

# The Influence of Job Stress Towards Turnover Intention among Generation Y Employees in Perak Information Technology (IT) Industry

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## ABSTRACT

*Researchers have been studying turnover intention for nearly a century. Recently, most generation Y workforce in Malaysia's Information Technology (IT) industry reportedly developed a norm of switching jobs constantly due to being increasingly exposed to a lot of work-related stressors. This study aims to investigate the relationship between job stress and turnover intention among generation Y employees in the Perak IT industry. The quantitative approach was used by distributing online questionnaires through the Facebook platform to collect data from a sample of 123 employees drawn from IT companies in Perak, Malaysia. The result revealed that the majority of the respondents are recorded with a high level of job stress and a moderate level of turnover intention. It was found that job stress was significantly positively correlated with turnover intention. Further analysis also demonstrated that the dimensions of job stress such as work overload and work ambiguity were significant influences on turnover intention. Overall, there was a statistically significant positive relationship between job stress and turnover intention among the employees. The findings of this study demonstrated important implications for IT organisations, employees, and Human Resource (HR) practitioners by allowing them to understand the devastating effects of job stress and equip themselves with strategies to reduce turnover rates.*

**Keywords:** Generation Y, Information Technology Industry, Job Stress, Turnover Intention

## 1. INTRODUCTION

Human Resources (HR) are one of a company's most valuable assets, while employees have a critical role in an organisation's success. The turnover intention has been researched for nearly a century, starting in the early 1920s. Previous studies and findings have been proposed to explain employee turnover in different contexts. However, companies are still under enormous pressure and struggle to improve productivity while managing employee turnover in today's competitive marketplace (Jahya et al., 2020). In practically every industry, the turnover intention has become a culture or a trend. Employee turnover is costly and will bring negative impacts on the efficiency, effectiveness, and profitability of a company (Aburumman et al., 2020; Anees et al., 2021; Hassan, 2014; Kurniawaty et al., 2019; Nawaz & Pangil, 2016). Omar et al. (2020) stated that the fundamental concept of turnover intention is an employee's intent to look for other job opportunities or leave his or her company in the near future. Turnover intention is like a seed which grows slowly and leads to a turnover and it is understood that turnover is expected to decrease as turnover intention decreased (Lim & Saraih, 2020).

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Based on Aon Hewitt statistics, the attrition rate across Malaysia's various industries increased from 9.5% in 2015 to 13% in 2017, and the Information Technology (IT) industry has encountered a 14% of attrition risk (Health Metrics, 2021). This data revealed that employees desire to leave their company because they feel dissatisfied with their jobs like they are not acquiring what they want or need, particularly for those who are already employed in the IT sector. The IT industry has recently emerged as a catalyst for economic growth in Malaysia, where it plays a crucial role as one of the ways of developing an industrial economy that is then followed by a knowledge economy (Isuarudu, 2015). According to the Department of Statistics Malaysia (2020), the contribution of the IT industry to the Malaysian economy is at RM289.2 billion in 2019, with a growth of 7.1%. Moreover, it also contributes 19.1% of the GDP and is anticipated to rise to 22.6 percent by 2025 (Department of Statistics Malaysia, 2020). Employee turnover has a significant impact on the IT industry which will contribute significantly to the Malaysian economy (Isuarudu, 2015). According to the Department of Statistics Malaysia (2019a), there has been a rise in the number of people who have registered for active jobs in Malaysia, which rose sharply between 2018 and 2019 from 154850 to 299648.

Specifically, there is widespread agreement that retaining generation Y employees is challenging due to their inclination to find another job (Yusoff et al., 2013). The baby boomers, generation X, and generation Y are the three generations that currently dominate the workplace. According to Beresford Research, generation Y, also known as millennials, are individuals born between 1981 and 1996. Even though baby boomer employees have to leave earlier as retirement age is coming (Lee et al., 2017), they tend to stay in the same company due to a strong financial incentive, whereas generation Y employees are more prone to leave (Rubenstein et al., 2018). Previous research found that millennial employees in Asian Pacific regions had shorter employment (18 months on average) compared to the two generations before them (up to 4 years), indicating a high tendency of turnover among them (Queiri et al., 2015). In Malaysia's context, generation Y almost accounted for half of the employed population, where they comprised 7,007,100 out of a total of 14,776,000 employed people in 2018 (Department of Statistics Malaysia, 2019b). This indicated that the employment group of generation Y will significantly affect how well organisations operate. Past researchers such as Jahya et al. (2020), Queiri and Dwaikat (2016), and Yin et al. (2018) revealed that Malaysia is experiencing a high rate of turnover in various industries among this younger generation workforce. This is becoming a common phenomenon in Malaysia.

