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THE MODERATING ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION

MUHAMMAD HAIKAL BIN SHAFIEE



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SULTAN IDRIS EDUCATION UNIVERSITY**

2024



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Nurul Hidayah

Tandatangan Penyelia

Assoc. Prof. Dr. Nurul Ain Hidayah binti Abas
Department of Psychology
Faculty of Human Development
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ABSTRACT

Job stress is a common problem among workers either in government or the private sector due to current economic needs, their working environment, and also their relationship with their colleagues, which will lead to negative organizational outcomes. The purpose of this study was to examine the relationship between job stress and job satisfaction, job performance, and turnover intention, along with the moderating effect of gender. A number of 244 government employees in the education sector in Selangor, Malaysia participated as respondents by using an anonymous self-reported questionnaire. The Job Stress Scale, the Minnesota Satisfaction Questionnaire, the Individual Work Performance Questionnaire 1.0 (IWPQ 1.0), and the Turnover Intention Scale were used as the instruments in this study. The data obtained were analyzed by using descriptive statistics via Statistical Package for Social Sciences (SPSS) version 26, Hierarchical Component Models (HCM), hypotheses testing, and moderator analysis by using Partial Least Square Structural Equation Modelling (PLS-SEM) via SmartPLS version 3.3.3. The results showed that job stress has a significant positive influence on job satisfaction ($\beta=0.41$, $t=6.61$, $p<.001$) and job performance ($\beta=0.33$, $t=5.34$, $p<.001$), but a significant negative influence on turnover intention ($\beta=-0.39$, $t=6.64$, $p<.001$). Findings also showed that gender does not moderate the relationship between job stress, job satisfaction, job performance, and turnover intention. The study provides empirical evidence on the relationship between job stress and above-mentioned constructs and the involvement of gender as the moderator which also indicated a unique set of findings to be explained by the theoretical framework suggested in this study.





PERANAN PENYEDERHANAAN JANTINA TERHADAP HUBUNGAN ANTARA TEKANAN KERJA DAN KEPUASAN KERJA, PRESTASI KERJA, DAN NIAT PERALIHAN KERJA

ABSTRAK

Tekanan kerja adalah permasalahan biasa dalam kalangan pekerja sama ada dalam sektor kerajaan atau swasta disebabkan oleh tekanan ekonomi semasa, persekitaran kerja, dan juga hubungan rakan sekerja, yang akan membawa kepada permasalahan organisasi yang negatif. Tujuan kajian ini adalah untuk mengkaji hubungan diantara tekanan kerja dengan kepuasan kerja, prestasi kerja, niat peralihan kerja serta kesan penyederhanaan jantungina. Seramai 244 kakitangan kerajaan dalam sektor pendidikan di Selangor, Malaysia telah terlibat sebagai responden dengan menggunakan borang soal selidik sendiri. Skala Tekanan Kerja, Soal Selidik Kepuasan Kerja Minnesota, Soal Selidik Prestasi Kerja Individu 1.0 (IWPQ 1.0) dan Skala Niat Peralihan Kerja digunakan sebagai instrumen dalam kajian ini. Data yang diperolehi telah dianalisis dengan analisa statistik deskriptif menggunakan *Statistical Package for Social Sciences* (SPSS) versi 26, *Hierarchical Component Models* (HCM), pengujian hipotesis, dan analisis moderator dengan menggunakan teknik *Partial Least Square Structural Equation Modelling* (PLS-SEM) melalui perisian SmartPLS versi 3.3.3. Hasil dapatan kajian menunjukkan bahawa tekanan kerja mempunyai pengaruh positif yang signifikan terhadap kepuasan kerja ($\beta=0.41$, $t=6.61$, $p<.001$) dan prestasi kerja ($\beta=0.33$, $t=5.34$, $p<.001$), manakala tekanan kerja pula mempunyai pengaruh negatif yang signifikan terhadap niat peralihan kerja ($\beta=-0.39$, $t=6.64$, $p<.001$). Dapatan kajian juga menunjukkan bahawa jantungina tidak mempunyai kesan penyederhanakan terhadap hubungan antara tekanan kerja, kepuasan kerja, prestasi kerja, dan niat peralihan kerja. Kajian ini memberikan bukti empirikal tentang hubungan tekanan kerja dan konstruk seperti yang dinyatakan di atas dan penglibatan jantungina sebagai penyederhana yang juga menunjukkan dapatan kajian yang unik untuk dijelaskan dengan menggunakan kerangka teori yang dicadangkan di dalam kajian ini.



