-.266	.939[a]	-.114	.072	-.029	.059	-.039	.034	.146	-.021	-.125	.013	-.052	-.032	-.008	-.076	.008	.210	.050	-.064	.061	-.067	-.123
	I receive an assignment without manpower to complete it	-.114	-.037	.015	.172	.004	.004	-.246	-.134	-.114	.946[a]	.067	-.049	.005	-.015	-.056	-.056	-.147	-.023	-.126	-.023	-.172	.094	.044	-.011	.005	.042	.107	.031	-.092	-.011
	I feel certain about how much authority I have	.027	.103	.007	-.266	-.014	.089	.210	.000	.072	.067	.569[a]	-.419	-.146	-.111	-.043	.048	-.148	.261	-.012	-.156	-.033	.165	-.067	-.165	-.046	.036	.118	.023	.022	-.142
	I have clear, planned goals and objectives for my work	.045	-.066	-.144	.067	-.012	-.174	-.102	-.125	-.029	-.049	-.419	.648[a]	.038	-.185	-.291	.023	.200	-.125	-.062	.036	.038	-.067	.136	-.077	.063	.027	-.068	-.089	.054	.184
	I divided my time properly	.014	-.056	.017	.055	.040	.035	-.193	-.072	.059	.005	-.148	.038	.698[a]	-.135	-.192	.089	-.064	-.193	.019	.124	-.061	.066	.030	-.162	.077	-.033	.005	-.078	.012	.113
	I know exactly what is expected from me	-.143	.112	.078	.019	.131	.059	-.167	.103	-.039	-.015	-.111	-.185	-.135	.709[a]	-.424	.013	.078	-.078	.127	-.064	.038	-.037	-.087	.113	-.016	.127	-.141	-.132	.076	-.028
	I receive clear explanations of what has to be done	.083	-.036	.043	.021	-.056	.059	.177	.042	.034	-.056	-.043	-.291	-.192	-.424	.739[a]	-.027	-.079	-.006	-.031	.022	.061	-.069	-.089	.165	-.006	-.067	.062	.193	-.139	-.042
	I have unachievable deadline from my department	-.095	.099	-.032	-.021	-.055	-.059	-.153	-.083	.146	-.056	.048	.023	.089	.013	-.027	.931[a]	.001	-.300	-.174	-.190	.052	-.103	-.044	-.117	.086	.215	-.017	-.034	.035	-.098
	I have to work long hours in my office	-.022	-.012	.001	-.044	.007	-.087	-.122	-.034	-.021	-.147	-.148	.200	-.064	.078	-.079	.091	.932[a]	-.201	-.128	-.142	-.044	-.218	-.009	.013	.011	.178	-.069	-.182	.079	.096
	I'm not able to take office/ task due to too much to do in my organization.	-.101	-.017	-.052	.043	.056	.137	.171	.057	-.125	-.023	.261	-.125	-.183	.076	-.006	-.308	-.201	.912[a]	-.177	-.190	-.011	-.044	-.016	-.027	.003	-.018	.040	-.055	.013	-.110
	I must work in my department very intensively	.008	.024	.067	-.020	-.036	-.067	.001	.019	.013	-.126	-.012	-.062	.019	.127	-.031	-.174	-.128	-.177	.955[a]	-.109	-.038	-.109	-.069	.129	.035	.081	.022	-.002	.056	.041
	In my organization, I'm unable to take ample breaks	.106	.035	.100	-.102	-.301	.026	.044	-.079	.052	-.023	-.154	.036	.124	-.084	.022	-.186	-.142	-.190	-.109	.899[a]	.264	-.173	.009	.064	-.033	-.221	.037	-.037	.147	.052
	I do not enjoy my work due to the role conflict	-.053	.057	.133	-.086	-.302	.009	-.087	-.122	-.032	-.172	-.033	.036	-.081	.008	.061	.052	-.044	-.011	-.038	.264	.932[a]	-.140	-.136	-.179	-.022	-.099	-.184	-.065	.281	-.207
	I'm not satisfy with the workload I have in my organization	-.015	-.130	-.002	.040	.145	-.082	-.117	.125	-.008	.094	.165	-.097	.066	-.037	-.089	-.183	-.218	-.044	-.106	-.173	-.148	.905[a]	.216	-.171	-.236	.019	.092	.119	-.132	-.039
	I don't feel like going to work due to workplace bullying	-.017	-.199	-.142	.016	-.015	-.172	.029	.021	-.076	.044	-.087	.136	.030	-.067	-.099	-.044	-.009	-.018	-.068	.009	-.138	.216	.951[a]	-.095	-.304	-.151	-.054	-.047	-.185	.113
	I'm not satisfy due to uncertainty of my authority and unclear work objectives.	.033	-.016	.078	.077	-.053	-.042	.049	-.036	.008	-.011	-.165	-.077	-.182	.113	.105	-.117	.013	-.027	.126	.004	-.179	-.171	-.095	.961[a]	-.036	-.076	-.125	-.035	-.153	.006
	In general I do not like my job	-.053	.013	.092	-.069	-.169	-.008	.006	-.073	.210	.005	-.046	.063	.077	-.016	-.006	.096	.011	.003	.035	-.033	-.022	-.236	-.304	-.036	.948[a]	-.235	-.064	-.040	.019	.030
	I'm not satisfy and may resign anytime soon	-.101	-.008	-.011	.041	.110	-.023	-.190	.074	.050	.042	.036	.027	-.033	.127	-.067	.215	.170	-.016	.001	-.221	-.099	.019	-.191	-.076	-.235	.936[a]	.075	-.194	-.016	-.253
	I will not hesitate to take another job in another organization with lower workload and stress	.037	-.006	-.080	-.030	.069	.014	.091	-.027	.064	.107	.118	-.088	.005	-.141	.062	-.017	-.089	.040	.022	-.037	-.184	.092	-.054	-.125	-.064	.075	.953[a]	-.059	-.102	-.230
	It will not take much to make me leave my job in this organization due to the role conflict	.155	-.077	-.102	.004	.079	.018	.047	.065	.061	.031	.022	-.089	-.076	-.132	.100	-.034	-.102	-.055	-.002	-.037	-.065	.119	-.047	-.035	-.041	-.194	-.059	.946[a]	-.310	-.142
	I often think of leaving my job in current organization due to the workplace bullying	-.168	.035	-.052	-.025	-.131	-.005	-.100	-.013	.067	-.092	.022	.054	.012	.076	-.139	-.035	.079	.013	-.056	.147	.281	-.132	-.185	-.153	.019	.016	-.102	-.310	.941[a]	-.308
	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	.099	-.014	-.107	.074	-.002	-.080	.097	-.071	-.123	-.011	-.142	.184	.113	-.028	-.042	-.098	.096	-.110	.041	.052	-.287	-.039	.113	.006	.030	-.253	-.230	-.142	-.308	.939[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
I'm excluded from work gatherings	1.000	.715
I'm given the silent treatment	1.000	.694
I'm yelled or shouted as for the expressing one-self	1.000	.573
I'm not given the due recognition	1.000	.750
I'm treated in a disrespectful manner	1.000	.763
I have to do things that should be done differently.	1.000	.495
I have to work with more than one or more groups who operate quite differently.	1.000	.662
I do things that are apt to be accepted by one person and not accepted by others	1.000	.699
I work on unnecessary things.	1.000	.559
I receive an assignment without manpower to complete it.	1.000	.677
I feel certain about how much authority I have	1.000	.693
I have clear, planned goals and objectives for my work	1.000	.646
I divided my time properly	1.000	.471
I know exactly what is expected from me	1.000	.695
I receive clear explanations of what has to be done	1.000	.682
I have unachievable deadline from my department	1.000	.696
I have to work long hours in my office	1.000	.627
I'm not able to take other task due to too much to do in my organization.	1.000	.711
I must work in my department very intensively	1.000	.643

In my organization, I'm unable to take ample breaks	1.000	.687
I do not enjoy my work due to the role conflict	1.000	.683
Im not satisfy with the workload I have in my organization	1.000	.580
I don't feel like going to work due to workplace bullying	1.000	.773
Im not satisfy due to uncertainty of my authority and unclear work objectives	1.000	.592
In general I do not like my job	1.000	.683
Im not satisfy and may resign anytime soon	1.000	.669
I will not hesitate to take another job in another organization with lower workload and stress	1.000	.629
It will not take much to make me leave my job in this organization due to the role conflict	1.000	.710
I often think of leaving my job in current organization due to the workplace bullying	1.000	.781
I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	1.000	.785

Extraction Method: Principal Component Analysis.

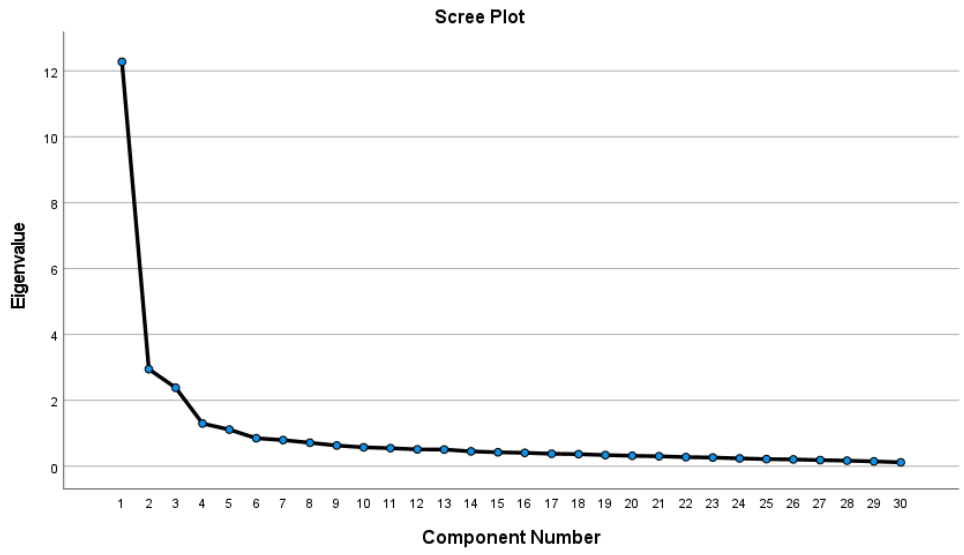
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	4169.508
	df	435
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.278	40.926	40.926	12.278	40.926	40.926	7.732	25.774	25.774
2	2.948	9.827	50.753	2.948	9.827	50.753	4.304	14.347	40.121
3	2.384	7.948	58.701	2.384	7.948	58.701	3.207	10.692	50.813
4	1.298	4.327	63.028	1.298	4.327	63.028	2.768	9.227	60.040
5	1.114	3.712	66.740	1.114	3.712	66.740	2.010	6.700	66.740
6	.852	2.841	69.581						
7	.796	2.655	72.236						
8	.715	2.382	74.619						
9	.631	2.102	76.721						
10	.576	1.921	78.642						
11	.550	1.832	80.474						
12	.513	1.711	82.186						
13	.509	1.695	83.881						
14	.453	1.510	85.391						
15	.425	1.417	86.808						
16	.409	1.363	88.171						
17	.381	1.269	89.440						
18	.368	1.228	90.668						
19	.340	1.133	91.801						
20	.319	1.063	92.864						
21	.304	1.013	93.877						
22	.279	.928	94.806						
23	.266	.885	95.691						
24	.240	.800	96.491						
25	.218	.726	97.216						
26	.208	.695	97.911						
27	.188	.625	98.536						
28	.171	.570	99.106						
29	.149	.496	99.602						
30	.119	.398	100.000						

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component				
	1	2	3	4	5
I often think of leaving my job in current organization due to the workplace bullying	.838				
I don't feel like going to work due to workplace bullying	.818				
I'm treated in a disrespectful manner	.816				
I'm excluded from work gatherings	.793				
I do not enjoy my work due to the role conflict	.791				
I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	.786				
I'm given the silent treatment	.780				
Im not satisfy and may resign anytime soon	.734				
Im not satisfy due to uncertainty of my authority and unclear work objectives	.734				
In general I do not like my job	.732				
It will not take much to make me leave my job in this organization due to the role conflict	.728				
I'm yelled or shouted as for the expressing one-self	.718				
I do things that are apt to be accepted by one person and not accepted by others	.679				
I have to do things that should be done differently.	.675				
I'm not given the due recognition	.655				
I will not hesitate to take another job in another organization with lower workload and stress	.654				

I have to work long hours in my office	.628				
I have unachievable deadline from my department	.611				
I receive an assignment without manpower to complete it.	.611				
I'm not able to take other task due to too much to do in my organization.	.603	.454			
I have to work with more than one or more groups who operate quite differently.	.602				
I work on unnecessary things.	.593				
Im not satisfy with the workload I have in my organization	.593				
I must work in my department very intensively	.576				
In my organization, I'm unable to take ample breaks	.564			-.489	
I receive clear explanations of what has to be done		.633	.494		
I know exactly what is expected from me		.629	.470		
I have clear, planned goals and objectives for my work		.619	.479		
I divided my time properly		.497			
I feel certain about how much authority I have			.745		