Millennials' turnover intention can be related to several factors that contribute to the risk of job stress (Mohammad Fariz & Puteh, 2021; Safian et al., 2021). Work overload and work ambiguity can increase the risk of job stress among generation Y employees (Khan et al., 2014). Occupational stress is a relatively recent phenomenon in modern life and it exists in every business, large or small. It has now become a universal aspect and the role of generation Y IT employees, both professional and non-professional, is increasingly exposed to a lot of work-related stressors in the Malaysian IT industry (Hassan, 2014). Basically, occupational stress arises when an employee's capacity to cope with the demands of the job is outweighed (Mosadeghrad, 2013). It is driven by the fact that IT personnel play a more significant role in the overall operation of the company and, like other businessmen, are subject to the demands of rapid technology cycles, significant organisational structure changes, and reduced downtime (Sabbarwal et al., 2017). Individuals who possess a higher level of stress are more likely to have low performance, low productivity (Fong & Mahfar, 2013; Qasim et al., 2014), low motivation (Fong & Mahfar, 2013), getting discontent and health problem (Fong & Mahfar, 2013; Zahra et al., 2018). Consequently, an employee may seek to leave his or her company if they are unable to cope with these stresses (Fong & Mahfar, 2013).

As pointed out by Supriyatin et al. (2021), generation Y workers have relatively high workloads because they are characterised by being technologically savvy and social media-savvy. With the

constant emergence of advanced technologies, the way of working has altered, which makes this younger generation of workforce endure long working hours to make technological advancements and the internet revolution in order to help their organisation keep up with the rapid changes (Thu Suong, 2020). Besides, the millennial generation is characterised as people who prefer to work with clear responsibilities and structured procedures with sufficient relevant information on how to accomplish a job (Supriyatin et al., 2021). In other words, millennials are particularly unable to deal with ambiguity because they have been guided and directed by their surroundings throughout their developmental process (Overdijk, 2017). On the other hand, the data showed Perak state ranked the sixth highest active job registrants in Malaysia, which indicated that a lot of job applicants are seeking new positions since their current positions are quite stressful (Department of Statistics Malaysia, 2019a).

In consideration of the issues discussed, the researcher is interested to investigate the problems. Thus, this study aims to investigate the influence of job stress on turnover intention among generation Y employees. It will provide useful information about the possible strategies by which job stress may affect the turnover intention of millennial employees within the IT organisations. Exploring the impact of job stress on the turnover intention among generation Y in the IT field is important as it is seldom being found in literature. Hence, the current study aims to determine the levels and the causal relationship between job stress and turnover intention among the employees in Perak IT industry.

## **2. LITERATURE REVIEW**

Intention refers to a person's desire to engage in a certain activity, whereas turnover refers to an employee's planned behaviour to leave their company (Junaidi et al., 2020). Past researchers classify turnover intention into voluntary and involuntary. An employee who resigns willingly from their current job is referred to as voluntary, whereas an employee who is intentionally dismissed by employers is referred to as involuntary. In addition to describing the turnover intention, Dwivedi (2015) proposed it as employees' conscious wilfulness looking for alternative occupations or leaving his or her company soon. Kartono and Hilmiana (2018) further explain turnover intentions arise because of dissatisfied employees who think and behave in ways that indicate they want to resign from their current job or start looking for a new job; in fact, employees will not be committed or loyal if they have an unfavourable perception about their company (Thu Suong, 2020).