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LIST OF ABBREVIATIONS

EPF	<i>Kumpulan Simpanan Wang Pekerja/</i> Employee Providence Fund
IWPQ	Individual Work Performance Questionnaire
JD-R	Job Demand-Resource
JPNS	Jabatan Pendidikan Negeri Selangor / Selangor State Education Department
KOD	<i>Kaunselor Organisasi Daerah /</i> District Organizational Counsellor
KPM/MOE	Ministry of Education
MSQ	Minnesota Satisfaction Questionnaire
PPd	District Education Offices
PLS	Partial Least Square
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
SEM-PLS	Structural Equation Modeling-Partial Least Square
UPSI	Sultan Idris Education University





APPENDIX LIST

- A Consent Letter
- B Demographic Section
- C Instruments
- D Online Survey
- E Data Analyses
- F Letter of Appointment
- G Letter of Approval





LIST OF SYMBOLS

α	Cronbach's Alpha
β	Beta Values
f^2	Effect Size
Q^2	Predictive Relevance
p	P-Values
\bar{x}	Mean
SD	Standard Deviation





CHAPTER 1

INTRODUCTION



The role of gender in organizations has been an interesting area of study that plays a profound role in shaping workplace dynamics, structures, and employees' experiences. In today's world, organizations strive to attain gender equality and understand how gender can influence various aspects of organizational life, serving as pillars in creating conducive working environments that help harness employees' full potential.

Gender differences regarding the negative influences of job stress on organizational outcomes, such as satisfaction, performance, and turnover intention, have been a subject of considerable interest in this research. Societal expectations that prescribe specific gender roles are an interesting topic to be examined. The construction





of the roles given by society might have a prominent implication that can alter individuals' responses to stress.

Moreover, stress is a common problem among workers, whether in the government or the private sector, due to current economic needs, working environment, and relationships with colleagues. Work-related stress causes various negative effects on employees in terms of their physical and mental health. One of the negative effects often observed in employees is turnover intention. The researcher is interested in exploring this topic through this study. This research paper explains the study conducted on the role of gender in the relationship between job stress and job satisfaction, job performance, and turnover intention among government employees. This chapter will discuss the background of the study, the problem statement, the objectives of the study, definitions of the variables, and the hypotheses of this study.

The background of the study and the problem statement will explain the idea behind conducting the research and the issues and problems that prompted the study. On the other hand, the objectives of the study will provide insights into the goals that the researcher aims to achieve throughout this study.

The conceptual and operational definitions will highlight the definitions of the variables used in this research. This section will clearly define the variables according to the needs of the research. Lastly, the researcher will explain the hypotheses that will be tested in this study.





1.2 Background of Study

Past research has shown that gender is one of the most important factors influencing stress, performance, satisfaction, and turnover intention. However, in Malaysia, gender has been merely considered as one of the demographic factors and has not received much attention in the research field, as many studies have been conducted outside of Malaysia on gender and organizational issues such as commitment, turnover, burnout, performance, and satisfaction, to name a few.

Most government employees are facing stress, especially in today's economically demanding environment. Azih Muda, the President of the Congress of Employees in Public Service (Cuepacs), mentioned in an Astro Awani article by Azil (2017) that most workers in Malaysia experience relatively high levels of stress. If left untreated, this stress can lead to severe mental health problems. In another Astro Awani article by Abu Bakar (2019), Azih Muda also stated that stress might lead to depression, affecting productivity.

Additionally, the World Health Organization (WHO) stated that job stress had become common by the year 2020 (Zafir et al., 2013). Employees need to face many socially demanding tasks, including handling an extreme workload and troublesome clients, especially in social working environments such as the State Education Office (PPd), which deals with various problems involving schools and teachers around the state every day.





Excessive job stress by the increase of workloads can lead to high level of anxieties and strain among the employees (Elbay et al., 2020). In addition, Deguchi et al (2022) stated that excessive workload, lack of social support from co-worker, and ambiguity in working environment can also causes depressive and anxiety symptoms. Konovalova (2022) stated that the digital technologies which now has been significantly increase in terms of technological advance can decrease organizational outcomes such as commitments and job satisfaction which will lead to mental strain which affect mental well-being of the employees. Furthermore, it was found that stress can decrease a person's efficiency and trigger negative implications for one's health and social life if exposed to stress for a long time (Koinis et al., 2015).