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Reproduced Correlations

		I'm excluded from work gatherings	I'm given the silent treatment	I'm yelled or shouted at for the supressing one-self	I'm not given the due recognition	I'm treated in a disrespectful manner	I have to do things that should be done differently	I have to work with more than one or more groups who operate quite differently	I do things that are apt to be accepted by one person and not accepted by others	I work on unnecessary things	I receive an assignment without manpower to complete it	I feel certain about how much authority I have	I have clear, planned goals and objectives for my work	I divided my time properly	I know exactly what is expected from me	I receive clear explanations of what has to be done	I have unachievable deadline from my department	I have to work long hours in my office	I'm not able to take other task due to too much to do in my organization	I must work in my department very intensively	In my organization, I'm unable to take ample breaks	I do not enjoy my work due to the role conflict	I'm not satisfy with the workload I have in my organization	I don't feel like going to work due to workplace bullying	I'm not satisfy due to uncertainty of my authority and unclear work objectives	In general I do not like my job	I'm not satisfy and may resign anytime soon	I will not hesitate to take another job in another organization with lower workload and stress	It will not take much to make me leave my job in this organization due to the role conflict	I often think of leaving my job in current organization due to the workplace bullying	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.
Reproduced Correlation	I'm excluded from work gatherings	.715[a]	.704	.611	.676	.727	.545	.440	.571	.432	.426	.035	-.088	-.093	-.285	-.195	.359	.434	.336	.361	.414	.661	.383	.701	.579	.651	.617	.473	.519	.535	.577
	I'm given the silent treatment	.704	.694[a]	.603	.660	.710	.540	.440	.572	.437	.424	.037	-.071	-.075	-.253	-.169	.349	.417	.319	.359	.386	.656	.364	.693	.573	.636	.610	.474	.515	.529	.574
	I'm yelled or shouted as for the supressing one-self	.611	.603	.573[a]	.552	.636	.463	.333	.443	.367	.328	.027	-.065	-.073	-.194	-.144	.323	.349	.323	.301	.333	.601	.331	.663	.567	.606	.609	.523	.566	.537	.611
	I'm not given the due recognition	.676	.660	.552	.750[a]	.705	.430	.261	.436	.244	.235	.230	-.039	-.148	-.255	-.152	.339	.321	.179	.262	.398	.547	.270	.643	.476	.646	.550	.357	.384	.493	.422
	I'm treated in a disrespectful manner	.727	.710	.636	.705	.763[a]	.533	.366	.515	.383	.378	.052	-.108	-.149	-.281	-.194	.408	.453	.377	.415	.479	.655	.418	.731	.600	.701	.651	.496	.559	.563	.608
	I have to do things that should be done differently	.545	.540	.463	.430	.533	.499[a]	.504	.553	.478	.502	-.129	-.051	.000	-.182	-.102	.408	.445	.399	.397	.347	.552	.395	.521	.470	.445	.454	.399	.434	.535	.489
	I have to work with more than one or more groups who operate quite differently	.440	.440	.333	.261	.366	.504	.502[a]	.542	.582	.566	-.240	.057	.146	-.076	-.076	.475	.520	.454	.465	.331	.464	.441	.360	.369	.253	.282	.289	.312	.426	.366
	I do things that are apt to be accepted by one person and not accepted by others	.571	.572	.443	.438	.515	.553	.542	.599[a]	.586	.628	-.130	.032	.108	-.149	-.136	.382	.467	.352	.393	.286	.588	.376	.494	.447	.386	.404	.351	.362	.498	.432
	I work on unnecessary things.	.432	.437	.367	.244	.383	.478	.582	.588	.559[a]	.583	-.252	-.023	.111	-.117	-.135	.393	.412	.377	.350	.217	.509	.354	.494	.407	.285	.352	.374	.382	.478	.447
	I receive an assignment without manpower to complete it.	.426	.424	.329	.235	.379	.582	.666	.628	.583	.677[a]	-.262	.091	.147	-.057	-.056	.520	.549	.505	.501	.365	.475	.479	.354	.374	.249	.279	.308	.331	.436	.379
	I feel certain about how much authority I have.	.035	.037	.027	.230	.052	-.128	-.240	-.130	-.252	-.262	.693[a]	.472	.239	.487	.466	-.234	-.154	-.197	-.182	.009	-.064	-.156	.062	-.001	.114	.018	-.038	-.043	-.062	-.122
	I have clear, planned goals and objectives for my work	-.093	-.071	-.065	-.039	-.109	-.051	.057	.032	-.023	.061	.472	.645[a]	.488	.528	.529	.510	.562	.575	.526	.577	-.066	.040	-.063	-.033	-.099	-.139	-.051	-.054	-.091	-.143
	I divided my time properly	-.093	-.075	-.073	-.149	-.149	.000	.146	.108	.111	.147	.239	.488	.471[a]	.581	.460	-.015	.022	.056	-.031	-.073	-.016	-.001	-.060	5.716E-5	-.146	-.104	.035	.003	-.025	-.043
	I know exactly what is expected from me	-.265	-.253	-.194	-.255	-.291	-.182	-.076	-.149	-.117	-.057	.407	.528	.501	.696[a]	.574	-.043	-.047	.056	-.068	-.033	-.216	-.028	-.186	-.107	-.223	-.219	-.051	-.060	-.152	-.156
	I receive clear explanations of what has to be done	-.195	-.169	-.144	-.152	-.194	-.152	-.076	-.126	-.135	-.056	.466	.529	.460	.674	.692[a]	.012	.013	.099	.001	.074	-.167	.031	-.127	-.073	-.143	-.176	-.049	-.039	-.122	-.151
	I have unachievable deadline from my department	.359	.349	.323	.230	.408	.408	.475	.382	.390	.528	-.234	.018	-.015	-.043	.012	.696[a]	.639	.690	.656	.616	.362	.632	.349	.376	.324	.293	.303	.403	.454	.400
	I have to work long hours in my office	.434	.417	.348	.321	.453	.445	.520	.467	.412	.549	-.154	.082	.022	-.047	.013	.639	.637[a]	.618	.625	.591	.404	.592	.360	.379	.349	.302	.274	.360	.439	.367
	I'm not able to take other task due to too much to do in my organization	.336	.319	.323	.179	.377	.369	.454	.352	.377	.505	-.197	.075	.056	.056	.099	.690	.618	.711[a]	.629	.589	.356	.626	.357	.400	.315	.306	.259	.457	.484	.442
	I must work in my department very intensively	.361	.359	.301	.262	.415	.397	.465	.393	.350	.581	-.182	.026	-.031	-.068	.001	.656	.625	.629	.643[a]	.620	.337	.601	.329	.329	.315	.254	.222	.319	.368	.319
	In my organization, I'm unable to take ample breaks	.414	.386	.333	.398	.479	.347	.331	.286	.257	.365	.009	.077	-.073	-.033	.074	.618	.591	.589	.620	.680[a]	.310	.581	.372	.339	.405	.293	.210	.324	.378	.297
	I do not enjoy my work due to the role conflict	.661	.656	.601	.547	.655	.552	.404	.588	.509	.675	-.064	.098	-.016	-.216	-.167	.362	.404	.356	.337	.310	.693[a]	.364	.689	.605	.594	.625	.558	.587	.665	.654
	I'm not satisfy with the workload I have in my organization	.383	.364	.331	.270	.418	.395	.441	.376	.356	.479	-.156	.048	-.001	-.028	.031	.632	.592	.626	.601	.581	.364	.592[a]	.364	.373	.341	.303	.266	.388	.441	.364
	I don't feel like going to work due to workplace bullying	.701	.693	.663	.643	.731	.521	.360	.494	.404	.354	.082	-.063	-.060	-.186	-.127	.349	.380	.357	.323	.372	.689	.364	.773[a]	.659	.706	.708	.614	.661	.735	.707
	I'm not satisfy due to uncertainty of my authority and unclear work objectives.	.579	.573	.567	.476	.600	.470	.369	.447	.407	.374	-.001	-.033	5.716E-5	-.107	-.073	.376	.379	.490	.329	.338	.605	.373	.658	.592[a]	.579	.609	.577	.621	.675	.657
	In general I do not like my job	.651	.636	.606	.646	.701	.445	.253	.386	.295	.249	.114	-.099	-.146	-.223	-.143	.324	.349	.315	.315	.405	.594	.341	.706	.579	.593[a]	.646	.614	.574	.641	.608
	I'm not satisfy and may resign anytime soon	.617	.610	.609	.550	.651	.454	.262	.404	.352	.279	.018	-.139	-.104	-.219	-.176	.283	.302	.306	.254	.293	.625	.303	.709	.609	.646	.649[a]	.594	.635	.690	.664
	I will not hesitate to take another job in another organization with lower workload and stress	.473	.474	.523	.337	.496	.398	.289	.351	.374	.308	-.038	-.051	.035	-.051	-.049	.303	.374	.359	.222	.318	.556	.296	.614	.577	.514	.594	.629[a]	.656	.673	.691
	It will not take much to make me leave my job in this organization due to the role conflict	.519	.515	.566	.384	.559	.434	.312	.362	.382	.331	-.043	-.054	.003	-.083	-.039	.403	.360	.457	.319	.324	.587	.388	.661	.631	.574	.635	.658	.718[a]	.726	.736
	I often think of leaving my job in current organization due to the workplace bullying	.635	.629	.637	.493	.663	.535	.426	.498	.478	.438	-.082	-.091	-.025	-.152	-.122	.454	.439	.494	.388	.378	.685	.441	.735	.675	.641	.690	.673	.726	.781[a]	.772
	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	.577	.574	.611	.422	.608	.469	.366	.432	.447	.378	-.122	-.143	-.043	-.184	-.151	.408	.367	.442	.318	.287	.654	.384	.707	.657	.608	.684	.691	.736	.772	.785[a]
Residual[b]	I'm excluded from work gatherings		.034	.050	-.012	-.004	-.036	-.042	-.066	-.026	.012	-.091	-.024	.019	.071	.035	.007	-.023	.064	-.014	-.069	-.043	.001	-.015	-.057	-.034	-.026	-.015	-.031	.032	-.021
	I'm given the silent treatment	.034		-.009	.001	.016	-.004	-.060	-.045	.040	-.028	.091	-.013	.030	.018	.050	-.023	-.008	.059	-.014	-.031	-.056	.026	.002	-.041	-.043	-.032	-.004	.008	.002	-.016
	I'm yelled or shouted as for the supressing one-self	.050	-.009		-.055	.076	-.029	.017	-.038	-.022	.009	-.051	.062	-.011	-.004	.009	.038	-.024	.031	-.018	-.038	-.067	-.042	-.019	-.087	-.067	-.071	-.033	-.012	.019	-.019
	I'm not given the due recognition	-.012	.001	-.055		-.060	-.028	.004	-.012	.016	-.032	-.055	-.057	.048	.048	.003	.022	.011	.040	-.010	-.031	-.009	-.008	-.043	-.037	-.059	-.024	.056	.034	.008	.019
	I'm treated in a disrespectful manner	-.004	-.016	.076	-.060		-.043	-.015	.041	.019	.022	-.043	.008	.020	.002	.032	.017	-.030	.011	-.014	.002	.022	-.051	-.022	-.019	-.039	-.063	-.006	-.028	.007	-.003
	I have to do things that should be done differently.	-.030	-.004	-.029	-.028	-.043		-.038	-.008	-.006	-.073	.019	.004	-.077	.004	.008	.004	-.022	-.062	.021	-.016	-.045	.024	.022	.002	-.001	-.001	-.004	-.009	-.001	.007
	I have to work with more than one or more groups who operate quite differently.	-.042	-.060	.017	.004	-.015	-.038		-.055	-.142	-.049	-.003	-.015	-.009	.042	-.029	.008	-.029	-.072	-.044	.039	-.023	.031	.001	-.009	.063	.092	-.025	.036	.013	-.016
	I do things that are apt to be accepted by one person and not accepted by others	-.060	-.040	-.039	-.012	-.041	-.060	-.055		-.043	-.078	.037	.003	-.058	-.011	-.005	.045	-.022	.010	-.013	.056	-.025	-.025	-.022	.014	.015	-.009	.047	.022	-.004	.039
	I work on unnecessary things.	-.026	.040	-.022	.016	.019	.006	-.142	-.043		-.043	.057	.021	-.129	.014	.034	-.042	-.020	.035	.000	.079	-.056	-.017	.007	-.034	-.053	-.034	.014	-.029	-.003	.027
	I receive an assignment without manpower to complete it.	.012	-.028	.009	-.032	.022	-.073	-.049	-.078	-.043		.037	-.017	-.067	.003	.031	-.018	-.019	-.023	-.001	-.002	.006	-.056	.009	-.007	.030	.016	-.027	.012	.018	.010
	I feel certain about how much authority I have.	-.091	-.061	-.051	-.055	-.043	.018	-.003	.037	.057	.037		-.025	-.033	-.090	-.126	.047	.060	-.018	.037	.012	.028	-.026	-.036	.067	-.063	-.031	.025	.037	.004	.072
	I have clear, planned goals and objectives for my work	-.024	-.013	.062	-.057	.009	.004	-.015	.003	.021	-.017	-.025		-.192	-.098	-.065	.028	-.065	-.031	.014	-.022	-.023	.019	-.039	.028	-.030	-.009	.031	.020	.018	.007
	I divided my time properly	.019	.030	-.011	.048	.030	-.077	-.009	-.056	-.129	-.067	-.033	-.192		-.113	-.066	-.006	.066	.004	.024	.021	.012	-.003	.006	.023	.036	.041	-.059	.022	-.027	-.053
	I know exactly what is expected from me	.071	.016	-.004	.048	.002	.024	.042	-.011	.014	.053	.090	.098	-.113		-.034	-.013	.019	-.018	-.036	.018	.062	.001	.025	-.074	.035	-.003	.062	-.019	-.018	-.014
	I receive clear explanations of what has to be done	.035	.050	.009	.083	.032	.008	-.029	-.005	.034	.031	-.128	-.065	-.066	-.034		-.027	-.023	-.027	-.001	-.050	-.008	.013	.033	-.061	.019	.020	-.041	-.072	.037	.013
	I have unachievable deadline from my department	.007	-.023	.038	.022	.017	.004	.006	.045	-.042	-.018	.047	.028	-.006	-.013	-.027		-.065	-.031	-.054	-.053	-.003	-.089	.004	-.028	-.043	-.061	.012	-.018	.007	.012
	I have to work long hours in my office	-.023	-.006	-.024	.011	-.030	-.022	-.029	-.022	-.020	-.019	.060	-.065	.066	-.019	-.023	-.065		-.029	-.054	-.054	.032	-.027	.003	-.005	-.005	-.035	.050	.054	-.029	-.016
	I'm not able to take other task due to too much to do in my organization	.064	.059	.031	.040	.011	-.062	-.072	.016	.035	-.023	-.018	-.001	.064	-.018	-.027	-.031	-.029		-.043	-.045	.004	-.095	.006	-.029	-.024	-.012	-.033	-.029	-.033	-.017
	I must work in my department very intensively	-.014	-.014	-.018	-.010	-.014	.021	-.044	-.013	.000	-.001	.037	.014	.024	-.036	-.001	-.054	-.054	-.043		-.097	.024	-.085	.030	-.027	-.020	.012	.020	.013	.017	.013
	In my organization, I'm unable to take ample breaks	-.069	-.031	-.038	-.031	.002	-.016	.039	.056	.079	-.062	.012	-.022	.021	.018	-.050	-.053	-.054	-.045	-.097		-.027	-.075	-.013	.003	-.019	.065	.043	.022	-.028	.020
	I do not enjoy my work due to the role conflict	-.043	-.056	-.097	-.068	.022	-.045	-.023	-.025	-.056	.008	.028	-.023	.012	.002	-.006	-.003	.032	-.004	.024	-.027		.043	-.021	.039	.014	-.011	.020	-.034	-.006	.005
	I'm not satisfy with the workload I have in my organization	.001	.026	-.042	-.008	-.051	.024	.031	-.025	-.017	-.056	-.026	.019	-.003	.001	.010	-.009	-.027	-.005	-.085	-.075	.043		-.045	.061	.069	.025	.020	-.056	.001	-.003
	I don't feel like going to work due to workplace bullying	-.015	.002	-.019	-.043	-.022	.022	.001	-.022	.007	.009	-.036	-.039	.006	.025	.033	.004	.003	.009	.030	-.013	-.021	-.045		-.029	.030	-.004	-.041	-.024	-.004	-.059
	I'm not satisfy due to uncertainty of my authority and unclear work objectives.	-.057	-.041	-.087	-.037	-.019	.002	-.009	.014	-.034	-.007	.067	.028	.023	-.074	-.061	.028	.005	-.028	-.027	.003	.039	.061	-.029		-.009	-.033	-.026	-.052	-.032	-.048
	In general I do not like my job	-.034	-.043	-.087	-.059	-.039	-.001	.063	.015	-.053	.030	-.063	-.030	.038	.035	.019	-.043	-.005	-.024	-.020	-.019	.014	.069	.030	-.009		.050	-.031	-.030	-.037	-.047
	I'm not satisfy and may resign anytime soon	-.028	-.032	-.071	-.024	-.063	-.001	.092	-.008	-.034	.016	-.031	-.009	.041	-.003	.020	-.001	-.005	-.012	.012	.065	-.011	.025	-.004	-.033	.050		-.107	-.004	-.037	-.009
	I will not hesitate to take another job in another organization with lower workload and stress	-.015	-.004	-.033	.008	-.006	-.004	-.025	.047	.014	-.027	.025	.031	-.059	.002	-.041	.012	.050	-.033	.020	.043	.020	-.020	-.041	-.026	-.031	-.107		-.006	-.018	-.037
	It will not take much to make me leave my job in this organization due to the role conflict	-.031	.008	-.012	.034	-.029	-.008	.036	.022	-.029	.012	.037	.028	.022	-.019	-.072	.018	.054	-.029	.013	.022	-.034	-.008	-.024	-.052	.030	-.004	-.006		-.004	-.049
	I often think of leaving my job in current organization due to the workplace bullying	.032	.002	.019	.008	.007	-.001	.013	-.004	-.003	.018	.004	.018	-.027	-.019	.037	.007	-.029	-.033	.017	-.028	-.100	.001	-.004	-.032	-.037	-.037	-.018	-.004		-.001
	I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	-.021	-.016	-.019	.019	-.003	.007	-.016	.039	.027	.018	.072	.007	-.053	-.014	.013	.012	-.016	-.017	.013	.028	.005	-.003	-.009	-.048	-.047	-.008	-.037	-.048	-.001	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 91 (20.0%) nonredundant residuals with absolute values greater than 0.05.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
I probably looking for another job soon due to uncertainty of my authority and unclear work objectives.	.835				
I often think of leaving my job in current organization due to the workplace bullying	.802				
It will not take much to make me leave my job in this organization due to the role conflict	.796				
I don't feel like going to work due to workplace bullying	.781				
Im not satisfy and may resign anytime soon	.766				
I will not hesitate to take another job in another organization with lower workload and stress	.766				
Im not satisfy due to uncertainty of my authority and unclear work objectives	.697				
In general I do not like my job	.684				
I do not enjoy my work due to the role conflict	.661				
I'm yelled or shouted as for the expressing one-self	.658				
I'm treated in a disrespectful manner	.629				.465
I'm given the silent treatment	.586				
I'm excluded from work gatherings	.585				
I have unachievable deadline from my department		.768			
In my organization, I'm unable to take ample breaks		.750			