The intention to leave the organisation can be perceived as an attempt of employees to move to the other organisation that fit the individual's demand; and there can be many factors that lead towards this intention which the research on it is still running frequently (Saraih, Zin Aris, Sakdan & Ahmad, 2017). Turnover intention can be related to the Person-Environment (PE) Fit Theory. The relationship between an individual and his or her surroundings is explained by this theory, which describes how well an individual and his or her workplace environment fit together when their properties are compatible. In other words, the idea behind this theory is that an individual would seek out an environment that is consistent with their personal demands and values. According to Yusuf (2018), there are two sorts of incongruences between a person and their surroundings. The first category relates to the match between the environment's requirements and the people's skills and capabilities. The second category relates to the compatibility of a person's demands with available resources in the environment.

According to PE Fit Theory, employees' attitudes and behaviour are influenced by their fit with their work environment (Ketkaew et al., 2020), where better fit leads to superior job outcomes and poor fit leads to negative consequences (Amarneh et al., 2021). In the current study, employee turnover

intentions are represented as negative job outcomes that arise when there is a potential mismatch between the individual and the natural work environment. In terms of individual, characteristics comprise interest, priority, expertise, skills, abilities, personality, beliefs, or objectives, while, in terms of environment, characteristics consist of occupational norms, job demands, job features, organisational goals, cultures, and climates (Choong et al., 2013). Within the framework, turnover intentions have a strong correlation with PE Fit Theory as most stress research implicitly or explicitly integrates this theory as a fundamental notion (Andela & van der Doef, 2019).

In this context, job stress is viewed as an employee reaction to features of the workplace environment that can appear to threaten individuals by providing a stressful environment for working in the workplace (Omar et al., 2020). Ketkaew et al. (2020) claimed that employees tend to evaluate their personal job features and values with the work environment and construct their intention to stay or leave the company. As supported by Yusoff et al. (2013), if an employee's demands are satisfied with the environment supply, he or she is considered a better PE fit and prefers to stay at their current workplace. In contrast, if an employee's needs are not met by the inclusion of job features in their jobs from the natural work environment, they experience stress and perceive a PE mismatch, thus they would like to plan to leave their workplace (Yusoff et al., 2013). Hence, it is assumed that job stress could be the possible factor that may influence employees' turnover intention in organisations. As per Omar et al. (2020), job stress refers to any workplace features that create a threat to an employee.

Basically, there are two workplace stressors adapted by the researcher in this study. First is work overload. Workload refers to the psychological and physiological effort that employees perform at work in order to meet certain requirements (Xiaoming et al., 2014). Work overload or role overload exists when job demand surpasses employee capabilities (Masta & Riyanto, 2020) where individuals are required to utilise technical analysis of positions or other management approaches (Junaidi et al., 2020) and accomplish it in a short period of time. It also occurs when employees are required to work long hours to meet the target and deadlines and have little flexibility in their working style and schedule (Zahra et al., 2018). As the loads gradually increase, employees are unable to strike a balance between mental and physical health, leading to work-related stress and may also influence employee productivity and the company's overall productivity, as well as hinder the attainment of the company's goals (Ainer et al., 2018).

The second is work ambiguity. Work ambiguity or known as role ambiguity is a perspective that elaborates on job-related information (Ainer et al., 2018). Hussein (2015) stated that ambiguity arises in the workplace when employees are unclear or lack sufficient information about their expectations for the roles, requirements, processes, techniques, job responsibilities, positions, and the rights to perform their tasks effectively and efficiently. Thus, severe information deficiencies would make them hesitate to draw conclusions and satisfy employer expectations through trial and error (Sheraz et al., 2014). Zhang et al. (2013) stated that ambiguous job requirements will lead to the unclear direction and can be frustrating, creating negative emotions and a desire to leave the company. On the other hand, when work ambiguity is low, or in other words work clarity, employees are clearer about how to execute their work effectively and have more positive sentiments about their prospects with the company, therefore reducing their tendency to pursue other employment (de Clercq & Belausteguigoitia, 2017).