Job stress is highly connected to work performance, and it is essential to find ways to relieve job stress to ensure the physical and mental well-being of employees (Chang & Hsieh, 2018). In this context, Nourdadashi et al. (2023) explained that job stress is one of the inhibitors for job performance. The productivity of the employees is considered as one of the main points for an organization to be successful. Safarpour et al. (2018) conducted research and found a significant relationship between stress and work performance, showing that higher stress is associated with lower performance. In this study, the researchers focused more on the relationship between job stress and work performance among selected government servants.

Moreover, research showed that higher job stress can lower the job satisfaction among the employees (Jentsch et al., 2022). On the contrary, a more recent study conducted by Safarpour et al. (2018) found that stress and job satisfaction have an inverse relationship, indicating that higher stress leads to lower job satisfaction.





Besides, reports by Institute of Corporate Director Malaysia (ICDM) (2022) found that only 59% employees in Malaysia that are satisfied with their job. Therefore, it is crucial for more research to be done on studying the relationship between work-related stress and job satisfaction, given the tremendous changes in economic needs. It is important to delve deeply into the relationship between job stress and performance since most organizations, involving profit and services, depend on their employees' performance.

Turnover intention is one of the main issues in various fields of occupation. Rajendran et al. (2020) stated that job stress affects significantly on employee's intention to quit not only in education sector but various sector as well. Most occupations and organizations involve human interaction for their services, and this will have a greater impact on organizational performance. Turnover can cause disruption in organization's structure of social and communication (Alblihed & Alzghaibi, 2022). The consequences of turnover include the loss of highly performed and skilled employees that might be costly for an organization to find a replacement. In the Malaysian context, turnover intention has become one of the highlighted issues regarding employee well-being. Hamzah et al. (2011) conducted a study on stress factors and turnover intention in Malaysia, and their research led to the conclusion that work overload, a stress factor, has a significant relationship with turnover intention. The stressor not only affects turnover intention but also includes job satisfaction and commitment.

This study used gender to determine whether it can play a role as a moderator in the relationship between job stress, job satisfaction, work performance, and turnover intention. Past research found that there is no significant relationship between stress





and gender (Ambotang et al., 2015), which has been tested in this study to see if there is a change in the relationships in the present year. Other researchers have associated gender with satisfaction, performance, and turnover intention (e.g., Tanwar & Prasad, 2016; Medina-Garrido et al., 2019; Mölders et al., 2019).

1.3 Problem Statement

Gender has been an important variable for examining individual differences in various studies in past research (Lin & Wang, 2020; Liu et al., 2017). The issue of gender in various studies that compare differences, such as performance, academic services, salaries, and so on (Dion et al., 2018), has been highlighted in previous research. In an occupational setting, comparisons between genders in terms of job stress, performance, satisfaction, and turnover intention have been shown (Mirzaei et al., 2021; Topchyan & Woehler, 2020; Henly et al., 2019; Sarani & Rezaee, 2018). Job stress among male and female employees has become a global issue (Seňová & Antořová, 2014). If not intervened upon, it might lead to more significant problems for individuals and organizations, such as major depressive disorders, mood disorders, and other stress-related illnesses. Andrew Mohanraj, the director of the Malaysian Mental Health Association (MMHA), stated that work-related stress often becomes the cause of depression in the workplace and leads employees to suffer emotional breakdowns and other forms of bad behaviour (The Star, 2018).

According to the Ministry of Human Resource (MOHR) (2021), the number of working citizens in Malaysia as of 2020 was 15,667,700. Among the total, 9,553,500





were male, while 6,114,200 were female. A survey by the AIA Vitality Survey (2019) showed that about 51% of 17,959 Malaysian employees in 230 organizations, men and women, were suffering from job-related stress. A few years back, MyStarJob (2015) reported the increasing rate of turnover from 13.2% in 2014 to 14.3% in 2015 in Malaysia, and more recent reports by Oracle Malaysia (2021) claimed that 70% of the global workforce suffers from job stress and anxiety compared to the previous year. This suggests that employees in Malaysia are still lacking awareness of the importance of job stress and the effect it has on individuals and organizations.

In terms of the education sector, the Malaysian Research and Education Foundation (MyRef) (2022) reported that 55.3% of education officers experienced extreme stress, anxieties, and depression between 2020 and 2021. The latest report by Sahimi (2023) showed an increase in cases involving extreme stress among education officers due to their workload rising by 67% from 2015 until 2019 according to the data provided by the Ministry of Education. This trend increases significantly starting from 2020 until the date when the report came out in 2023, which shows a rather alarming situation for the education sector in Malaysia.