I'm not able to take other task due to too much to do in my organization.		.749			
I must work in my department very intensively		.743			
Im not satisfy with the workload I have in my organization		.689			
I have to work long hours in my office		.677			
I do things that are apt to be accepted by one person and not accepted by others			.705		
I have to work with more than one or more groups who operate quite differently.			.702		
I receive an assignment without manpower to complete it.			.677		
I work on unnecessary things.			.630		
I have to do things that should be done differently.					
I know exactly what is expected from me				.804	
I receive clear explanations of what has to be done				.798	
I have clear, planned goals and objectives for my work				.786	
I divided my time properly				.623	
I feel certain about how much authority I have				.583	.468
I'm not given the due recognition	.483				.686

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 6 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	.747	.458	.400	-.107	.246
2	-.299	.561	.220	.717	-.184
3	.419	-.415	-.315	.676	.309
4	.119	-.528	.696	.133	-.453
5	-.404	-.154	.456	.012	.778

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA COLLIN TOL
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT IntentionToleave
  /METHOD=ENTER JobDisatisfaction WorkplaceBullying
  /PARTIALPLOT ALL
  /SCATTERPLOT=(*ZPRED ,*ZRESID)
  /RESIDUALS DURBIN HISTOGRAM(ZRESID) NORMPROB(ZRESID).
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Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Workplace Bullying, Job Disatisfaction[b]	.	Enter

a. Dependent Variable: Intention To leave

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.841[a]	.707	.704	.5610	1.967

a. Predictors: (Constant), Workplace Bullying, Job Disatisfaction

b. Dependent Variable: Intention To leave

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	154.693	2	77.346	245.767	.000[b]
	Residual	64.202	204	.315		
	Total	218.894	206			

a. Dependent Variable: Intention To leave

b. Predictors: (Constant), Workplace Bullying, Job Disatisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.157	.138		1.138	.256		
	Job Disatisfaction	.718	.072	.635	9.952	.000	.353	2.834
	Workplace Bullying	.224	.059	.240	3.761	.000	.353	2.834

a. Dependent Variable: Intention To leave

Collinearity Diagnostics[a]

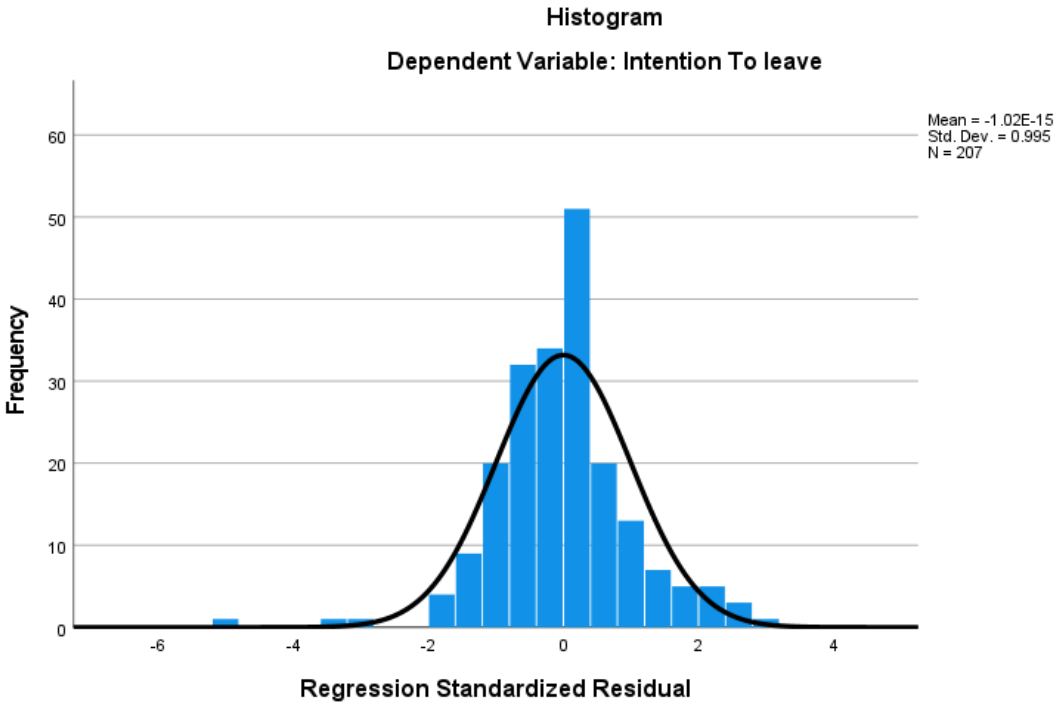
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Job Disatisfaction	Workplace Bullying
1	1	2.923	1.000	.01	.00	.00
	2	.059	7.040	.88	.03	.18
	3	.018	12.895	.11	.96	.82

a. Dependent Variable: Intention To leave

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.099	4.821	3.074	.8666	207
Residual	-2.7006	1.6198	.0000	.5583	207
Std. Predicted Value	-2.280	2.016	.000	1.000	207
Std. Residual	-4.814	2.887	.000	.995	207