Upon further examination, occupational stress is a state of tension that causes both physical and psychological imbalances, which will impact an employee's emotions, thinking process, and condition (Prathyusha, 2019). In other words, work-related stress is a sort of disorder linked to the workplace or the job itself that influences employee retention. Besides that, there are also work-

related stressors that can cause employees intention to leave their company. It supported by Omar et al. (2020) who revealed that heavy workload was positively impacted on employees' turnover intention de Clercq and Belausteguigoitia (2017) also demonstrated that work ambiguity has a direct and positive effect on employees' turnover intention. In the current study, employees' intention to leave was shown to be the strongest predictor of actual turnover. It is expected that the strength of employees' turnover intention to their organisations may related to the extent of job stress and its stressors they experience. Therefore, this study will test several hypotheses regarding the influence of job stress and its dimensions on the turnover intention:

H<sub>1</sub>: Job stress has a significantly positive effect on turnover intention for generation Y employees in Perak IT industry.

H<sub>2</sub>: Work overload has a significantly positive effect on turnover intention for generation Y employees in Perak IT industry.

H<sub>3</sub>: Work ambiguity has a significantly positive effect on turnover intention for generation Y employees in Perak IT industry.

### **3. METHODOLOGY**

This study's research designs are descriptive research and correlational research. Descriptive research was intended to investigate the level of job stress and turnover intention, meanwhile, correlational research was intended to examine the strength and direction of the correlation between the independent variable (job stress) and the dependent variable (turnover intention). This is a cross-sectional study that used quantitative methods to gather data by distributing questionnaires. The targeted population in this study referred to all generation Y employees who are working in the Perak IT industry. A total of 147 respondents were collected through the purposive sampling method. This sampling method is utilised in this study since the samples were chosen based on criteria, which is that only generation Y from the Perak IT industry with a background as IT workers are allowed to participate. The researcher distributed online questionnaires on Facebook as the medium for data collection. The survey package may take around 15 minutes to complete. There were 147 responses received. However, a total of 123 responses were retained for the data analysis process.

The questionnaire is divided into three sections: Section A (demographic profile), Section B (work-related stressors), and Section C (turnover intention). Only 6 questions concerned the respondents' gender, year of born (age), ethnicity, marital status, academic qualification, and working experience. The Work-related Stressors Scale adopted from Cousins\* et al. (2004) with a reliability of .77 of Cronbach's alpha was used to assess the level of job stress with its two dimensions, which are work overload and work ambiguity. The work-related Stressors Scale consists of 13 items and is separated into two parts: 8 items for work overload, and with 5 items for work ambiguity. The score of answers was rated on a 5-point Likert scale, from never (1) to always (5). The Turnover Intention Scale was used to evaluate generation Y employees' turnover intention to the Perak IT organisations. This instrument was adopted from Sheraz et al. (2014) with a reliability of .82 of Cronbach's alpha. It contains 4 items that employed a 5-point Likert scale, with strongly disagree (1) to strongly agree (5).

### **4. RESULTS AND DISCUSSIONS**

The descriptive analysis was utilised to calculate the frequency, percentage, and mean score, whereas the inferential analysis was used to examine the relationship between job stress and its dimensions towards turnover intention among generation Y employees in the Perak IT industry. The

data collected was analysed using Statistical Package for Social Science version 26 (SPSS 26.0) software. The mean score method was used to determine generation Y employee levels of job stress and turnover intention. The researcher identified three levels of job stress and turnover intention: low, moderate, and high. The difference between the highest and lowest value on the Five-Point Scale divided by the total number of job stress levels is used to calculate the mean score ratio for job stress. The mean score ratio for turnover intention is calculated similarly to the mean score ratio for job stress by dividing the difference between the highest and lowest value of the Five-Point Scale by the total number of turnover intention levels. Pearson correlation ( $r$ ), on the other hand, was used to investigate the relationship between job stress and its dimensions towards the generation Y employees' turnover intention.

Table 1 shows that 78 female respondents dominated the majority of respondents (63.4%), while 45 male respondents made up the minority (36.6%) in this study. Furthermore, the majority of respondents (49) were born between 1993 and 1996 (aged 26 and 29 years old), making up 39.8% of the youngest group in the study. The ethnicity, 59 (48%) of the respondents were Chinese, making up the majority of the group. Moreover, most of the respondents, 62 of them (50.4%) were still in the single status, while 61 (49.6%) respondents were married. In terms of academic qualifications, the majority of respondents, 55 of them (44.7%) hold a Bachelor's degree or equivalent whereas the minority, 4 respondents (3.3%) were in the academic qualification level of PhD or equivalent level qualifications. On the working experience, the majority of participants (28.5%), or 35 participants, have worked for four to six years.