If job stress is not controlled or contained within limits that our mental and physical abilities can handle, it can lead to negative implications for emotions, the body, and psychological aspects. Current and past research shows that job-related stress can cause impaired job performance in the work setting (Babapour et al., 2022; Lerner et al., 2010). Other studies also showed the negative effect of job stress on job satisfaction (Li et al., 2022; Thakur et al., 2022) and on turnover intention among employees in organizations (Yee et al., 2022; Ong & Sulaiman Khan, 2022; Na et al., 2022). Thus,





job stress, if it cannot be coped with or handled, can lead to various negative organizational outcomes, as mentioned above.

Limited research has studied the relationships surrounding job stress, job satisfaction, job performance, and turnover intention. Furthermore, even though the relationship between job stress and job satisfaction, job stress and job performance, and job stress and turnover intention has been examined by past researchers (Na et al., 2022; Sutarto et al., 2021; Akhtar et al., 2018; Ridzuan et al., 2017), gender was only based on categorical data and was seldom considered as a moderating factor. For this reason, the researcher believes that gender might be capable of moderating the relationship between job stress and job satisfaction, job performance, and turnover intention in a way that the relationships are stronger for a specific gender, whether male or female.



1.4 Objectives of Study

The objective proposed in this study are:

- I. To study the relationship between job stress and job satisfaction, job performance, and turnover intention.
- II. To identify whether gender moderates the relationship between job stress and job satisfaction, job performance, and turnover intention.





1.5 Importance of Study

Job stress is inevitable in any daily routine or for a working person. However, not many realize that it may influence one's work performance, job satisfaction, and may lead to turnover intention. If job stress is not managed well, it will cause negative implications toward job satisfaction, work performance, and turnover intention. Job stress is a common problem nowadays due to the financial constraints faced in the era of globalization. In order to cope with the need to survive, even a small amount of stress influences work performance, job satisfaction, and turnover intention. Along with this study, it is hopeful that the level of job stress among government servants can be identified, and necessary action can be taken. Thus, through the findings, it may be able to help government servants manage their stress level efficiently.



This study aims to create awareness among workers and employees about the effect of job stress they are facing due to increasing job demands and its impact on their job satisfaction, work performance, and turnover intention, differentiating between male and female if the results are deemed significant. For instance, policymakers of an organization can create a countermeasure against work-related stress tailored to specific genders. While gender might be a normal term in an organizational working environment, in this study, the researcher aims to analyse whether the perception of gender roles by society affects employees' experience of stress in the workplace. This might help create a better understanding of the role of gender in the relationship between job stress and job satisfaction, job performance, and turnover intention.





Lastly, the researcher hopes that this study can contribute to the field of knowledge involving gender, job stress, job satisfaction, work performance, and turnover intention.

1.6 Conceptual and Operational Definition of Variables

This section will analyze five variables in this study: job stress, job satisfaction, work performance, turnover intention, and gender. Job stress will act as the independent variable, while job satisfaction, work performance, and turnover intention are considered dependent variables. Gender serves as the moderator or moderating variable for this study. In addition, the conceptual definition is the definition generally introduced by previous studies, while the operational definition is the definition given based on the requirements of the study.

1.6.1 Gender

1.6.1.1 Conceptual Definition of Gender

Nowadays, gender diversity has become one of the most sensitive topics to be discussed, especially in terms of research involving gender. However, the researcher focuses on the traditional binary characteristics of gender for this study since, in Malaysia, for the time being and legally, only recognizes gender as binary. Gender is





conceptually defined as the behavior, social, and psychological characteristics that categorize a person into male and female (Pryzgodna and Chrisler, 2000). In addition, the World Health Organization (2022) defines gender as the characteristics of men, women, boys, and girls in terms of norms, behaviors, roles, and relationships.

1.6.1.2 Operational Definition for Gender

For this research, gender can be operationally defined as the score given by the participant in the demographic section of the instrument, indicating two choices: male and female. In this study, gender is the moderator variable.