a. Dependent Variable: Intention To leave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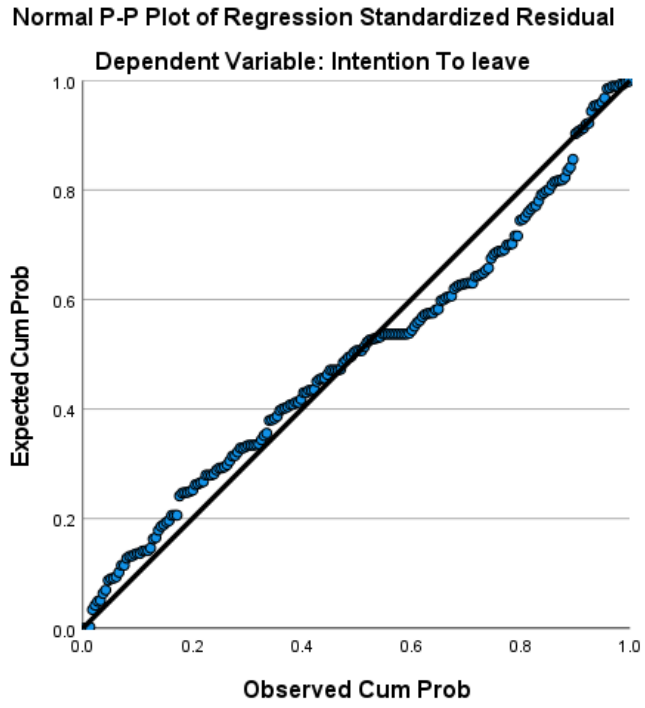
2
4
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Intention To leave
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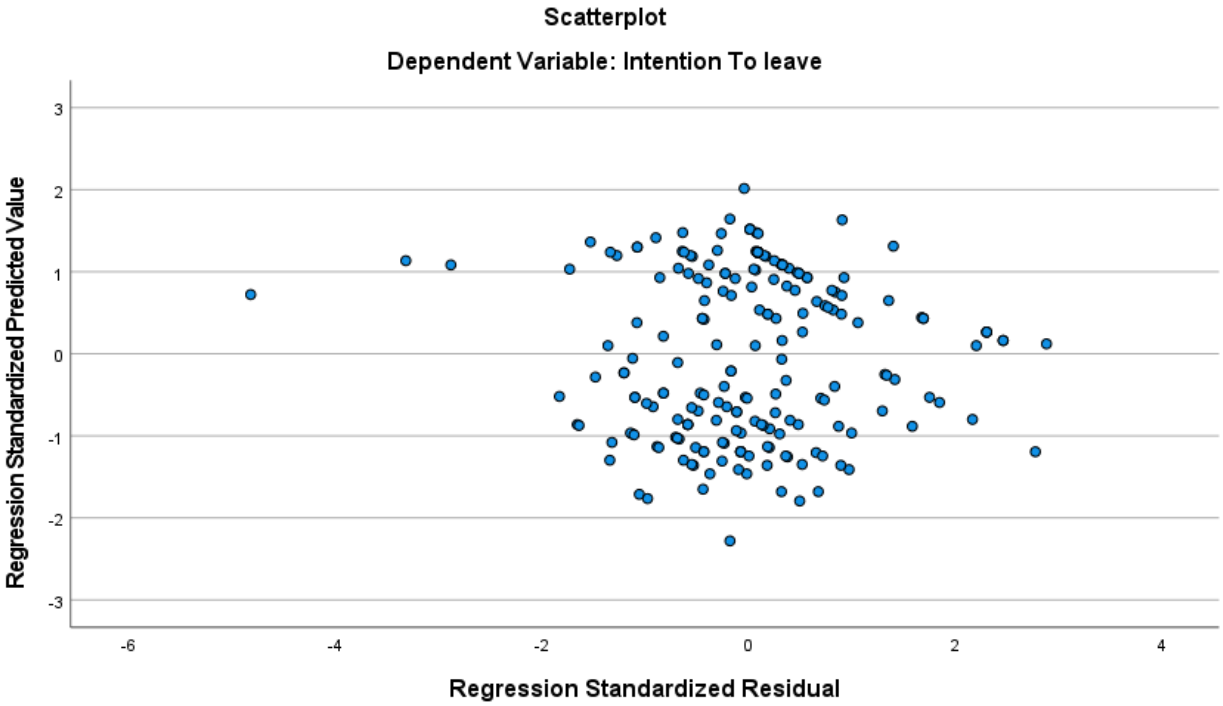
0.2
0.4
0.6
0.8
1.0
Observed Cum Prob


Scatterplot
Dependent Variable: Intention To leave
Regression Standardized Predicted Value
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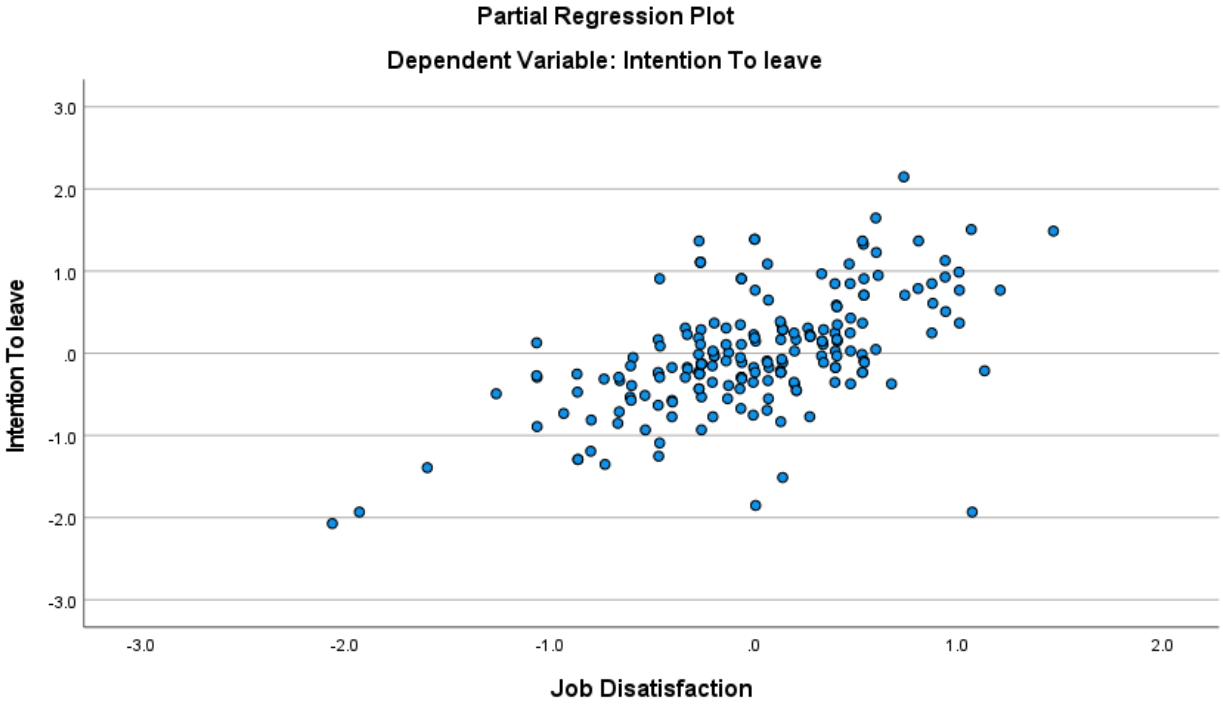
2
4
Regression Standardized Residual


Partial Regression Plot
Dependent Variable: Intention To leave
Intention To leave
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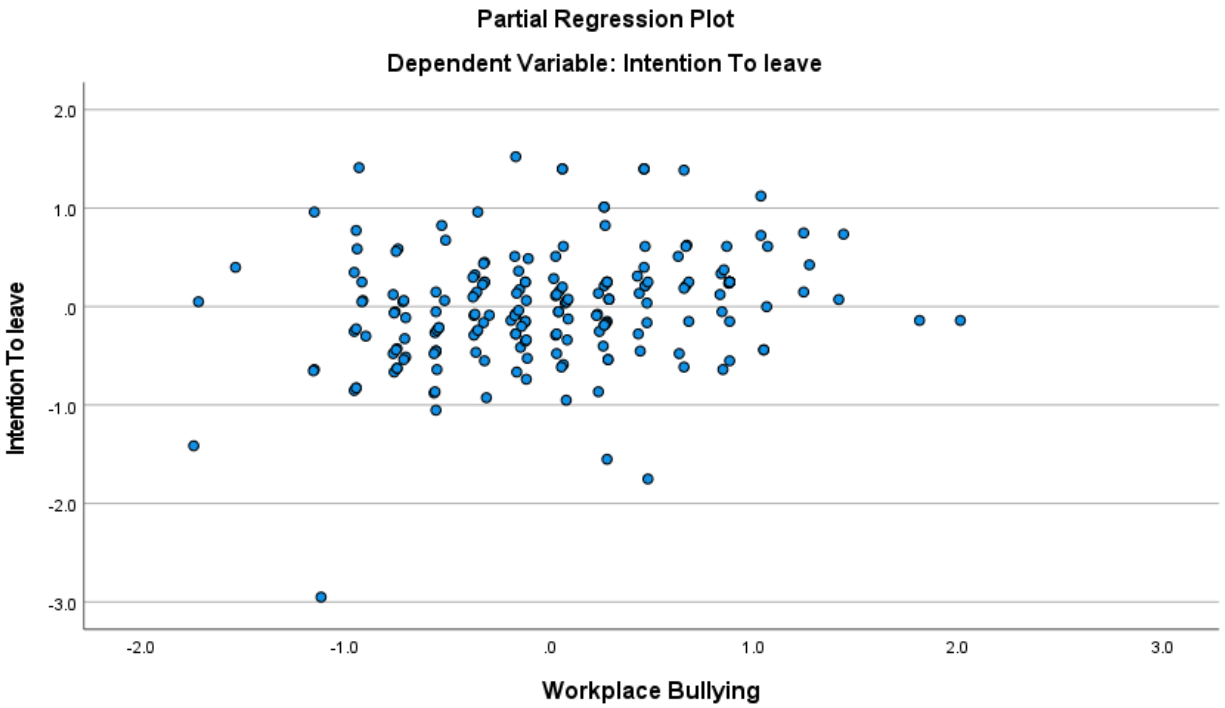
1.0
2.0
Job Disatisfaction

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REGRESSION
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  /STATISTICS COEFF OUTS R ANOVA COLLIN TOL
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  /NOORIGIN
  /DEPENDENT IntentionToleave
  /METHOD=ENTER JobDisatisfaction Roleconflict
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  /RESIDUALS DURBIN HISTOGRAM(ZRESID) NORMPROB(ZRESID).
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Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Role conflict, Job Disatisfaction[b]	.	Enter

a. Dependent Variable: Intention To leave

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.832[a]	.693	.690	.5741	1.985

a. Predictors: (Constant), Role conflict, Job Disatisfaction

b. Dependent Variable: Intention To leave

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	151.658	2	75.829	230.068	.000[b]
	Residual	67.237	204	.330		
	Total	218.894	206			

a. Dependent Variable: Intention To leave

b. Predictors: (Constant), Role conflict, Job Disatisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.088	.151		.583	.560		
	Job Disatisfaction	.858	.058	.759	14.818	.000	.574	1.743
	Role conflict	.131	.063	.106	2.073	.039	.574	1.743

a. Dependent Variable: Intention To leave

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	Job Disatisfaction	Role conflict
1	1	2.924	1.000	.01	.01	.01
	2	.047	7.861	.98	.12	.22
	3	.029	10.062	.01	.88	.77

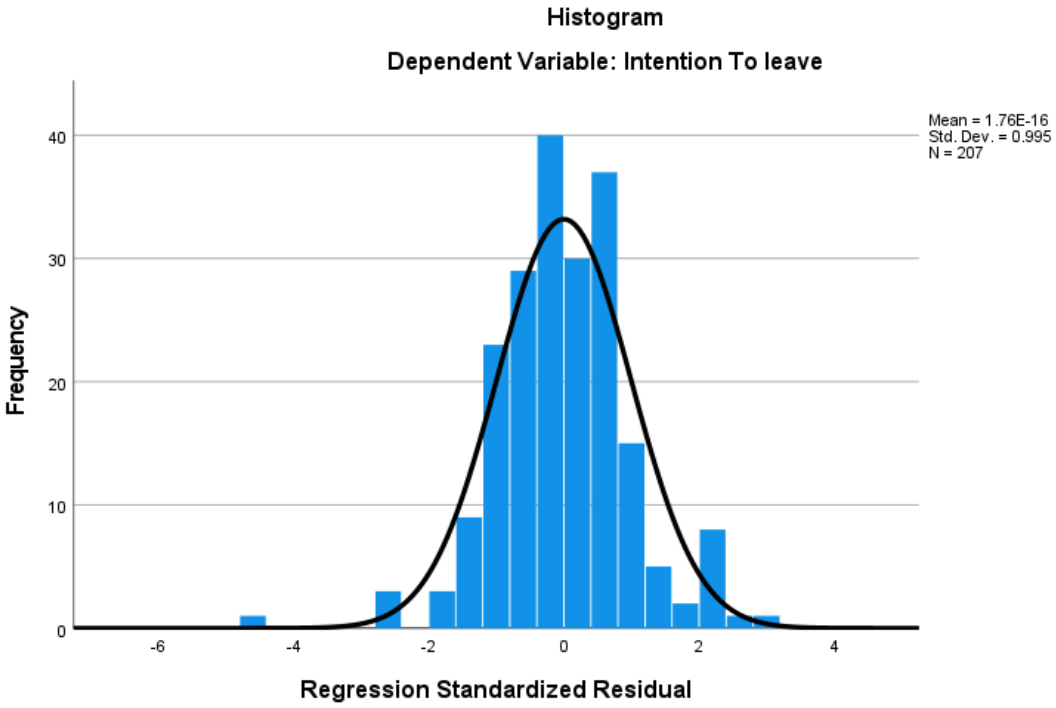
a. Dependent Variable: Intention To leave