**Table 1** Demographic Profile of the Respondents

Profiles	Classification	Frequency ( <i>f</i> )	Percentage (%)
Gender	Male	45	36.6
	Female	78	63.4
Year of born (age)	1993-1996 (26-29 years old)	49	39.8
	1989-1992 (30-33 years old)	30	24.4
	1985-1988 (34-37 years old)	16	13.0
	1981-1984 (38-41 years old)	28	22.8
Ethnicity	Malay	18	14.6
	Chinese	59	48.0
	Indian	24	19.5
	Christians	22	17.9
	Indigenous Others	0 0	0 0
Marital Status	Single	62	50.4
	Married	61	49.6
	Divorced	0	0
Academic Qualification	SPM	6	4.9
	STPM/ Matriculation/ Foundation	20	16.3
	Diploma/ Certificate	25	20.3
	Bachelor's degree or equivalent	55	44.7

Profiles	Classification	Frequency (f)	Percentage (%)
	Master's degree or equivalent	13	10.6
	PhD or equivalent	4	3.3
Working Experience	< 1 year	31	25.2
	1-3 years	33	26.8
	4-6 years	35	28.5
	7-9 years	14	11.4
	10 years and above	10	8.1

According to Table 2, the overall mean score for the level of job stress gained 3.73. The results demonstrated that the majority of generation Y employees, 86 of them (69.9%) who worked in the Perak IT industry, had acquired a high level of job stress. However, only 10 (8.1%) of respondents were found to have a low level of overall job stress. Table 2 also revealed that the overall mean score for the level of turnover intention scored moderate level with a mean score of 3.60 among generation Y employees in the Perak IT industry, but the majority of respondents, 71 of them (57.7%) experienced a high level of turnover intention. This is because the mean score is considered a moderately high level which is close to a high level. On the other hand, a minority of respondents, 21 of them (17.1%) were found to have a low level of turnover intention.

**Table 2** Distribution of Respondents' Level of Stress and Turnover Intention

Level	Job Stress		Turnover Intention	
	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)
Low	10	8.1	21	17.1
Moderate	27	22	31	25.2
High	86	69.9	71	57.7
Average mean score	3.73		3.60	

Note: Mean value for job stress and turnover intention (Low=1.00-2.33, Moderate=2.34-3.66, High=3.67-5.00); N=123

Based on Table 3, the result revealed a significant positive relationship between job stress and turnover intention ( $r=.690, p<0.01$ ). A positive correlation shows that both variables are moving in the same direction. This demonstrated that greater job stress will be accompanied by a greater intention to leave. Additionally, the value of .690 indicates a moderate degree of relationship between the two variables. The p-value is lower than the alpha value of .01. As a result, an alternative hypothesis ( $H_1$ ) is accepted.

The findings also showed that there was a significant positive relationship between work overload and turnover intention ( $r=.494, p<0.01$ ). A positive correlation also reflects that both variables move in the same direction. Hence, higher work overload will be followed by higher turnover intention. The strength of the relationship between both variables can be considered moderate. The p-value is lower than the alpha value of .01. Thus, an alternative hypothesis ( $H_2$ ) is accepted.

Furthermore, the result demonstrated that work ambiguity was significantly and positively correlated with turnover intention ( $r=.753, p<0.01$ ). A positive correlation indicated that both variables are moving in the same direction, in which higher work ambiguity will be followed by higher turnover intention. There is a high relationship between both variables. In addition, the p-value is less than the alpha value of .01. As a result, an alternative hypothesis ( $H_3$ ) is accepted.

