

The Effect of Job Stress on Turnover Intention with Perceived Organizational Support

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ABSTRACT

High turnover intention can have a bad impact on the organization. Creating instability and uncertainty in labor conditions. Various factors that can affect turnover intention in the organization must be managed properly. The purpose of this study was to determine the role of Perceived Organizational Support on the effect of Job Stress on Turnover Intention. The subjects in this study were employees of PT. EJMS in South Jakarta. This research is a type of quantitative research, using cross section method. The final sample was obtained as many as 53 samples which were collected through a closed questionnaire. Data were analyzed using Moderated Regression Analysis (MRA) with SPSS (Statistical Program for Social Sciences) 23 software for windows. The results showed that job stress had a significant positive effect on Turnover Intention. Perceived Organizational Support (POS) has a negative effect on Turnover Intention. Perceived Organizational Support (POS) does not moderate the relationship between job stress and Turnover Intention.

Keywords: Job Stress, Turnover intention and Perceived organizational support

1. Introduction

Turnover intention is a condition where workers have conscious intentions or tendencies to look for another job as an alternative in a different organization, turnover intention is also a driving force for the departure of workers from their place of work (Abdullah, R. B. et al., 2012). Job stress can affect turnover intention. Siddiqui, et al. (2015) shows that job stress is one of the main factors that affect employee turnover intention. Job stress is a conceptualization of an individual in his work reaction to environmental characteristics that will be faced by employees, including in the form of threats that employees are likely to encounter in working for the organization.

Stress and pressure at work experienced by employees can reduce the desire to work better, job satisfaction according to and the desire of employees to no longer commit to the organization occur simultaneously. To reduce the intensity of the desire of employees to leave the organization caused by job stress, it is necessary to have the role of the organization in suppressing the level of job stress on employees. Rhoades and Einsberger (2016) explain that perceived organizational support (POS) is an approach that emphasizes employee perceptions of the extent to which organizational

rewards and support are given to employee contributions and the extent to which the organization is ready to provide assistance when employees need organizational roles and support.

Perceived organizational support really needs to be considered by the organization to suppress the intensity of the employee's desire to resign. From 1959 to 1964 researchers have developed a theory of social exchange (Social Exchange Theory). Social exchange theory is a modern sociological theory which explains that in a social relationship there are elements of reciprocity, rewards and benefits that influence each other (Mariska, 2018). Employees will show loyalty to the work and organization as a form of reciprocity from the support provided by the organization. Employees will feel more enthusiastic and confident at work when they get support from the organization.

Human resources are the main factor in achieving and realizing the goals and objectives that have been set. Several problems will arise in the organization if the management of human resources is not carried out properly. High turnover intention greatly threatens the stability of the organization in achieving its goals. Various factors that can affect turnover intention in the company must be evaluated and corrected properly. Suppressing the occurrence of employee stress when doing their job, increasing employee confidence in doing work, so that employee job satisfaction is achieved, feels worthy and able to work.

2. Literature Review

2.1 Job Stress

Job stress is an emotional state that arises because of a mismatch between the level of demand and the individual's ability to cope with the job stress he or she faces. Job stress is the cause of a large number of attitudes and behaviors and outcomes such as commitment to the organization, job dissatisfaction and turnover intention (Barsky et al., 2004). Stress at a severe stage can make employees sick or even resign (Manurung and Ratnawati, 2012). Excessive stress cannot be tolerated because the individual loses the ability to rely on himself as a whole.

Look at the causes of job stress such as lack of free time, environmental problems, high workload, inappropriate salary, unrealistic time, job insecurity, lack of role clarity, feeling belittled, roles without an adequate level of challenge, lack of policies and procedures which is evident even in the situation of a weakly managed organization. High job stress has positive and negative effects. For some fields of work, job stress has a positive influence in the form of expectations to be able to complete work well, be more disciplined, more consistent, more accomplished and better, but Purnama (2017) states that job stress can trigger oneself to improve work results and achievements. better. The effect of job stress is that it can reduce performance and can reduce job satisfaction.