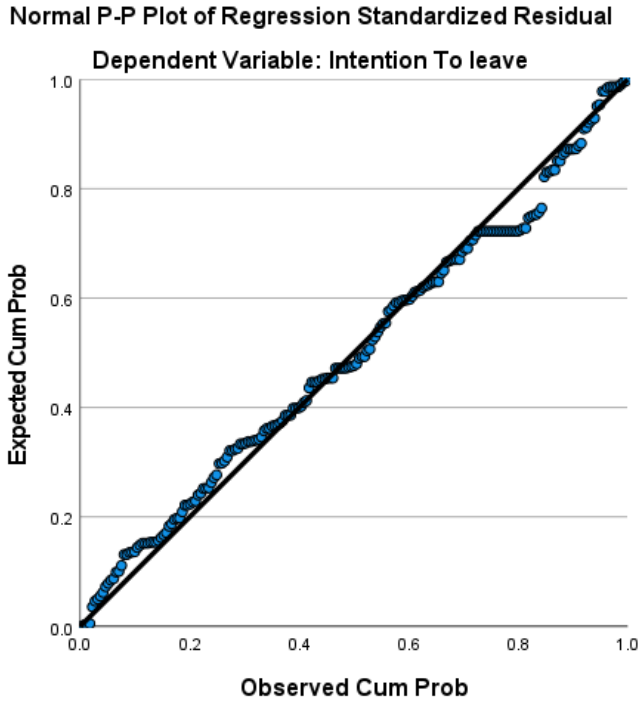
Residuals Statistics[a]

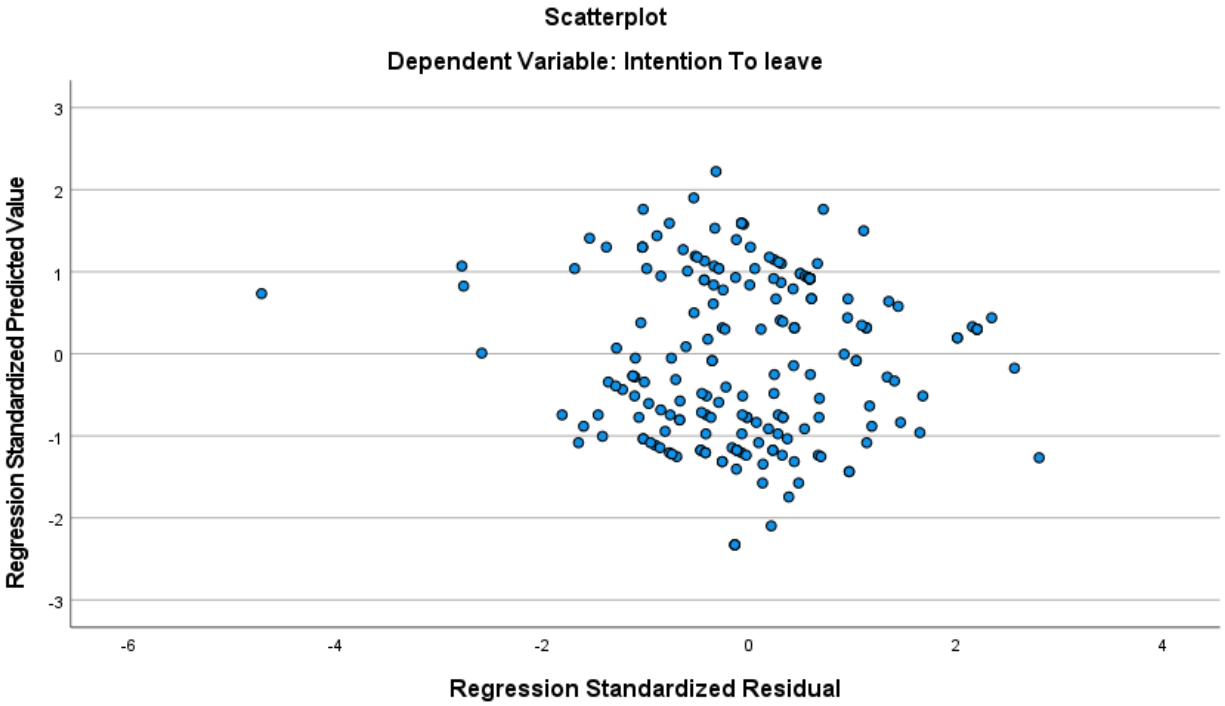
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.077	4.982	3.074	.8580	207
Residual	-2.7044	1.6121	.0000	.5713	207

Std. Predicted Value	-2.328	2.223	.000	1.000	207
Std. Residual	-4.711	2.808	.000	.995	207

a. Dependent Variable: Intention To leave






Scatterplot
Dependent Variable: Intention To leave
Regression Standardized Predicted Value
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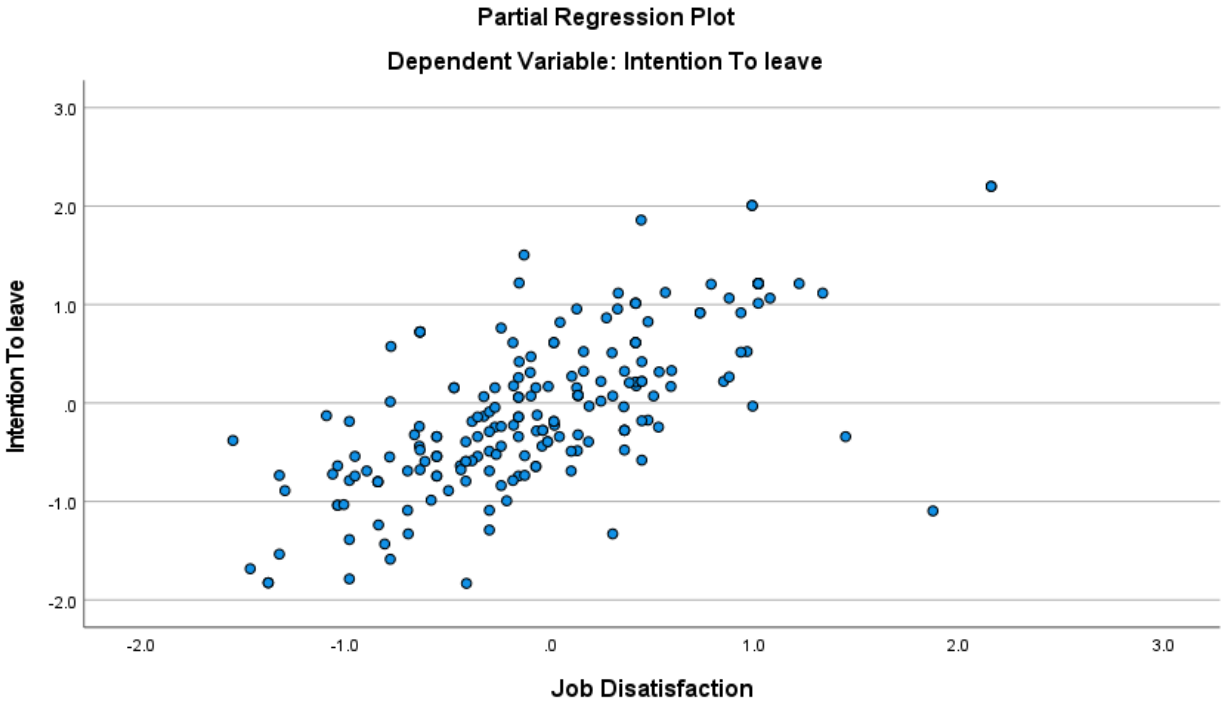
2
4
Regression Standardized Residual


Partial Regression Plot
Dependent Variable: Intention To leave
Intention To leave
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1.0
.0
-1.0
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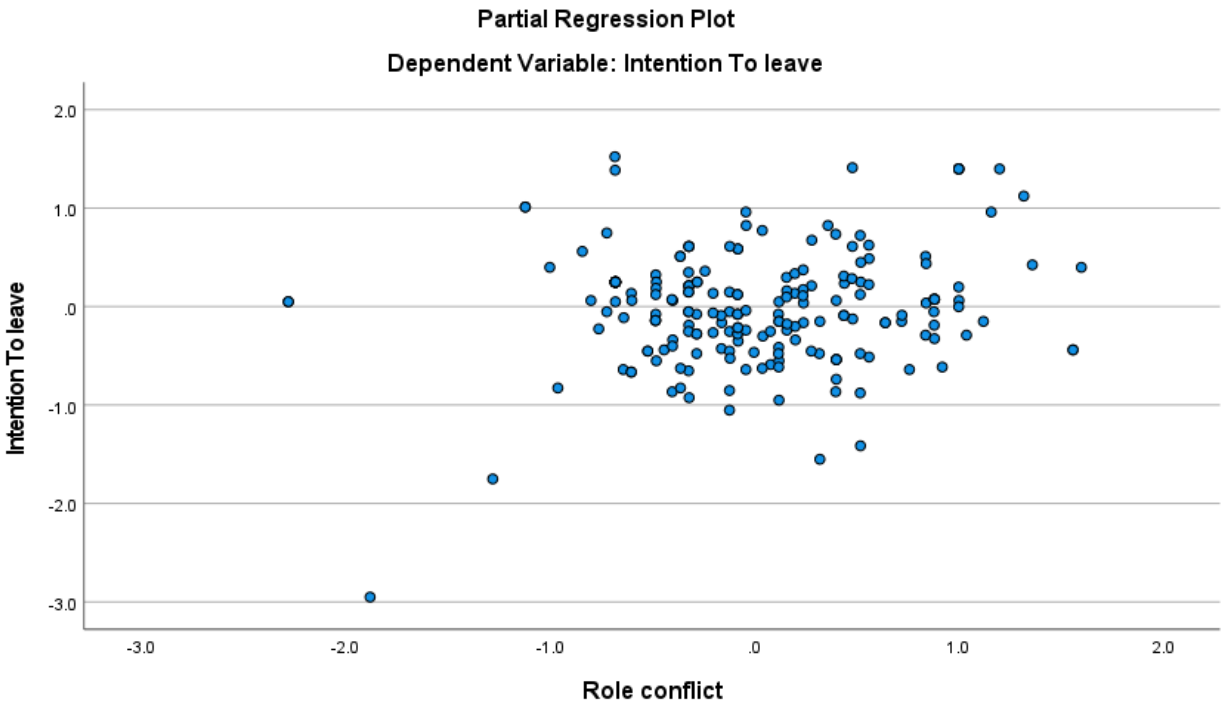
.0
1.0
2.0
3.0
Job Disatisfaction