1.6.2 Job Stress

1.6.2.1 Conceptual Definition of Job Stress

According to Crank et al. (1995), job stress in an occupational setting is an organizational and institutional feature that affects or influences the activity and outcome of a person or employee, as mentioned in the study about the performance of the employees. Job stress can also be defined as the situation when the skills and resources needed for work requirements are not met, creating negative physical and psychological responses (Robert, 2018) or as the response of a person to a stressor in an occupational setting (Lambert et al., 2007). Additionally, job stress refers to factors





that change an employee's behaviour in terms of psychological and physiological aspects, altering the employee's normal functioning (Newman & Behr, 1979, as cited in Ghafoor & Haar, 2021).

Although the definition of job stress and common stress is almost the same, job stress focuses more on the stressors caused by a lack of resources and the ability to handle the crisis that arises from it, which will lead to strain (Semmer et al., 2005, as cited in Darte-Baah et al., 2020). Stress in an occupational setting also refers to the awareness of the employees about their feelings, which have a psychological and physical reaction toward the undesirable situation in their workplace (Montgomery et al., 1996).



1.6.2.2 Operational Definition of Job Stress

For this study, job stress is the independent variable and is operationally defined as the score obtained by the participants using the Job Stress Scale by Crank et al. (1995). A score of 7 indicates a low level of job stress, while a score of 35 is considered to be a high level of job stress.





1.6.3 Job Satisfaction

1.6.3.1 Conceptual Definition of Job Satisfaction

Harari et al. (2018, as cited in Darte-Baah et al., 2020) defined job satisfaction as an employee's positive evaluations of their jobs. Additionally, job satisfaction can also be defined as an individual's positive emotional reactions to a particular job (Buitendach & Rothman, 2009), while Tanwar and Prasad (2016) defined job satisfaction as the feelings of contentment in their work setting. Chalies et al. (2013, as cited in Zhao et al., 2023) refer to job satisfaction as an individual's positive psychological state regarding their job and its associated aspects while working within an organization. Job satisfaction can be simplified as the pleasantness of employees toward aspects of their job.

On the other hand, job satisfaction, as described by Spector (1997), encompasses an individual's overall emotional state related to their job. It can also be seen as a combined assessment of various job aspects, such as pay, career advancement opportunities, and interactions with coworkers and supervisors. Additionally, Kibaroglu et al. (2023) defined job satisfaction as the degree of satisfaction resulting in positive emotions, depending on factors such as the job itself, payment policy, career expansion, conditions of the workplace, and relationships that involve all the employees in the organization.





1.6.3.2 Operational Definition of Job Satisfaction

In this study, job satisfaction can be operationally defined as the score obtained by the participants using the Minnesota Satisfaction Questionnaire-Malay Version by the University of Putra Malaysia (1977). A higher score obtained indicates a high level of job satisfaction, while a lower score indicates a low level of job satisfaction.

1.6.4 Job Performance

1.6.4.1 Conceptual Definition of Job Performance



In this study, job performance is one of the dependent variables. The widely used definition of job performance in studies is behaviors and actions that make sense for organizational goals (Campbell, 1990). Koopmans et al. (2014) defined job performance as behaviors or actions that align with the goals of the organizations. Besides, Lopez-Cabaro et al. (2022) defined job performance as crucial-achievement behavior that adds value to the organization. Armstrong and Taylor (2020) explained that job performance comprises two types: task performance and contextual performance. Task performance indicates the employee's ability to handle the technical aspects of the jobs given (Locke & Latham, 1990, as cited in Naqsbandi et al., 2023), while contextual performance indicates the positive behavior of the employee in relation to the organization's aims (Lejeune et al., 2021). However, Koopmans et al. (2012) proposed another sub-dimension of job performance, which is





counterproductive work behavior, alongside task performance and contextual performance. Counterproductive work behavior is defined as negative behavior that affects the well-being of an organization (Rotundo & Sackett, 2002, as cited in Koopmans et al., 2012).

1.6.4.2 Operational Definition of Job Performance

In this study, job performance is operationally defined as the scores obtained by the participants using the Koopmans et al. (2014) Individual Work Performance Questionnaire 1.0 (IWPQ 1.0). The IWPQ 1.0 has three dimensions: task performance, contextual performance, and counterproductive work behaviour. However, for this study, the researcher is using only two dimensions to measure job performance, which are task performance and contextual performance, since counterproductive work behaviour measures more negative behaviour of employees towards the organization.