**Table 3** Correlation between Job Stress, Dimension of Stress and Turnover Intention

Variables	Turnover Intention	
	<i>r</i>	<i>P</i>
Job Stress	.690**	.000
Work Overload	.494**	.000
Work Ambiguity	.753**	.000

Note: \*\* P<0.01; \* P<0.05; N=123

## 5. CONCLUSIONS

The finding of this research revealed that there was a high level of job stress among generation Y employees in the Perak IT industry. When generation Y employees experience high levels of job stress, they are more likely to have negative physiological, behavioural, and physical effects. Physiological factors include high blood pressure and glucose levels, while behavioural factors include absenteeism, turnover intention (Fong & Mahfar, 2013), low productivity, performance, and self-esteem (Hwang et al., 2014), and physical factors include headache and fatigue (Anees et al., 2021). It means that individuals with higher occupational stress would exhibit negative organisational outcomes as their ability to cope with job demands is outweighed (Mosadeghrad, 2013). This result was in line with a study by Hassan (2014), who found that millennial employees in the Malaysian IT industry have a high overall perception of job stress. The nature of IT industry jobs creates unique challenges and stress for generation Y employees as they are characterised by being technologically savvy and social media-savvy (Supriyatin et al., 2021), which makes them play a more important role in the overall operation of the company to continue to make technological advances and the internet revolution in order to help their organisations keep up with the rapid changes (Sabbarwal et al., 2017). Besides, millennials have been guided and directed by their environment throughout their developmental process, they are particularly incapable of dealing with ambiguity (Overdijk, 2017). Duties and tasks involve very complex procedures in the overall operation of the IT organisation; the lack of job-related information requires the constant psychological effort of millennial employees to carry out their responsibilities (Gillet et al., 2016). It appears that the majority of generation Y employees are experiencing stressful events in the Perak IT industry.

Moreover, this study found that the employees had a moderate level of turnover intention. Therefore, the majority of generation Y employees tended to leave or did not want to stay working for their current company. Employees who are planning to leave often provide. According to Kartono and Hilmiana (2018), turnover intentions are caused by dissatisfied employees who think and behave in ways that indicate they want to resign or start looking for a new job; in fact, employees will not be committed or loyal if they have a negative perception of their company (Thu Suong, 2020). Queiri et al. (2015) implied that millennial employees confront various phenomena with varying attitudes and behavioural intentions. It has been noted that millennial employees have different traits and preferences when carrying out particular job roles. Generation Y employees are more sensitive to various aspirations and desires in the workplace, which influence their behaviour, intentions, and attitudes (Yin et al., 2018). This finding was similar to the past studies of Isuarudu (2015), which showed that most employees in the Malaysian IT industry have a moderate level of intention to leave their jobs. The environments in which the IT industry takes place are becoming more complex, changing quickly, and competitive, in which employees are expected to perform very well to achieve the mission, goals, and objectives of the organisation every year because the progress and success of the organisation are greatly reliant on the sales and volume of the goods and services produced



(Hassan, 2014). As a result, this IT industry must contend with numerous obstacles and difficulties regarding the intention to leave and the availability of an employable workforce.

Furthermore, the result in this study is also consistent with another study conducted by Choong et al. (2013), which revealed that occupational stress will influence the intention of generation Y employees to leave the organisation as strains or stressors within the company have an impact on employees' work behaviour, which in turn results in the turnover intention. Urs and Balaji Rao (2019) discovered that IT professionals who experience more occupational stress will be more likely to consider leaving. High levels of job stress would make generation Y IT employees more likely to look for alternative employment opportunities. Moreover, the findings of the present study were consistent with the research conducted by Hassan (2014). Since the IT industry contributes to Malaysia's economic development and relies heavily on the skilled generation Y labour force for advancement and success, this cohort is increasingly stressed that can therefore increase their intentions to leave their jobs (Hassan, 2014). Occupational stress is thought to have a major impact on turnover intention in the IT industry, with occupational stress being a significant predictor of intention to leave one's current employer and job (Urs & Balaji Rao, 2019). As a result, high levels of job stress would make generation Y employees more likely to look for alternative employment opportunities rather than staying with their current IT organisation.

For the dimensions of job stress, this study indicated that work overload was significantly positively correlated with turnover intention among generation Y employees in the IT industry, thus accepting the hypothesis  $H_2$  of the study. As supported by Omar et al. (2020), excessive load at the workplace is significantly correlated with turnover intention among employees. It is proven that the increase in workload will affect the job stress of employees, thereby reducing the level of commitment of employees towards their company. Workload directly affects an employee's intention to leave (Xiaoming et al., 2014). The workload is deemed acceptable if the employee feels capable to handle and accomplish tasks, however, unequal workload distribution increases the likelihood of employee turnover (Masta & Riyanto, 2020). According to Askiyanto et al. (2018), a higher level of work overload has a positive relationship with turnover intention and is described as the employees with high levels of workload affect turnover intention increases.