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REGRESSION
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  /STATISTICS COEFF OUTS R ANOVA COLLIN TOL
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT IntentionToleave
  /METHOD=ENTER JobDisatisfaction RoleAmbiguity
  /PARTIALPLOT ALL
  /SCATTERPLOT=(*ZPRED ,*ZRESID)
  /RESIDUALS DURBIN HISTOGRAM(ZRESID) NORMPROB(ZRESID).
```

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Role Ambiguity, Job Disatisfaction[b]	.	Enter

a. Dependent Variable: Intention To leave

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.829[a]	.687	.684	.5791	1.972

a. Predictors: (Constant), Role Ambiguity, Job Disatisfaction

b. Dependent Variable: Intention To leave

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150.489	2	75.245	224.398	.000[b]
	Residual	68.405	204	.335		
	Total	218.894	206			

a. Dependent Variable: Intention To leave

b. Predictors: (Constant), Role Ambiguity, Job Disatisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.340	.212		1.601	.111		
	Job Disatisfaction	.932	.045	.824	20.909	.000	.985	1.015
	Role Ambiguity	-.043	.050	-.034	-.861	.390	.985	1.015

a. Dependent Variable: Intention To leave

Collinearity Diagnostics[a]

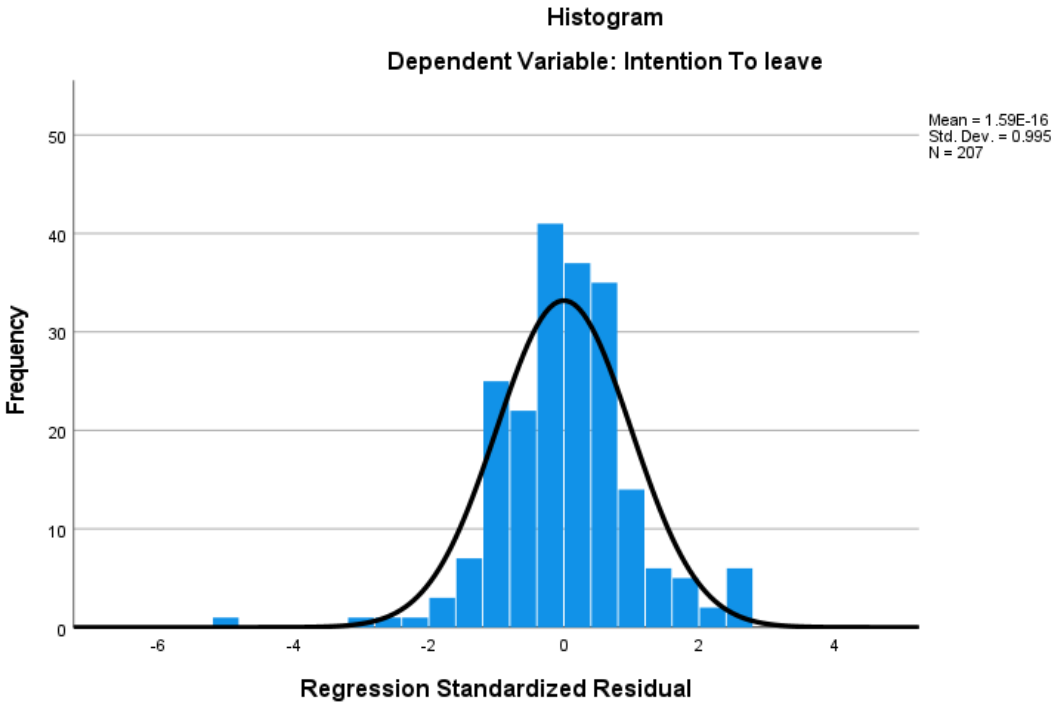
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Job Disatisfaction	Role Ambiguity
1	1	2.889	1.000	.00	.01	.01
	2	.088	5.743	.00	.47	.41
	3	.024	11.031	1.00	.52	.58

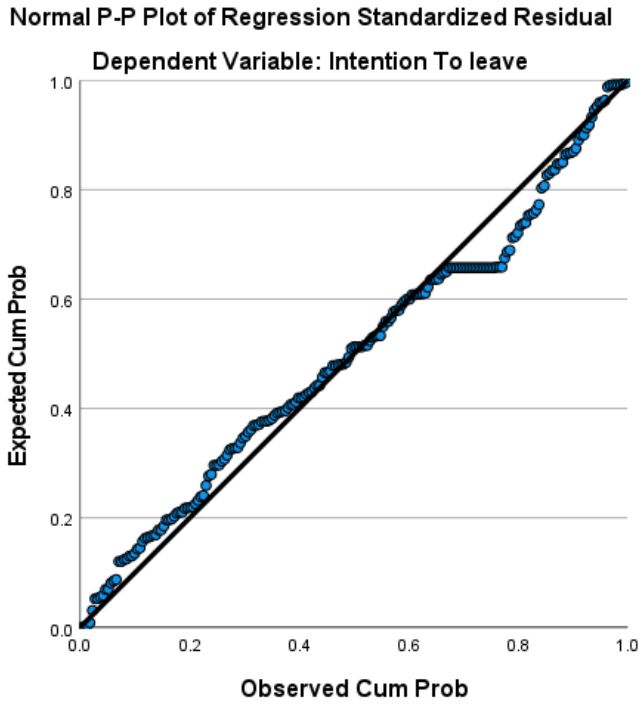
a. Dependent Variable: Intention To leave

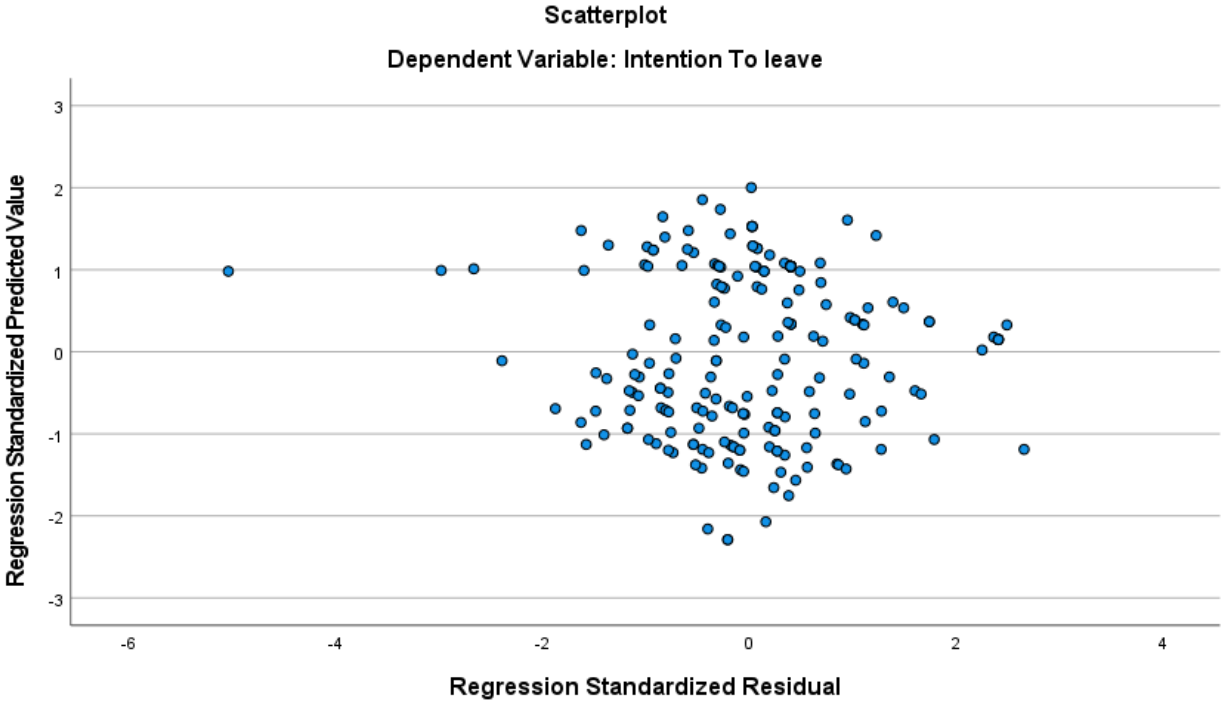
Residuals Statistics[a]

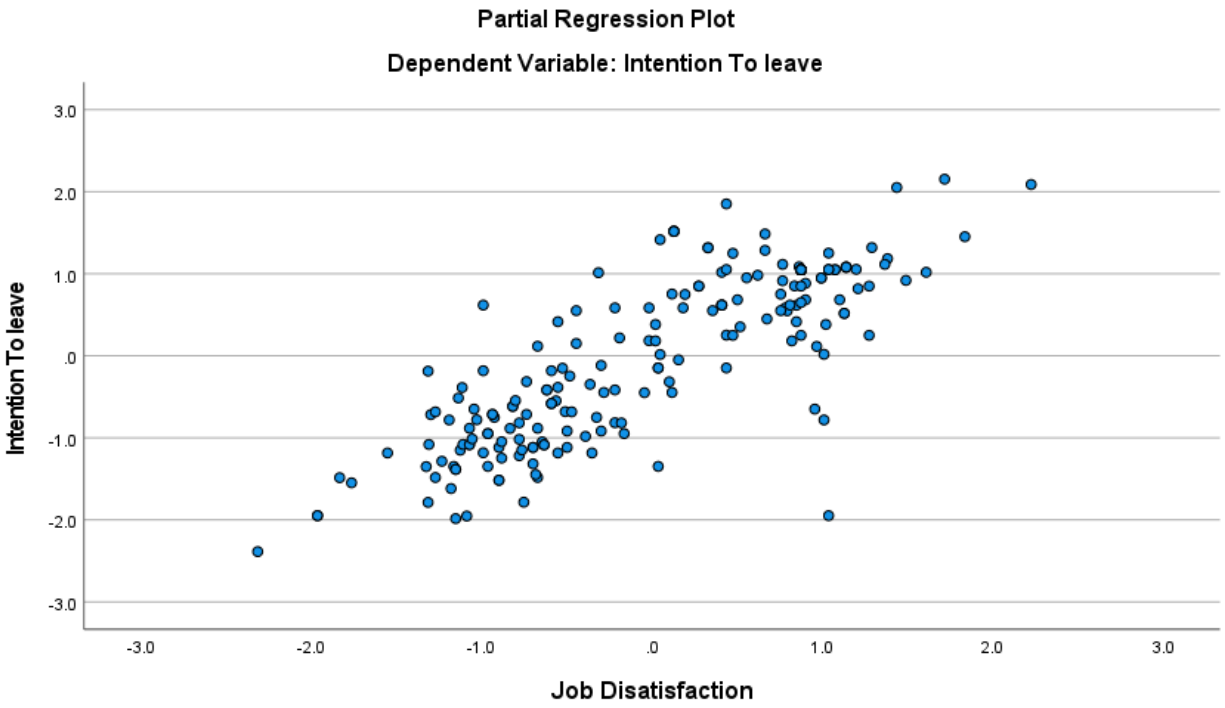
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.118	4.786	3.074	.8547	207
Residual	-2.9138	1.5416	.0000	.5762	207
Std. Predicted Value	-2.289	2.002	.000	1.000	207
Std. Residual	-5.032	2.662	.000	.995	207

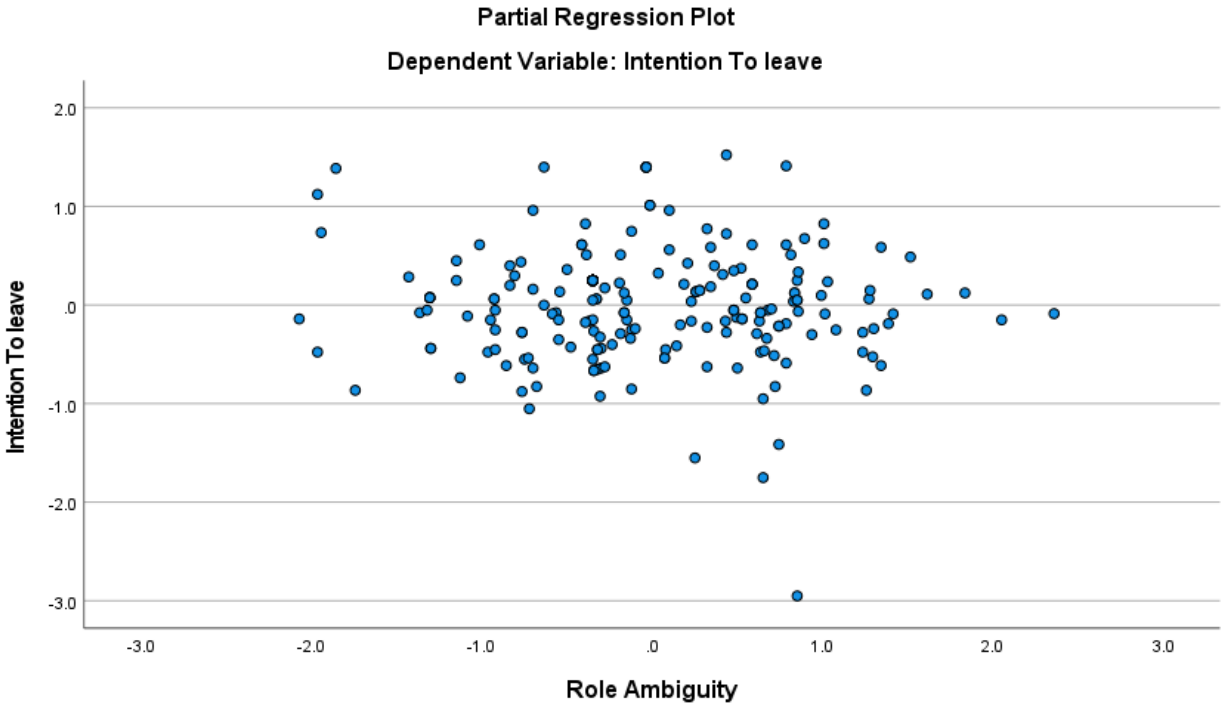
a. Dependent Variable: Intention To leave




Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Intention To leave
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: Intention To leave
Regression Standardized Predicted Value
Regression Standardized Residual
3
2
1
0
-1
-2
-3
-6
-4
-2
0
2
4


Partial Regression Plot
Dependent Variable: Intention To leave
Intention To leave
3.0
2.0
1.0
.0
-1.0
-2.0
-3.0
-3.0
-2.0
-1.0
.0
1.0
2.0
3.0
Job Disatisfaction


Partial Regression Plot
Dependent Variable: Intention To leave
Intention To leave
2.0
1.0
.0
-1.0
-2.0
-3.0
-3.0
-2.0
-1.0
.0
1.0
2.0
3.0
Role Ambiguity

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA COLLIN TOL
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT IntentionToleave
  /METHOD=ENTER JobDisatisfaction WorkOverload
  /PARTIALPLOT ALL
  /SCATTERPLOT=(*ZPRED ,*ZRESID)
  /RESIDUALS DURBIN HISTOGRAM(ZRESID) NORMPROB(ZRESID).
```

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work Overload, Job Disatisfaction[b]	.	Enter

a. Dependent Variable: Intention To leave

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.829[a]	.687	.684	.5796	1.952

a. Predictors: (Constant), Work Overload, Job Disatisfaction

b. Dependent Variable: Intention To leave

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150.359	2	75.179	223.775	.000[b]
	Residual	68.536	204	.336		
	Total	218.894	206			

a. Dependent Variable: Intention To leave

b. Predictors: (Constant), Work Overload, Job Disatisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.168	.154		1.090	.277		
	Job Disatisfaction	.918	.055	.812	16.742	.000	.653	1.531
	Work Overload	.035	.059	.029	.592	.555	.653	1.531

a. Dependent Variable: Intention To leave

Collinearity Diagnostics[a]