Mosadeghrad, A. M., et al. (2011) stated that job stress has a strong correlation with quality of work life and Turnover Intention. Employees who experience high levels of job stress are more likely to be unhealthy, less motivated, less productive and less secure at work. In the research of Adebayo, S. O., & Ogunsina, S. O (2011) showed that there is a significant effect of job stress on Turnover Intention. as well as the opinion of Sewwandi, D. V. S., & Perera, G. D. N. (2016) empirically his research found that there was a positive significance between job stress and Turnover Intention of employees in the organization. By combining arguments and evidence, the following hypotheses can be explained:

H1: Job stress has a positive and significant effect on turnover intention

2.2 Turnover Intention

Turnover intention is the degree of attitude tendency possessed by employees to look for a new job in another place or a plan to leave the company in the next three months, six months to come and within a predetermined period of time (Darma, 2013). Novliadi (2007) defines turnover intention as the tendency or intention of employees to quit their job voluntarily according to their own choice. Turnover intention in employees is expressed as a desire from themselves (individuals) to leave the organization and look for work in other organizations. The level of employee's desire to resign will create a negative impact on the organization, creating instability and uncertainty in the condition of the workforce (Sulistyawati & Indrayani, 2012).

Currently, it is increasingly difficult to gather a reliable workforce with good quality, especially retaining employees, therefore the company must provide positive support for employees, build a working atmosphere that remains in accordance with company regulations but does not suppress and increase job stress levels, so that employees feel that they are supported by the organization (Putra, 2015). One of the antecedents of turnover intention that is predicted to play the most role is job stress. The level of job stress in employees can trigger job dissatisfaction which is shown through an increase in the number of absenteeism and or psychological exhaustion (Larson and Murff, 2006). In this case regarding the impact arising from the relationship of job stress on turnover intention, there is an opportunity for an approach through which the role of perceived organizational support is also proven to be an important link for the organization with the level of intention of employees to resign.

H2: Perceived organizational support positive effect on Turnover intention.

2.3 Perceived Organization Support

The definition of perceived organizational support is the employee's perception of organizational policies, norms and procedures that form the overall perception of how the organization assesses contributions and pays attention to employee welfare. Organizational support is defined as how far employees perceive that the organization values their contributions and pays attention to their welfare (Wirawan, 2015). Employees' perceptions of carrying out career activities in an organization will be greatly colored by the view to what extent their personal needs and interests will be met. Perceived organizational support is the view or perception of employees about the extent to which the organization cares about their welfare and assesses the contributions made by employees.

Turnover intention is the desire to resign from the company to get a better job. Job stress can affect the level of turnover intention, so that perceived organizational support is needed as a moderating variable to reduce the level of job stress and decrease the desire of employees to resign. Research shows that perceived organizational support has a negative effect on turnover intention, which means that the higher the value of perceived organizational support, turnover intention will decrease (Putra, et al., 2015). Junak (2007) also states that perceived organizational support is a good predictor in the process of suppressing employee job stress on turnover intention and being an antecedent to employee commitment and job satisfaction. In addition, perceived organizational support (POS) acts as a moderating variable in the relationship between job stress and turnover intention. By combining arguments and evidence, the following hypotheses can be explained:

H3: Perceived organizational support moderates the effect of job stress on turnover intention.

