

Job Stress and Intention Turnover: Does Social Support Matter?

Sri Padmantlyo^{1*}, Ardhinia Padmarani Sabilla²
^{1,2}Universitas Muhammadiyah Surakarta,
A Yani, Tromol Pos 1, Kartasura, Surakarta, Indonesia
**Sri.Padmantlyo@ums.ac.id*

Abstract

This research aims to investigate the effect of work stress on turnover intention with social support as a moderating variable. There are 53 respondents drawn with non-probability sampling. This research is analyzed by using validity test, reliability test, classical assumptions test, simple regression test, moderate analysis test, F test and t test. The results show that work stress has significantly positive effect on turnover intention while social support serves as its quasi moderator variable. Social support has positive and significant effect to turnover intention and it moderates work stress against turnover intention.

Keywords: work stress, turnover intention, social support

1. Introduction

Turnover is one of the problems that must be considered because it can affect the condition of a company. It can be interpreted as a desire to move from one job to another for certain reasons (Wirawan, 2015). It will be very serious if the desire to move in a big company will cause some negative effects of instability and confusion that can ultimately harm the company and other employees. The company will add certain costs, especially in terms of recruitment and training new employee candidates to fill the job vacancies and to resume normal production activities. However, if the company ignores this condition, it will also directly affect its employees. Meanwhile, the increased workload and other factors can cause stress and inconvenience to the employees, which could disrupt their performance. Sugiyanto et al (2016) argued that physical fatigue led to work-family conflicts in employees. If it happens continuously, the desire to move will be even stronger. Kardiman, et al (2012) said that although turnover intention is generally bad for the organization, the intention is often required by companies with low performing employees. The way it is done to replace employees who have low performance or to seek some experts in their fields so as to increase the productivity and performance of the company.

Employees are social beings who have background, personality and way of thinking by themselves. They also often have different ways of dealing with problems including in the case of stress management, therefore, companies cannot predict the attitude of the employee who is feared that they might disturb the process of achieving the goal. As stated by Syahronica and Ruhana (2015), stress is the dominant factor affecting turnover intention, it is in line with the opinion of Manurung (2012) who stated that stress has a positive effect on employee turnover intention. Therefore, the company must take action and approach to understand the needs of its employees so as to reduce the turnover rate that occurs. One approach that can be given to employees is social support.

Social support is an attitude of encouragement or sympathy for a person in some way such as giving advice, information, and so on that can give comfort and a sense of respect as an

individual. Someone with low social support is very susceptible to stress due to discomfort at work environment caused by the lack of harmony among employees. Fadillah (2010) states that someone who has good social support can reduce stress caused by their work. Therefore, it can be concluded that social support can suppress stress, which can also control the turnover rate. This support is not only obtained from superiors but can be obtained from other parties as said by Suryaningrum (2015) that social support is formed by three indicators of life and family partners, superiors and colleagues or friends.

Previous studies on work stress, turnover intention, and support variables have been taken by researchers, however, there are still some research gaps found. Among of them are the research conducted by Suhanto (2009). He finds that there is a positive and indirect influence between job stress and the intention to move employees. However, this study has results contrary to the research conducted by Dewi & Wibawa (2016). They show work stress positively affect directly on the turnover intention on the agents at AJB Bumiputera 1912 Branch Renon Denpasar. Sari (2014) finds that job stress had a positive and significant effect on turnover intention and job satisfaction; work stress and organizational commitment simultaneously influenced turnover intention. On the other hand, Sito and Verina (2015) in their research show that work stress, workload and work environment have partial effect on intention turnover and it is known that these three variables simultaneously influence turnover intention. For social support variables associated with work stress and turnover intention have been done by some previous researchers namely Suryaningrum (2015). She mentions that social support negatively affects the stress of nurses work RS PKU Muhammadiyah and research conducted by Yuliasia, et al. (2012) finds that social support negatively affect the desire to move.

Research Hypothesis

Based on the above descriptions, the hypothesis in this study are as follows:

H1: Job stress has a significant effect on employee turnover intention.

H2: There is a significant effect of work stress on turnover intention that is moderated by social support.

2. Research Methods

2.1. Population and Sample

The populations of this research are all employees at PT. Driver Online Nusantara which amounted to 53 people. The samples are taken with non-probability sampling technique, which is sampling technique based on census or saturated samples. Therefore, the number of samples in this study are as many as 53 people.