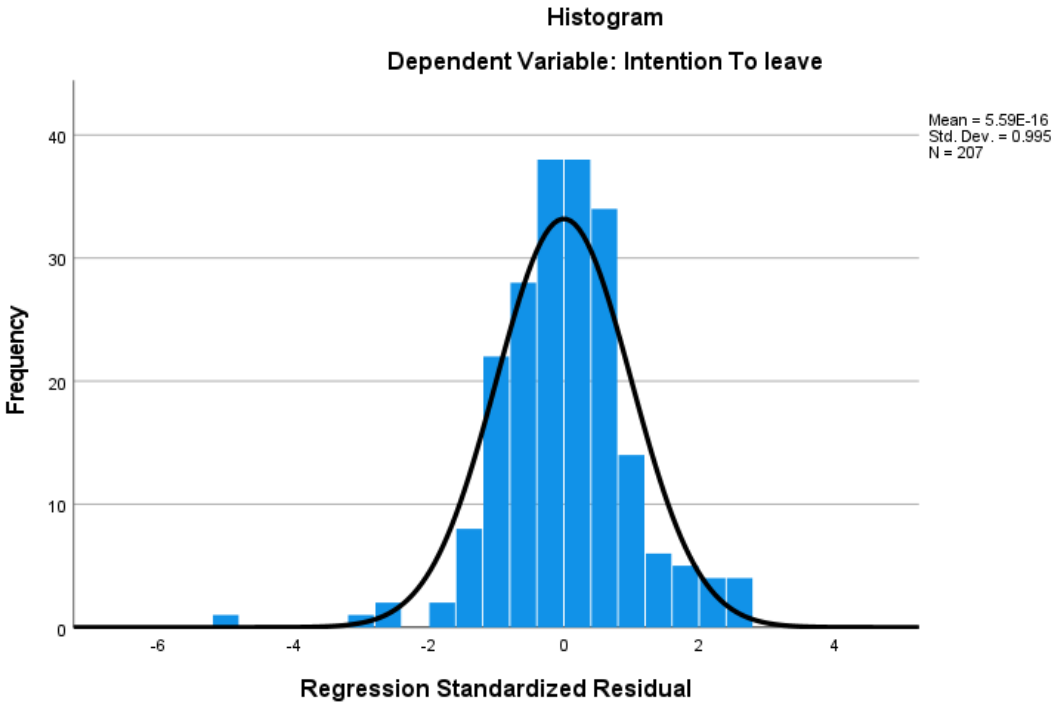
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Job Disatisfaction	Work Overload
1	1	2.919	1.000	.01	.01	.01
	2	.047	7.904	.94	.07	.36
	3	.034	9.200	.05	.92	.63

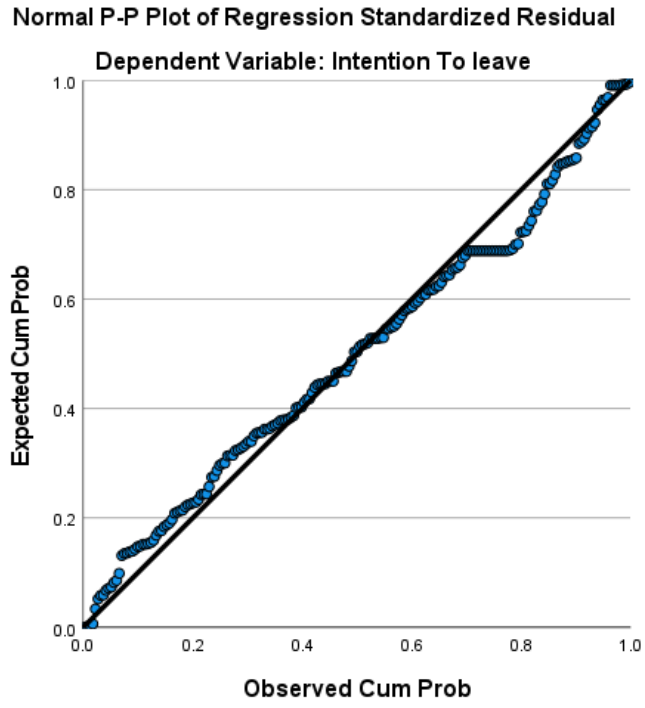
a. Dependent Variable: Intention To leave

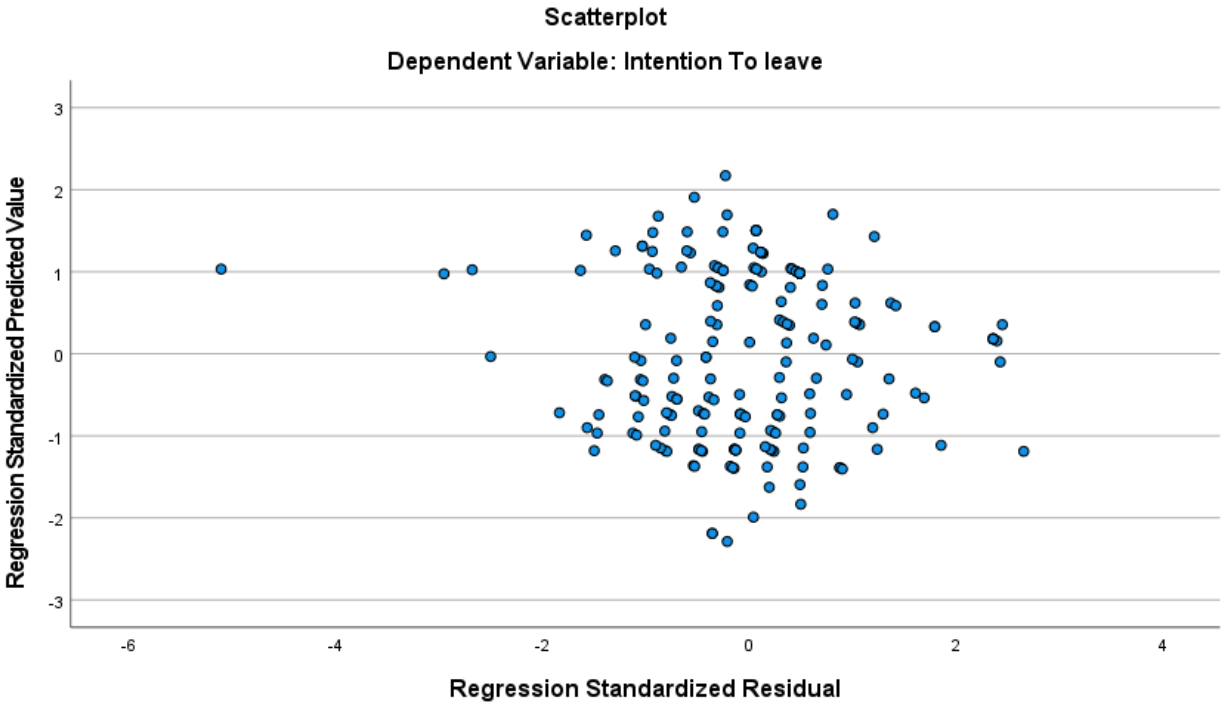
Residuals Statistics[a]

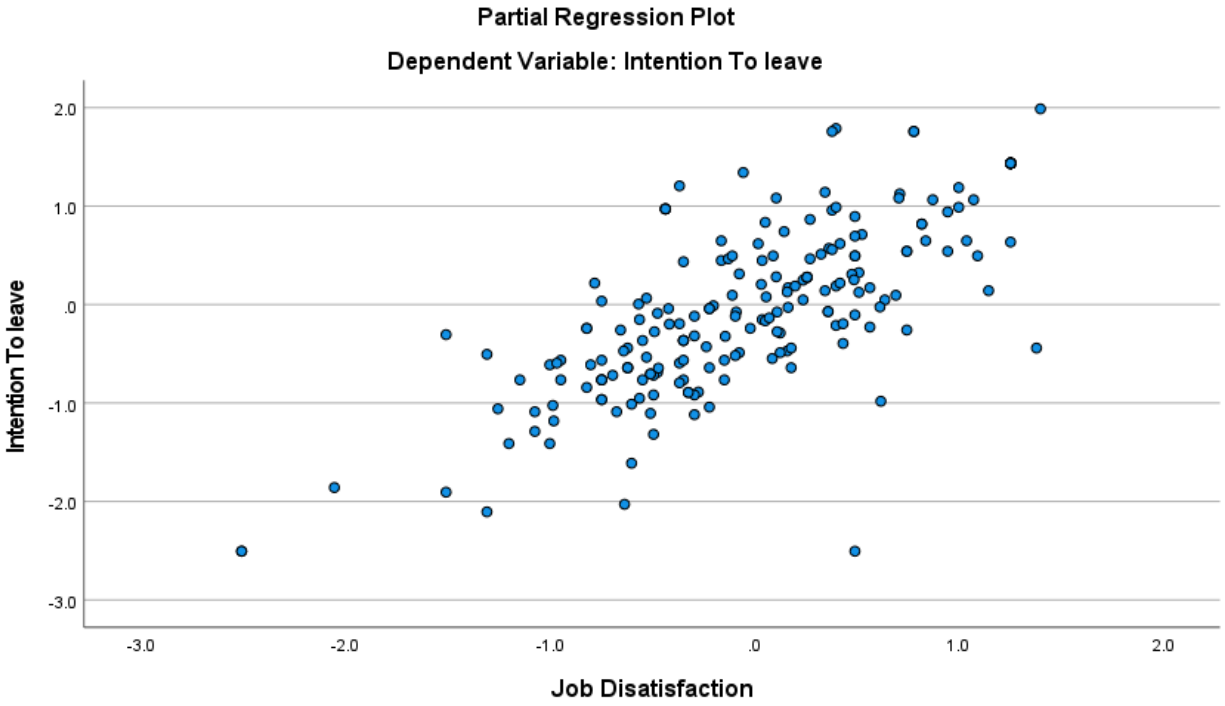
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.120	4.930	3.074	.8543	207
Residual	-2.9569	1.5411	.0000	.5768	207
Std. Predicted Value	-2.287	2.172	.000	1.000	207
Std. Residual	-5.101	2.659	.000	.995	207

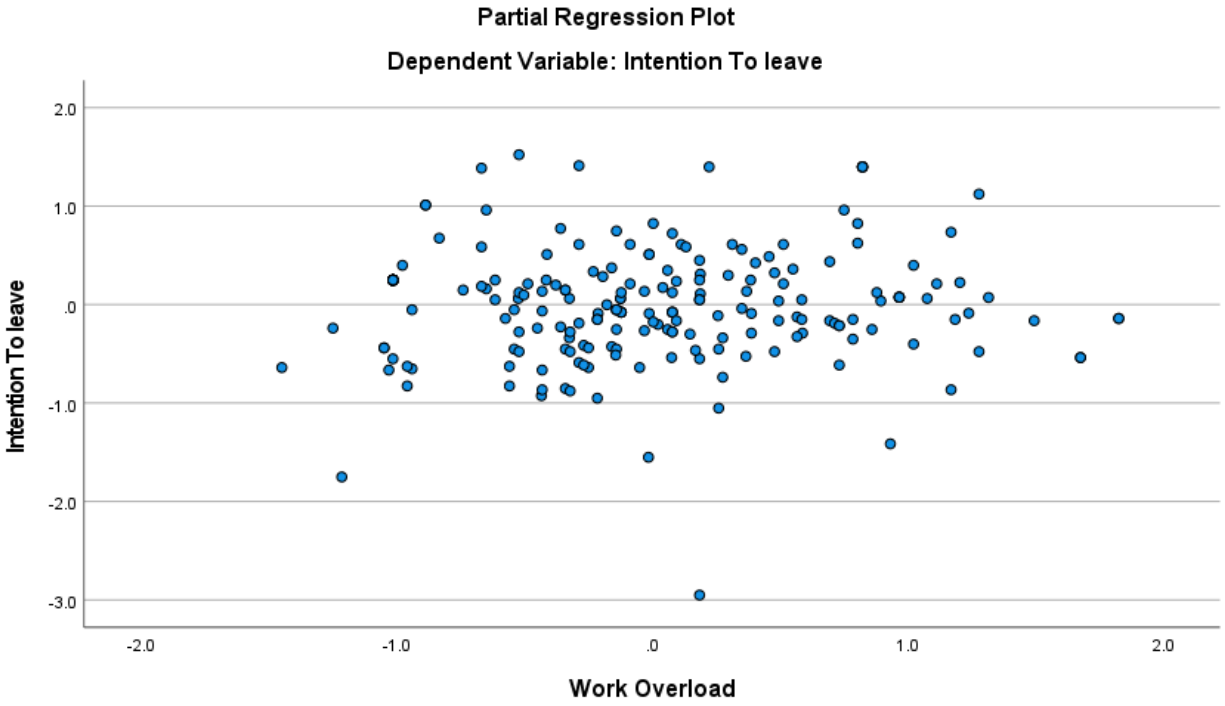
a. Dependent Variable: Intention To leave


