

# Understanding the Relationship Between Job Stress and Turnover Intention : Psychological Capital As Moderator

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## ABSTRACT

The purpose of this study was to determine the role of psychological capital as a moderator to the relationship of work stress with the intention to leave work at PT X employees located in South Jakarta. Participants in this study were 205 employees. To prove the hypothesis test using simple linear regression test and to test the moderator hypothesis using the PROCESS Hayes regression test. The results showed that there was a positive and significant relationship between work stress and the intention to leave work ( $t = 7,448$ ,  $p = 0,000 < 0.05$ ). One of the four dimensions of psychological capital that contributes to the relationship of work stress with the intention to leave work is the resilience dimension ( $t = 7.72$ ,  $p = 0.000 < 0.05$ ).

**Keywords:** *work stress, intention to leave work, and psychological capital*

## 1. INTRODUCTION

Employee turnover in organizations has been a constant concern for at least the last 20 years [18] Based on a data retention report survey conducted in the United States, it was found that in 2017 voluntary employee retirement rates increased by 11% or around 38 million employees left their jobs [9] The survey revealed that since 2009, the number of employee stoppages, which excludes retirement and relocation, increased by more than 80%, exceeding the level of economic downturn.

Based on the results of a survey conducted by the Towers Watson 2014 Talent Management and Rewards Study [14] of 1,637 companies, including 36 companies in Indonesia, it was found that more than 70% of companies experienced difficulties in recruiting and retaining a competent workforce. The author conducts this research based on phenomena that occur at PT X. PT X is a multi-service engineering company engaged in engineering and construction services. Based on PT X's human resources management data, there has been an increase in the number of employees leaving during the last three years. Data shows that PT X's turnover rates from 2017 amounted to 15.31%, increasing to 18.78% [12] defines employee turnover as the entry of new

employees into the organization and the departure of existing employees from the organization. One of the strongest predictors of someone doing work out is the intention to leave work. Whereas the intention to leave work is defined as individual awareness and a desire to leave the organization within a certain time [16]. Based on the results of discussions with several employees at PT X, the results said that employees experienced several obstacles in the workplace, such as excessive workloads but little time to complete. For example when employee X is given two different projects, but the deadline given is only a small distance. In addition, employees sometimes feel the lack of direction from superiors when giving jobs. Increased responsibilities to some employees and lack of job responsibilities description makes employees feel the impact of work stress so they have the desire to leave work. One variable that has a role in the intention to leave work on PT X employees is work stress. Research conducted by [17] shows that work stress and intention to leave work have a statistically significant, positive correlation ( $r = .52$ ,  $p < .001$ ). But there is still unclear between work stress with the intention to leave work. Several studies have shown that work stress is not a predictor of employee work-out intentions [1] (Agustina, 2013; Wulansari, Koesmono, & Junaedi, 2017).

The authors suspect there are other variables that cause these inconsistencies. One variable that the authors suspect can affect employees in perceiving work stress is the presence of individual characteristics. One of the individual characteristics that has been studied extensively is psychological capital. Psychological capital is defined as the state of a person's positive psychological development and is characterized by having self efficacy, optimism, hope, and resilience [8]

As a positive personal resource, psychological capital can help employees cope with work stress and work more efficiently [5]. Avey, Luthans, and Jensen [2] say that current employees need to take previously untapped and unrecognized positive resources, such as psychological capital, to assist employees in combating the dysfunctional effects of stress, such as the intention to leave work. Research shows that psychological capital of employees has a significant relationship with their intention to quit work. Based on the description above, the writer wants to do this research because he is interested in clarifying the relationship between work stress and the intention to leave work by assuming that psychological capital can act as a moderator in the relationship of work stress with the intention to leave work for employees in engineering and construction companies. In addition, research on the role of psychological capital as a moderator has been conducted by [15] to explain the demands of organizational change in nurse stress. The author is interested in conducting research on companies in the fields of engineering and construction who have different characteristics from nurses whose job is directly related to consumers.