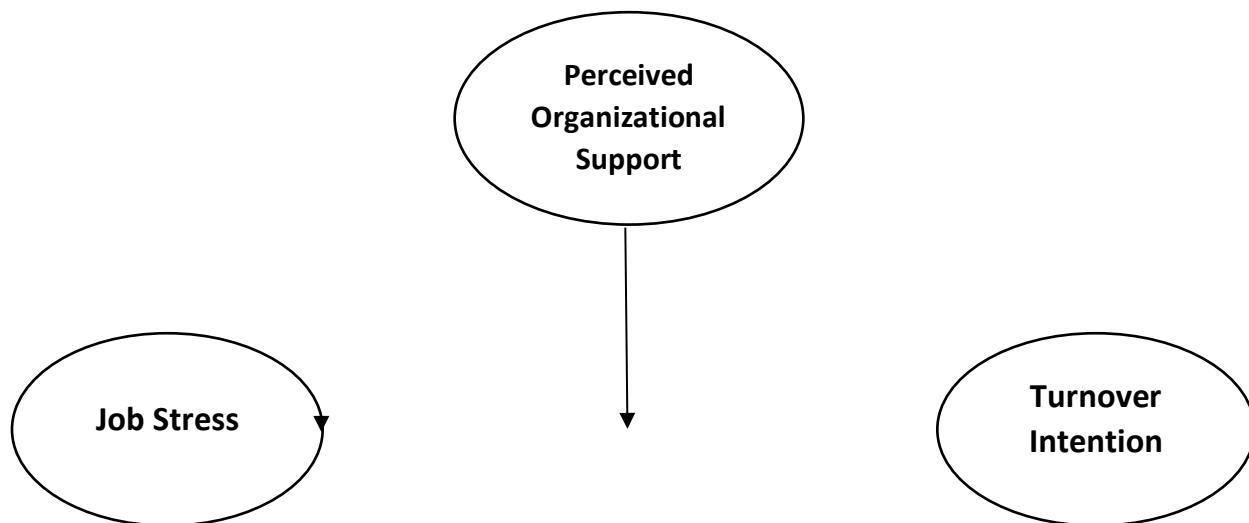
3. Research Methodology

3.1 Participants and Procedure

This research is a quantitative research with data collection techniques simultaneously (cross section). Sources of data used in this study is primary data collected using a questionnaire. The questionnaire submitted to respondents was in the form of closed questions, where respondents only chose alternative answers available on the questionnaire (Suliyanto, 2016). The target population is 63 people, assuming a 5% sampling error rate using the SLovin formula, the calculation of the minimum number of samples is an as many as 53 people. The measurement used in this study is the Likert scale (Likert scale) with a score of 5 points (1 – 5) which will be used to measure each variable, the Likert scale states agree or disagree with certain subjects, objects or events (Indriantoro and Supomo, 2014). The questionnaire consists of 5 job stress indicator items (Robbins, 2006). 6 indicator items for Perceived Organizational Support (Mujiasih, 2015), and 7 indicator items for Turnover Intention (Zakaria, 2018).

The data analysis technique used in this study is Moderation Regression Analysis, a special application of linear multiple regression where the regression equation contains elements of interaction (Supriyadi, 2014). The data in the study will be analyzed using SPSS 23 software for windows. Hypothesis testing in this study using the Residual test, the residual test focuses on the lack of fit resulting from the deviation of the linear relationship between the independent variables (Suliyanto, 2016).

3.2 Conceptual Framework



The variables in this study consisted of the independent variable job stress, the dependent variable Turnover intention and the moderating variable Perceived organizational support.

4. Results

4.1 Data Analysis

Research on the effect of job stress on Turnover Intention moderated by Perceived Organizational Support was conducted by distributing questionnaires to research respondents. Research respondents are employees at PT. EJMS is located in South Jakarta, with a total of 63 employees. A total of 53 questionnaires were collected and filled in completely. From the results of data collection as many as 53 employees obtained various studies related to the names, gender, age, last education and length of work of respondents who were observed.

Validity test is used to test the validity of each item of the instrument. The statement is declared valid if the significance value is less than 0.05. On the other hand, if the significance value is greater than 0.05, it is declared invalid. After the validity test, as many as 18 statement items, each statement was declared valid, the significance value of the statement items was below 0.05. Then it was stated that the research sample was adequate for further testing. Reliability test is used to test the consistency of respondents' answers to the statements submitted. The reliability test used is the Cronbach Alpha model with the provision that if the Cornbach Alpha coefficient is greater than 0.6 then the instrument can be said to be reliable or reliable (Sekaran, 2000).

Job Stress. Job stress was measured using the five item Robbins's (2006) Job stress Scale. With the reliability of the instrument used to measure the results of job stress, it produced a Cornbach Alpha of 0.706 ($\text{Alpha} = 0.706 > 0.6$), so that statistically the Job Stress instrument has a good level of reliability.

Turnover Intention. In the questionnaire distributed to respondents, respondents were asked about the employees' desire to stay or give up their career opportunities in the organization for several reasons. With the following items "I intend to leave the company because the salary I receive is not appropriate, the work is too heavy, because there is no career development, there is no appreciation from the company for the work that has been done, and there are other better job offers". The reliability test of the instrument used to measure Turnover Intention resulted in a Cornbach Alpha of 0.886 ($\text{Alpha} = 0.886 > 0.6$), so statistically the Turnover Intention instrument has a good level of reliability.