Histogram
Dependent Variable: Intention To leave
Mean = 5.59E-16
Std. Dev. = 0.995
N = 207
Frequency
40
30
20
10
0
-6
-4
-2
0
2
4
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Intention To leave
Expected Cum Prob
1.0
0.8
0.6
0.4
0.2
0.0
0.0
0.2
0.4
0.6
0.8
1.0
Observed Cum Prob


Scatterplot
Dependent Variable: Intention To leave
Regression Standardized Predicted Value
3
2
1
0
-1
-2
-3
-6
-4
-2
0
2
4
Regression Standardized Residual


Partial Regression Plot
Dependent Variable: Intention To leave
Intention To leave
2.0
1.0
.0
-1.0
-2.0
-3.0
-3.0
-2.0
-1.0
.0
1.0
2.0
Job Disatisfaction



Correlations

		Workplace Bullying	Role conflict	Role Ambiguity	Work Overload	Job Disatisfaction	Intention To leave
Workplace Bullying	Pearson Correlation	1	.604**	-.168*	.515**	.804**	.751**
	Sig. (2-tailed)		<.001	.016	<.001	<.001	<.001
	N	207	207	207	207	207	207
Role conflict	Pearson Correlation	.604**	1	-.116	.648**	.653**	.602**
	Sig. (2-tailed)	<.001		.095	<.001	<.001	<.001
	N	207	207	207	207	207	207
Role Ambiguity	Pearson Correlation	-.168*	-.116	1	-.035	-.121	-.133
	Sig. (2-tailed)	.016	.095		.613	.084	.055
	N	207	207	207	207	207	207
Work Overload	Pearson Correlation	.515**	.648**	-.035	1	.589**	.507**
	Sig. (2-tailed)	<.001	<.001	.613		<.001	<.001
	N	207	207	207	207	207	207
Job Disatisfaction	Pearson Correlation	.804**	.653**	-.121	.589**	1	.828**
	Sig. (2-tailed)	<.001	<.001	.084	<.001		<.001
	N	207	207	207	207	207	207
Intention To leave	Pearson Correlation	.751**	.602**	-.133	.507**	.828**	1
	Sig. (2-tailed)	<.001	<.001	.055	<.001	<.001	
	N	207	207	207	207	207	207

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

*. Correlation is significant at the 0.05 level (2-tailed).

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.776[a]	.602	.594	.6568	1.778

a. Predictors: (Constant), Work Overload, Role Ambiguity, Workplace Bullying, Role conflict

b. Dependent Variable: Intention To leave

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.743	4	32.936	76.338	.000[b]
	Residual	87.152	202	.431		
	Total	218.894	206			

a. Dependent Variable: Intention To leave

b. Predictors: (Constant), Work Overload, Role Ambiguity, Workplace Bullying, Role conflict

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.839[a]	.704	.699	.5006	1.483

a. Predictors: (Constant), Work Overload, Role Ambiguity, Workplace Bullying, Role conflict

b. Dependent Variable: Job Disatisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.623	4	30.156	120.313	.000[b]
	Residual	50.630	202	.251		
	Total	171.253	206			

a. Dependent Variable: Job Disatisfaction

b. Predictors: (Constant), Work Overload, Role Ambiguity, Workplace Bullying, Role conflict

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.828[a]	.686	.685	.5787	1.951

a. Predictors: (Constant), Job Disatisfaction

b. Dependent Variable: Intention To leave

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150.241	1	150.241	448.622	.000[b]
	Residual	68.653	205	.335		
	Total	218.894	206			

a. Dependent Variable: Intention To leave

b. Predictors: (Constant), Job Disatisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.437	.252		1.735	.084		
	Workplace Bullying	.554	.054	.595	10.348	.000	.597	1.675
	Role conflict	.238	.079	.193	3.009	.003	.479	2.089
	Role Ambiguity	-.011	.057	-.008	-.188	.851	.965	1.036
	Work Overload	.091	.073	.075	1.251	.212	.552	1.812

a. Dependent Variable: Intention To leave

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.420	.192		2.187	.030		
	Workplace Bullying	.509	.041	.617	12.469	.000	.597	1.675
	Role conflict	.198	.060	.181	3.281	.001	.479	2.089
	Role Ambiguity	.011	.044	.010	.245	.807	.965	1.036
	Work Overload	.165	.055	.154	2.982	.003	.552	1.812

a. Dependent Variable: Job Disatisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.204	.141		1.442	.151		
	Job Disatisfaction	.937	.044	.828	21.181	.000	1.000	1.000

a. Dependent Variable: Intention To leave

```
GET
  FILE='C:\Users\user\Desktop\IBM FINAL\Untitled207-1.sav'.
DATASET NAME DataSet1 WINDOW=FRONT.
DATASET ACTIVATE DataSet1.

SAVE OUTFILE='C:\Users\user\Desktop\IBM FINAL\Untitled207-1.sav'
  /COMPRESSED.

/* PROCESS version 3.5.3 */.
/* Written by Andrew F Hayes */.
/* www.afhayes.com */.
/* www.processmacro.org */.
/* Copyright 2017-2020 by Andrew F Hayes */.
/* Documented in http://www.guilford.com/p/hayes3 */.
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set printback=off.
```

Matrix

```
[DataSet1] C:\Users\user\Desktop\IBM FINAL\Untitled207-1.sav



Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.5.3 ****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : ITL
    X  : WB
    M  : JDS

Sample
Size:  207

**************************************************************************
OUTCOME VARIABLE:
 JDS

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .8045      .6472      .2947   376.0588     1.0000   205.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .9413      .1158     8.1275      .0000      .7130     1.1697
WB            .6628      .0342    19.3922      .0000      .5954      .7302

Standardized coefficients
        coeff
WB      .8045

**************************************************************************
OUTCOME VARIABLE:
```

```
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .8407      .7067      .3147   245.7670     2.0000   204.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .1566      .1376     1.1380      .2565     -.1147      .4279
WB            .2236      .0595     3.7610      .0002      .1064      .3409
JDS           .7183      .0722     9.9522      .0000      .5760      .8606

Standardized coefficients
         coeff
WB       .2401
JDS      .6353

Test(s) of X by M interaction:
          F        df1        df2          p
     3.1462     1.0000   203.0000      .0776

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7512      .5643      .4652   265.5041     1.0000   205.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .8327      .1455     5.7227      .0000      .5458     1.1196
WB            .6997      .0429    16.2943      .0000      .6150      .7843

Standardized coefficients
        coeff
WB      .7512

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .6997      .0429    16.2943      .0000      .6150      .7843      .6788
.7512

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .2236      .0595     3.7610      .0002      .1064      .3409      .2169
.2401

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .4761      .0580      .3604      .5861

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .4618      .0558      .3503      .5688

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .5111      .0610      .3886      .6259

********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000
```

```
Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----



/* PROCESS version 3.5.3 */.
/* Written by Andrew F Hayes */.
/* www.afhayes.com */.
/* www.processmacro.org */.
/* Copyright 2017-2020 by Andrew F Hayes */.
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```

Matrix

```
Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 3.5.3 ***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : ITL
    X  : RC
    M  : JDS

Sample
Size:  207

**************************************************************************
OUTCOME VARIABLE:
 JDS

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6529      .4263      .4793   152.3153     1.0000   205.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.1289      .1641     6.8805      .0000      .8054     1.4524
RC            .7120      .0577    12.3416      .0000      .5983      .8258

Standardized coefficients
        coeff
RC      .6529

**************************************************************************
```

```
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .8324      .6928      .3296   230.0684     2.0000   204.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .0881      .1510      .5834      .5603     -.2096      .3857
RC            .1309      .0632     2.0731      .0394      .0064      .2555
JDS           .8583      .0579    14.8182      .0000      .7441      .9724

Standardized coefficients
         coeff
RC       .1062
JDS      .7591

Test(s) of X by M interaction:
          F        df1        df2          p
      .9460     1.0000   203.0000      .3319

************************** TOTAL EFFECT MODEL ***************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6018      .3622      .6810   116.4228     1.0000   205.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    1.0569      .1956     5.4042      .0000      .6713     1.4425
RC           .7420      .0688    10.7899      .0000      .6064      .8776

Standardized coefficients
        coeff
RC      .6018

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .7420      .0688    10.7899      .0000      .6064      .8776      .7198
.6018

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .1309      .0632     2.0731      .0394      .0064      .2555      .1270
.1062

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .6111      .0803      .4599      .7675

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .5928      .0783      .4466      .7471

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .4956      .0633      .3712      .6186

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
```

```
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----




/* PROCESS version 3.5.3 */.
/* Written by Andrew F Hayes */.
/* www.afhayes.com */.
/* www.processmacro.org */.
/* Copyright 2017-2020 by Andrew F Hayes */.
/* Documented in http://www.guilford.com/p/hayes3 */.
/* THIS SOFTWARE IS PROVIDED AS IS, WITHOUT WARRANTY OF ANY KIND */.
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/* MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND NONINFRINGEMENT */.
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set printback=off.
```

Matrix

```
Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 3.5.3 ***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : ITL
    X  : RA
    M  : JDS

Sample
Size:  207

**************************************************************************
OUTCOME VARIABLE:
 JDS

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .1206      .0145      .8232     3.0236     1.0000   205.0000      .0836

Model
              coeff         se          t          p       LLCI       ULCI
constant     3.4491      .2298    15.0061      .0000     2.9959     3.9022
RA           -.1349      .0776    -1.7388      .0836     -.2879      .0181

Standardized coefficients
        coeff
RA     -.1206
```

```
**************************************************************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .8292      .6875      .3353   224.3979     2.0000   204.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .3403      .2125     1.6015      .1108     -.0787      .7593
RA           -.0429      .0499     -.8607      .3904     -.1413      .0554
JDS           .9320      .0446    20.9091      .0000      .8441     1.0199

Standardized coefficients
         coeff
RA      -.0339
JDS      .8244

Test(s) of X by M interaction:
          F        df1        df2          p
      .4799     1.0000   203.0000      .4893

************************** TOTAL EFFECT MODEL ***************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
     -.1333      .0178     1.0488     3.7098     1.0000   205.0000      .0555

Model
              coeff         se          t          p       LLCI       ULCI
constant     3.5549      .2594    13.7028      .0000     3.0434     4.0664
RA           -.1687      .0876    -1.9261      .0555     -.3414      .0040

Standardized coefficients
        coeff
RA     -.1333

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
     -.1687      .0876    -1.9261      .0555     -.3414      .0040     -.1637     -
.1333

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
     -.0429      .0499     -.8607      .3904     -.1413      .0554     -.0417     -
.0339

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS     -.1258      .0854     -.2977      .0414

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS     -.1220      .0835     -.2935      .0406

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS     -.0994      .0668     -.2318      .0339

********************** ANALYSIS NOTES AND ERRORS ************************
```

```
Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

```
/* PROCESS version 3.5.3 */.
/* Written by Andrew F Hayes */.
/* www.afhayes.com */.
/* www.processmacro.org */.
/* Copyright 2017-2020 by Andrew F Hayes */.
/* Documented in http://www.guilford.com/p/hayes3 */.
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/* SOFTWARE OR THE USE OR OTHER DEALINGS IN THE SOFTWARE */.
/* USE OF THIS SOFTWARE IMPLIES AGREEMENT WITH THESE TERMS */.
set printback=off.
```

Matrix

```
Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 3.5.3 ***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : ITL
    X  : WO
    M  : JDS

Sample
Size:  207

**************************************************************************
OUTCOME VARIABLE:
 JDS

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5889      .3468      .5456   108.8543     1.0000   205.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.3504      .1722     7.8441      .0000     1.0110     1.6898
WO            .6344      .0608    10.4333      .0000      .5145      .7543

Standardized coefficients
       coeff
WO      .5889
```

```
**************************************************************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .8288      .6869      .3360   223.7748     2.0000   204.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .1680      .1540     1.0905      .2768     -.1357      .4716
WO            .0349      .0590      .5916      .5548     -.0815      .1513
JDS           .9176      .0548    16.7424      .0000      .8095     1.0256

Standardized coefficients
         coeff
WO       .0287
JDS      .8116

Test(s) of X by M interaction:
          F        df1        df2          p
     4.7715     1.0000   203.0000      .0301

************************** TOTAL EFFECT MODEL ***************************
OUTCOME VARIABLE:
 ITL

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5066      .2567      .7937    70.7902     1.0000   205.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     1.4070      .2076     6.7766      .0000      .9976     1.8164
WO            .6170      .0733     8.4137      .0000      .4724      .7616

Standardized coefficients
        coeff
WO      .5066

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_ps
c_cs
      .6170      .0733     8.4137      .0000      .4724      .7616      .5986
.5066

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_ps
c'_cs
      .0349      .0590      .5916      .5548     -.0815      .1513      .0339
.0287

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .5821      .0519      .4821      .6837

Partially standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .5647      .0490      .4713      .6663

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
JDS      .4780      .0462      .3894      .5711

********************** ANALYSIS NOTES AND ERRORS ************************
```

```
Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```