In addition, the results of the current study showed that work ambiguity and turnover intention were significantly positively correlated among generation Y IT employees, thus accepting hypothesis  $H_3$  of the study. This finding was consistent with the research conducted by de Clercq and Belausteguigoitia (2017) on the impact of role ambiguity on employees' propensity to look for alternative employment. This indicated that role ambiguity enhances turnover intention. Employees, for instance, may recognise insufficient information received in their job requirements as disrespectful or offensive and eventually arise negative emotions at work that may increase their intention to leave (de Clercq & Belausteguigoitia, 2017). Millennials employees are more likely to plan to leave their jobs when job ambiguity is high.

## **6. LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH**

Firstly, this study relied on a quantitative approach that limited in-depth analysis regarding the factors that influence generation Y worker's turnover intention. Future research could think about utilising a qualitative approach such as in-depth interviews or a diary study to obtain deeper explanations or important cues about their turnover intention. Apart from that, the independent variables of job stress and its dimensions (work overload and work ambiguity) are insufficient to account for all of the variables that influence turnover intention. Therefore, future studies should

take into account other potentially related variables in this research framework to broaden the scope of the study. Moreover, there is limited generalisability as this study only included a small sample of millennial IT employees in Perak. Hence, in the future, this research should be expanded to include the entire Malaysian IT industry in order to obtain a more representative sample to study generation Y IT employees' turnover intentions. In addition, the data and findings can only be generalised to generation Y workforce which could not be compared to generation X or baby boomers. Thus, future studies should compare generation X and/or baby boomers with millennials to examine generational differences in work values and compare how they decide to leave or stay in an organisation. Furthermore, this study only focused on potential factors that might lead generation Y workers to quit their jobs without identifying their current position. Future research that focuses on the differences between professionals and non-professionals generation Y employees' intent to leave could be very interesting.

## **7. RESEARCH IMPLICATIONS**

Generation Y employee turnover will persist to be the most difficult challenge for IT organisations. Given that the majority of respondents to this study considered leaving the company in the near future, turnover is in fact becoming a serious issue in this organisation. Millennials employees' turnover intentions may produce highly disruptive effects or implications to IT organisations such as poor organisational performance, poor delivery service, a lack of systematic administration, or a delay in administrative functions. This is due to the needs and characteristics of generation Y being distinctive. They are the generation that was born following generation X.

After conducting this study, three of the hypotheses proposed in this study were accepted. According to the findings of the research and data analysis, it can draw the conclusion that job stress has a positive impact on turnover intention among generation Y employees from the Perak IT industry. Millennial employees' turnover intentions rise as job stress levels rise. The main occupational stressors for millennial employees were an excessive amount of work and a lack of work clarity. Based on the findings of the study, when generation Y employees are overworked, they consider quitting their jobs. Generation Y workers prefer flexitime in their working arrangements and seek to work equitably. Likewise, this study found that ambiguous job-related information will lead to higher generation Y employee turnover intentions. Millennial workers are more likely to have detailed descriptions of their obligations, expectations, and future prospects in carrying out their duties. Therefore, it is possible to modify job stressors (work overload and work ambiguity), which set off a series of psychological conditions that result in the intention to quit.

In sum, this study is considered beneficial to employers or managers who want to reduce the turnover rate among generation Y workers in the IT industry. The goal of IT employers is to maximise efficiency. This can only be accomplished if millennial employees put forth their best effort and add value to the organisation. Therefore, if IT organisations want to retain their intellectual capital to sustain their competitive edge, particularly those with high potential and skill sets, they must reduce the job stressors that cause job stress which lead to millennial personnel turnover. A person is more likely to stay at their organisation if they are able to cope with those job stressors. On the other hand, millennial employees will learn more about this problem and how to avoid it in the future. Therefore, IT employers and generation Y employees can use this study as a guide to enhance employee and organisational performance. As a result, any workplace that wants to increase employee productivity can use this study as a key concept.

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