Perceived Organizational Support. Perceived organizational support adopted from Zakaria (2018). With the items "the company appreciates doing a good job", "the organization openly provides assistance when I find it difficult to work", "The company tolerates me when I make mistakes". The reliability test of the instrument used to measure Perceived Organizational Support resulted in a Cornbach Alpha of 0.834 ($\text{Alpha} = 0.834 > 0.6$), so statistically the Perceived Organizational Support instrument has a good level of reliability.

Table 1. Regression Coefficient Significance Test

No	Relation	Beta	R ²	t	F	Sig	Hypothesis
1	Job stress on Turnover Intention	0,668	0,446	6,411	41,096	0,000	supported
2	Perceived Organizational Support on Turnover Intention	-0,391	0,153	-3,031	9,188	0,004	supported

3	Perceived Organizational Support moderates the relationship between Job stress and Turnover Intention	-0,030	0,004	-0,463	0,214	0,645	rejected
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Source: Regression Analysis Test and Moderated Regression Analysis Test

This study uses the Linear Regression data analysis method to test Hypotheses 1 and 2, to test Hypothesis 3 using Moderated Regression Analysis. The results show that the correlation coefficient R is 0.446. That the influence of job stress has an effect of 44.6% on Turnover Intention, while the remaining 55.4% is influenced by other factors. The coefficient is significant because after being tested with the F-test, the F value is 41.096 with a significance of 0.000. Based on the results of the study, that the hypothesis of job stress has a positive and significant effect on turnover intention, it is supported.

Perceived Organizational Support on Turnover Intention has a negative effect, according to the results obtained after analyzing the R coefficient of 0.153 with a beta regression coefficient of -0.391, indicating that Perceived Organizational Support has no effect on Turnover Intention. Then Hypothesis 2 is supported.

The test results from the residual test state that the beta regression coefficient is -0.030, indicating that the beta coefficient of POS has a negative coefficient so that it can be stated that the effect of POS as a moderator on the relationship between job stress and turnover intention is a non-unidirectional effect. The significance level of POS is not significant which is obtained at 0.645 which is more than 5% (0.05). Based on the results of the study, the hypothesis of Perceived organizational support moderates the effect of job stress on turnover intention, was rejected. This result is not in accordance with the hypothesis which states that Perceived Organizational Support moderates the relationship between job stress and Turnover Intention. It states that employees do not feel any organizational support when they feel job stress, and increasingly have the desire to resign.

5. Discussion

The results of the research that have been carried out state that job stress is positively and significantly related to Turnover Intention. Job stress causes employees to feel uncomfortable at work so they want to leave the company. These results are consistent with previous research conducted by Yani, et al. (2016) who found that job stress has a positive effect on Turnover Intention. This it is concluded that when employees experience high job stress, the higher the turnover intention, or the lower the job stress, the lower the turnover intention.

The results of the study prove that Perceived Organizational Support has a negative role on Turnover Intention. This negative relationship indicates that an increase in the value of Perceived Organizational Support is predicted to reduce the level of Turnover Intention. In accordance with the results of previous studies which showed that perceived organizational support had a negative effect on turnover intention (Ishfaq et al., 2013)

Based on the results of the analysis, the hypothesis is declared not supported. In accordance with the results of the beta regression coefficient of -0.030, it states that the effect of Perceived

Organizational Support is not unidirectional, and the significance value of the beta coefficient is 0.645, which is greater than 0.05. This suggests that Perceived Organizational Support does not moderate the positive effect of job stress on turnover intention. This illustrates that the increase in the perceived value of high organizational support does not weaken the positive effect of job stress on turnover intention. Another factor that triggers the desire of employees to leave the organization can arise not only the lack of support from the organization for employees.

6. Conclusion

Based on the results of the discussion of research that has been carried out, it can be concluded that. 1) Job stress has a significant positive effect on turnover intention; 2) Perceived Organizational Support has a negative influence on turnover intention; 3) Perceived Organizational Support does not moderate the relationship between job stress and turnover intention.

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