1.6.5 Turnover Intention

1.6.5.1 Conceptual Definition of Turnover Intention

Turnover intention can be conceptually defined according to Meyer & Tett (1993) as a conscious and willful desire to leave an organization. Moreover, turnover intention refers to intermediates between the intention to leave an organization and actually





leaving the organization (Glissmeyer et al., 2008, as cited in Dwiyantri et al., 2019). Turnover intention generally refers to an employee's consciousness, which involves the idea of leaving an organization in the future (Mowday, 1982, as cited in Weinzimmer, 2021). Polizzi Falho and Claro (2019) explained that experiencing specific types of failure can adversely affect an employee's well-being, leading to an increased likelihood of turnover intention, indicating that intention serves as the primary cognitive predictor of behavior (Ajzen, 2011).

1.6.5.2 Operational Definition of Turnover Intention

In this research, turnover intention is one of the dependent variables and is operationally defined as the score obtained from the three-item Turnover Intention Questionnaire by Kathri et al. (2001), which indicates a higher score with a higher tendency to leave the organization.

1.7 Theoretical Framework

This section will present the theories that will construct this study. The theories involved in this study are the Job Demand-Resources (JD-R) and Social Role Theory.





1.7.1 Job Demand-Resources (JD-R)

As shown in Figure 1.1, the JD-R model is one of the theories that construct the study. The JD-R model is a model for job stress that is divided into two categories: job demands and job resources. Job demands comprise several factors such as work overload, emotional demand, time pressure, or role ambiguity, to name a few, while job resources include several factors such as social support, performance feedback, and autonomy, among others. The JD-R theory explains how the organization and working environment affect the employee's performance and, most importantly, their well-being (Tummers & Bakker, 2021). Job demand is related to strain, which includes energy depletion and health-related problems, while job resources are related to motivation, which includes engagement and disengagement of occupational commitment. This theory can be applied to a wide range of occupations and is suitable for use to improve the performance and well-being of employees (Bakker & Demerouti, 2006). The core of job demand is that it depletes energy as it requires demands to be met, while job resources inspire motivation for the employee and thus protect the employee in terms of their well-being and performance (Bakker & Demerouti, 2017). The theory suggests that a job is effective when it places manageable demands on employees and provides adequate resources to meet these demands.

Demerouti and Bakker (2022) stated that job demand and job resources are both important aspects of a job. When there are higher resources for employees to grasp, the job demands faced by the employees can be less straining, and this can help in maintaining the good well-being and performance of the employees. The JD-R theory can be utilized as a job analysis framework by researchers and practitioners to diagnose



the causes of decreased health and motivation during the pandemic (Demerouti & Bakker, 2022). In terms of this study, the researcher adopts the theory to find the relationship between job stress and job satisfaction, job performance, and turnover intention.

Furthermore, Bakker and Demerouti (2018) also suggested that there are three propositions of the JD-R theory. The first proposition surrounds the fact that job demands exhaust the energy of the employees through workload, tasks, and conflicts. The second proposition suggests that job demands can cause impairment to the employee's health, which can lead to severe exhaustion and health problems. In contrast, job resources provide motivational support that can help provide meaning and satisfaction to employee's basic needs. The third proposition of the JD-R theory emphasizes buffering the effect of excessive job demand's negative strain through job resources (Bakker & Demerouti, 2018).