Mobley [10] provides an understanding of employee turnover as the cessation of individuals as members of an organization accompanied by financial rewards by the organization concerned. The intention to leave the job can be a predictor of actual employee turnover [6] define work stress as individual feelings that are required to deviate from the desired function at work as a result of constraints or demands related to potentially important results related to work [7] theoretically and empirically define psychological capital as a state of positive psychological development of individuals

characterized by having self-efficacy, to take and include the effort needed to succeed in challenging tasks; make positive attributions (optimism) about success now and in the future; stick to the goal and, if necessary, direct the path to the goal (hope) to succeed; and finally when stricken with problems and difficulties, maintain and rise again and even go beyond (resilience) to achieve success. Based on the above analysis, the following research problems can be formulated: Does psychological capital act as a moderator of the relationship of work stress with the intention to leave work at PT X employees?

## **2. RESEARCH METHOD**

Participants in this study have the following characteristics: men and women aged 20-60 years, a minimum of one year of work in PT X, a minimum of high school education / equivalent. The population in this study were all PT X employees as many as 450 people. But those who met the research criteria were 300 people. The questionnaires returned were 224 questionnaires and those eligible for processing were 205 questionnaires. Based on demographic data it is known that the majority of subjects in this study were male (76.6%). Being at the age of 20-30 years (50.7%) with a bachelor degree (76.1%). Has a service period of 1-6 years (61%) and in the civil department (13.2%).

The research approach used is a non-experimental quantitative approach. Based on its purpose, this study includes moderation regression. This research uses a survey method which is carried out by distributing physical questionnaires to all participants. The location in this study was conducted at PT X, located in the South Jakarta area. The work intention gauge is translated into Indonesian from the Turnover Intention Questionnaire unidimensional measuring tool developed by Roodt [4] consisting of 14 items with 7 points Likert scale.

The work stress gauge is translated into Indonesian from the Job Stress Scale unidimensional measuring tool developed by [11] consisting of 13 items with a 5 point Likert scale. Psychological capital measurement tools are translated into Indonesian from the multidimensional Psychological Capital

Questionnaire (PCQ) measuring tool developed by Luthans et al.[8] consists of 24 items representing each of the four dimensions with a 6-point Likert scale.

**3. RESULTS AND DISCUSSION**

The author conducted a normality test using Skewness-Kurtosis whose results showed that the value of t skew and t kurt were between values of -2 to +2 which means the data were normally distributed. The author also conducts a normality test using Q-Q plot whose graphical results show that there are scattered points around a straight line. So that it can be said that the distribution of data is normally distributed. Furthermore, the authors conducted a multicollinearity test the results showed that all variables had tolerance values above 0.1 and VIF values below 10, so it can be concluded that there were no multicollinearity problems in the regression model. The author also passes the heteroscedasticity test, the results of which show that the patterns formed on the graph show the points spread randomly without forming certain patterns and spread so that it can be

concluded that there is no heteroscedasticity problem in this regression model.

The author conducted a correlation test to explain the relationship between each variable using the Pearson Product Moment correlation test. Based on the results of the correlation test between work stress and the intention to leave work, it can be seen that the correlation value is  $r = 0.463$ ,  $p < 0.05$  which means there is a significant positive relationship between work stress and the intention to leave work. On the dimensions of psychological capital to the relationship of work stress with the intention to change work the results show that the dimension of self-efficacy has a positive and significant relationship to the intention to leave work with a correlation value of  $r = 0.165$ ,  $p < 0.05$ . The resilience dimension has a negative and significant relationship with work stress with a correlation value of  $r = -0.137$ ,  $p < 0.05$ . The results of the analysis can be seen in the table 1.

Table 1. Matrix Correlation

	TIS	JS	PCQ H	PCQ E	PCQ R	PCQ O
TIS	1					
JS	,463**	1				
PCQ H	-0,059	-0,135	1			
PCQ E	0,165	-0,07	,549**	1		
PCQ R	0,038	-,137*	,527**	,614**	1	
PCR O	-0,002	-0,044	,420**	,389**	,423**	1

The first hypothesis test using a simple linear regression test between the role of work stress with the intention to leave work. Based on the results of the analysis, a regression coefficient value of 0.463 was obtained. This shows that the role of work stress on the intention to leave work is in the medium category. The results of the analysis also obtained an R Square value of 0.215 which means that work stress contributes