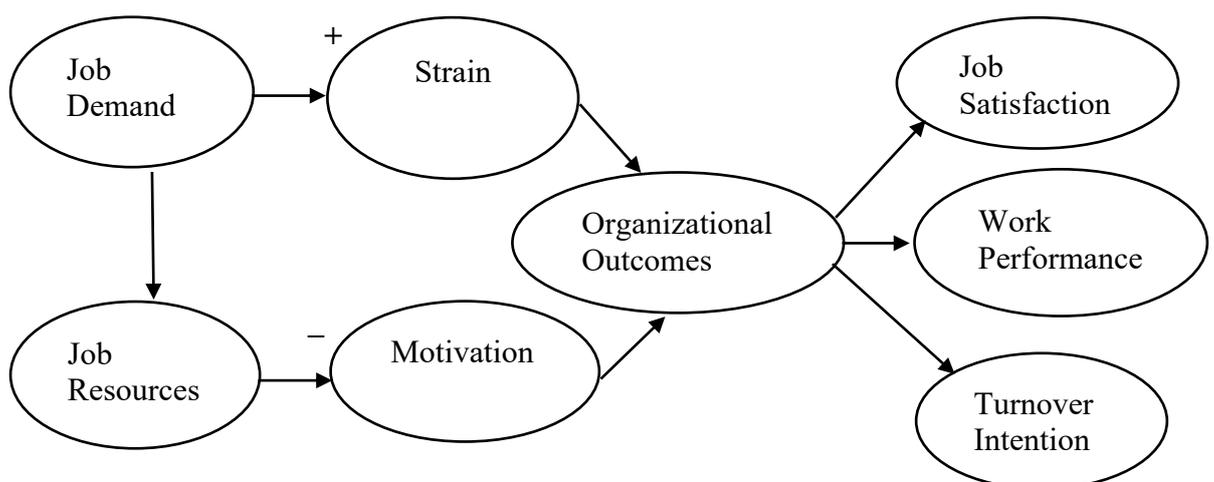


Figure 1.1. Job Demand-Resources (JD-R) Theoretical Framework



One key reason for the appeal of the JD-R theory is its adaptability. According to this idea, all working environments or job characteristics can be described using two distinct categories, namely job demands and job resources. As a result, the theory can be applied to any work environment and adjusted to the individual occupation in question (Bakker & Demerouti, 2014). Therefore, the researcher finds that the JD-R theory is suitable to be adopted into this study as the theoretical framework for the constructs.

In this study, the researcher builds up the argument by integrating the JD-R theory with the conceptual framework proposed in this study. The theory suggests that excessive job demands will lead to job strain, causing negative organizational outcomes, and low job resources will lead to low motivation, which will also cause negative organizational outcomes (Schaufeli, 2017). Schaufeli (2017) stated that the negative outcomes of excessive job demands will lead to exhaustion, affecting the employee's performance in the organization, while Bakker et al. (2003) explained that lower job resources will lead to low motivation and result in withdrawal from work. The integration of JD-R and the conceptual framework of this study proposes that job stress, which is job demand and job resources, plays an important role in determining organizational outcomes such as job satisfaction, work performance, and turnover intention. The researcher intends to test the relationship between these variables.





1.7.2 Social Role Theory

The Social Role Theory is a theory related to sex differences and similarities. Eagly and Wood (2016) stated that social roles are organized so that women are more into home-making or caretaking, while men are more into being providers and work involving physical strength, assertiveness, or leadership. Sex differences are shown by physical attributes and specific behaviours, and factors such as social, economic, technological, and ecological forces in society give rise to sex-typed roles (Eagly & Wood, 2016).

Moreover, the theory also suggests that specific sexes perform better in certain activities, such as men excelling in work involving strength. In other words, Eagly and Wood (2016) explain that understanding gender roles and disparities is one of the most notable applications of Social Role Theory, and according to the theory itself, gender roles are mostly defined by socialization and cultural expectations rather than biology. Gender stereotypes and gender inequality may result from the development of gender-specific behaviours, attitudes, and preferences due to traditional gender roles.

In addition, the theory also explains that gender role expectations, common throughout cultures, impact both sexes' actions to conform to the ideas of appropriate behaviour for specific genders. Socialization acts throughout childhood to instil certain expectations in children and encourage corresponding actions through the mediation of parents and other socializing agents. Eagly and Wood (2016) also explain that by the time a child grows up, gender roles will eventually affect their behaviour through biosocial mechanisms that influence their role-appropriate behaviour.





Furthermore, the theory also explains three methods of estimating both the differences and similarities between male and female behaviour. The first method is behavioural confirmation of gender roles, in which people respond to the expectations of others. People learn, in particular, that activities contradictory to gender roles frequently result in negative consequences, such as rejection and social exclusion. This means that behaviour that fits the normal expectation for a certain gender will receive more positive reactions and thus is more favourable to follow than not following them. The second method involves using one's own standards of gender norms to evaluate one's behaviours. When people incorporate gender roles into their self-concepts, they are more likely to self-regulate their conduct to conform to gender standards. Both men and women may rate themselves favourably when they conform to personal gender standards and unfavourably when they stray from them. Lastly, the third method involves hormonal changes affiliated with masculinity and femininity (Van Anders et al., 2011, as cited in Eagly & Wood, 2016).

In the current study, the Social Role Theory helps in understanding the relationship between gender and job satisfaction, work performance, and turnover intention. The stereotypes of social roles indicate that men are more likely to take on roles in organizations, whereas women are more likely to be caretakers. If the results show that gender moderates the relationship between job stress, job satisfaction, work performance, and turnover intention, the findings align with the theoretical concept that since females hold more responsibilities added from home to the workplace than men, females are more affected. Therefore, the results will show that females are affected more than men since the responsibilities at home are considered women's job. The





researcher will test the relationship and see if gender moderates the relationship between job stress, job satisfaction, work performance, and turnover intention.

By integrating both theories in this study, the researcher believes that responsibilities segregated between males and females in a household perceived by the community will affect the organizational outcome for an employee, especially females, who are seen as nurturers at home compared to males, who are regarded as providers. However, the researcher also believes that males can be more affected since responsibilities as providers are stressed upon by the community, especially in this modern world.



The conceptual framework for this study showed the relationship between the main dependent variables which is job stress and three main independent variables which are job satisfaction, work performance and turnover intention. Next, the conceptual framework also showed the moderator variable which is gender that moderate the relationship between the dependent and independent variables. Figure 1.2 shows the conceptual framework proposed by the researcher in this study.



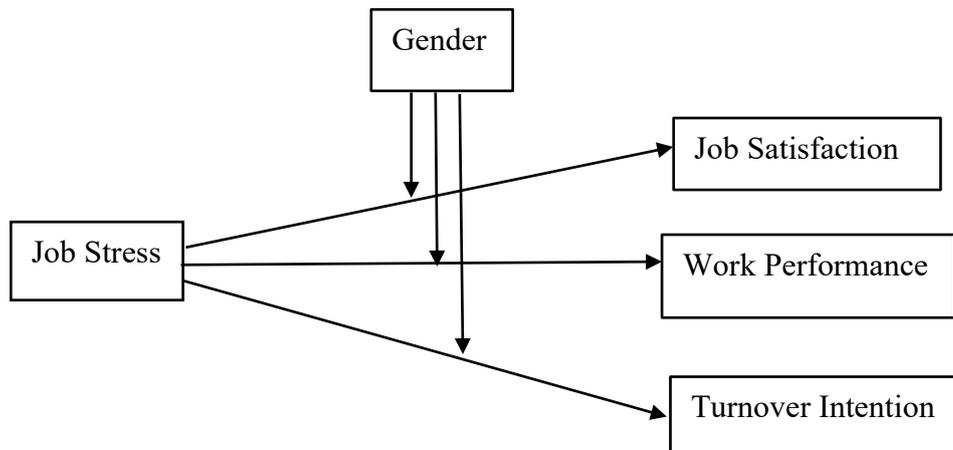


Figure 1.2. Conceptual Framework of Main Variables

1.9 Hypothesis

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There are several questions raised and proposed for this study. The research questions are listed below:

H1: Job stress has a significant relationship with job satisfaction.

H2: Job stress has a significant relationship with job performance.

H3: Job stress has a significant relationship with turnover intention.

H4: Gender will moderate the relationship between job stress and job satisfaction.

H5: Gender will moderate the relationship between job stress and job performance.

H6: Gender will moderate the relationship between job stress and turnover intention.



It has been acknowledged in past research regarding gender issues, job stress, job satisfaction, work performance, and turnover intention among workers and employees (Akhtar et al., 2018; Chen et al., 2017; Ling & Bhatti, 2014; Tanwar & Prasad, 2016; Tiraieyari & Uli, 2011; Yang et al., 2016). However, the researcher is keen to identify the relationships among the mentioned issues in this current study.

The hypotheses proposed in this study were suggested through a thorough analysis of past literature. Hypotheses H₁, H₂, and H₃ were proposed based on studies finding that job stress has a significant relationship with job satisfaction, job performance, and turnover intention (Jentsch, 2022; Fahmi et al., 2022; Xue et al., 2022; Wu & Wong, 2020). In line with the J-DR theory, strain which is job stress is linked to the organizational outcomes which in this study are job satisfaction, job performance, and turnover intention. Moving on to hypotheses H₄, H₅, and H₆, these hypotheses were proposed in line with the analysis from the literature review, which showed that gender moderates the relationship between the variables (Akdemir et al., 2022; Chen et al., 2018; Tanwar & Prasad, 2016; Indartono & Chen, 2010). The differences in gender due to attributes between male and female in Social Role theory by Eagly and Wood (2016) supports the perception of role between gender that has been pre-determined by the society which might differ the stress due to responsibilities by each gender which will affect the organizational outcomes in this study.





1.10 Conclusion

In conclusion, this chapter explained about the background of the study which stated the purpose of this study to be conducted. Problem statement also been discussed by the researcher using information obtained by past article on the issue and next build up the base that created the objective, conceptual and operational definition of the variables and hypothesis that will be tested by the researcher upon conducting the study.