21.5% to the intention to leave work, the rest of 78.5% is influenced by other factors outside of work stress. Furthermore, based on the calculation of the significance value test, the calculated F value = 55.471,  $p = 0.000 < 0.05$ . Therefore, it can be said that work stress plays a significant role in the intention to leave work. From the test results it is known the value of t count = 7.448 with a significance value of 0.000 < 0.05. Thus, H1 in hypothesis 1 in this study

was accepted, which means that work stress significantly affected the intention to leave work. With a simple linear regression test of work stress (X) has a positive effect on the intention to leave work (Y), so that work stress has a contribution of 21.5% on the intention to leave work. The results of the analysis can be seen in the following table.

Table 2. Simple Linear Regression Test The Role of Work Stress with Turnover Intention

Predictor Variable	R	R <sup>2</sup>	F	Sig.	T
Work stress					
intention to leave work	.463	.215	55,471	.000	7,448

The second hypothesis test using the PROCESS Hayes regression to see the role of psychological capital as a moderator to the relationship of work stress with the intention to leave work. To see the effect of moderation, it can be seen in the int\_1 section, if the significance value is below 0.05, it can be said that the variable acts as a moderator. In the psychological capital variable only resilience dimension acts as a moderator with a value of  $t = 2.51$  and a value of  $p = 0.01 < 0.05$ .

**4. CONCLUSIONS AND RECOMMENDATIONS**

Based on the empirical mean analysis on the variable out of work the results show that PT X employees have a high intention to leave work. As stated by Thomas [17] that employee turnover is a major problem in the construction industry. In addition, the work stress variable results show that employees perceive work stress quite low. PT X employees have high psychological capital, it can be said that the positive psychological conditions of employees

consisting of hope, self-efficacy, resilience, and optimism are perceived by employees well.

Based on the results of data analysis, the results show that work stress contributes to the intention to leave work at PT X employees with a regression coefficient of 0.463. The contribution of work stress to the intention to leave work is  $R^2 = 0.215$ . The results of this study showed the same results as previous studies conducted by Sari [13] which showed that work stress had a positive effect on the intention to leave work for  $\beta = 0.329$  (\*\*  $p < 0.01$ ;  $p = 0.000$ ). The contribution of work stress to explain the intention to leave work is  $R^2 = 0.073$ .

The results of the hypothesis test analysis to see the role of psychological capital as a moderator to the relationship of work stress with the intention to leave work shows that only one dimension of psychological capital plays a role, namely the resilience dimension. Based on the theory, [7] say that in positive organizational behavior, resilience is seen as the ability to rise again from adversity and failure. That way, resilience can make employees able to adapt to existing work pressures so as to minimize the intention to leave work. The results obtained are different from the results of research from Gupta and Shaheen [3] which is also in line with research by Ouweneel et al [3] which shows that psychological capital dimensions of self-efficacy are influential as moderators of the intention to leave work.

This research has several limitations that are expected to later be a development for further research. It is hoped that further research can carry out data collection in different occupations with high stress levels. In addition, because in this study the authors did not get much data from the company so the next writer is expected to find more data about the company to be examined. In this research the results showed that work stress contributes 21.5% to the intention to leave work. Therefore, the authors can then

replace other variables as independent variables that are adjusted to the most real phenomena that occur in the company where the next writer takes data collection. But still using the intention to leave work as a dependent variable and psychological capital as a moderator variable so that it can reproduce related research and can be used as a reference in future research.

In an effort to reduce the intention to leave work, the company is expected to provide compensation in accordance with employee responsibilities. Companies can also provide more flexible work schedules. Employees are expected to be able to realize the positive resources they have such as psychological capital and develop it to assist employees in managing work stress so that it does not cause the intention to leave work. The company is expected to provide a good work environment such as giving appreciation and praise when employees succeed in giving good work results. In addition, companies can also create a company culture that is not rigid. Superiors can also provide social support to employees when employees face difficulties at work. To deal with work stress, companies can create events that involve physical activities such as exercising together once a week, thereby reducing the desire to leave work by employees.

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