2.2. Types and Data Sources

The data used in this study in the form of quantitative, i.e., data obtained in the form of number that can be calculated and related to the problem under study. The data were obtained by using questionnaire. On the other hand, the data source of this research in the form of primary data that is collecting information directly from respondents by using questionnaire as its main instrument.

2.3. Data analysis method

This study uses descriptive statistical analysis techniques while for the test instrument data was analyzed by using the validity and reliability test. Hypothesis test was conducted using multiple linear regression analysis, Moderated Regression Analysis (MRA), F test, t test, and coefficient of determination test (R²). Prior to the hypothesis testing, a classical assumption test was performed that included normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

3. Result

3.1. The Influence of Job Stress on Turnover Intention

Based on the results of this study, it shows that work stress has a significant positive effect on intention turnover as evidenced by the value of regression coefficient of work stress 1.911 with t sig. 0.001 smaller than 0.05. This means that the higher the work stress the higher the turnover intention of employees. The results are also in line with research conducted by Septiari and Ardana (2016) stating that job stress has a positive and significant influence on employee turnover intention at Hotel Asana Putra Bali. Therefore, it can be concluded that the more companies pay attention to employees, the stress will be perceived as lower in the employees and the level of desire to get out of the company will also decline. On the contrary, when employees feel heavily stressed, the desire to move increases. Thus, the company must find a good strategy to help solve stress problems experienced by employees.

3.2. The Effect of Social Support on Turnover Intention

The results of this study shows that social support had a significant positive effect on turnover intention as evidenced by the value of social support regression coefficient of 0.933 with t sig. 0.022 which is smaller than 0.05. The results are not in accordance with research conducted by Kharismawati and Dewi (2016) who state that organizational commitment, social support and ethical climate negatively affect the employees' turnover intention of Guest Services Assistant in PT Indonesia AirAsia Denpasar. The results of the analysis that has been obtained can be interpreted that the higher the social support, the higher employees' turnover intention will be. Although support provided by superiors, associates, and family are adequate, it cannot guarantee a decrease in turnover intention to employees within the company. It can be caused by other factors that can come from within the individual itself and the environment.

3.3. The Influence of Work Stress on Turnover Intention which is moderated by Social Support

The results of this research analysis indicate that social support moderate work stress on turnover intention, which has significant negative effect as evidenced by regression coefficient -40,581 and t sig. 0.006 which is smaller than 0.05. This means that social support as moderator will further weaken the work stress on turnover intention. From the results of the obtained analysis, it can be seen that the higher social support obtained either from the family, colleagues and superiors can weaken the stress level experienced by employees so that the desire to move will be low.

4. Conclusion

Work stress in this study has a positive and significant effect on turnover intention. This suggests that job stress is strong enough to influence employees' willingness to move to another company that is judged better than their previous one. This means that the higher the stress level experienced by employees, the higher the desire to move and vice versa. Social support has the same results as work stress variables as it has positive and significant influence on employee turnover intention. Therefore, it can mean that a high level of social support does not guarantee employees to remain in the company. From the results obtained, it can be seen that social support variable is a quasi-moderator variable that can moderate work stress on turnover intention and has a significant negative effect. Thus, it can be concluded that social support will weaken the relationship between job stresses to turnover intention.

There are several suggestions and managerial implications that can be established for the development of corporate policy. One of them is the fact that job stress proves to have bad influence on employee's turnover intention. High levels of stress can increase the employee's desire to move, and the company should make certain improvements such as in terms of compensation, working hours and equipment and also to actively create a good working environment to prevent employees from feeling burdened and saturated and have stronger focus in doing their work.

We try to provide suggestions for further improvement of subsequent research objects, which can be done by increasing the number of respondents and expanding the area of research. Second, future research should also consider other variables that may have an influence on turnover intention and develop other moderating variables in addition to social support. This could be done through the use of questionnaires and in-depth interview. Therefore, the data obtained describes and reflects the actual situation.

References

- Dewi, K. A. B. P., and Wibawa, I. M. A. (2016). "The Influence of Job Stress on Turnover Intention Mediated by Job Satisfaction Agent AJB Bumiputera 1912." *Journal of Management Unud*. Vol. 5. No. 2. pp. 762.
- Fadhilah, M. Luthfi. (2010). "Analysis of the Effect of Job Stress on Job Satisfaction with Social Support as Moderating Variable (Study at Coca Cola Amatil Indonesia, Central Java)," *Thesis*. University of Diponegoro, Semarang.
- Kardiman., Indriana., And Dian, R. (2012). "The Influence of Organizational Culture, Organizational Commitment, and Job Satisfaction of Employee Turnover Intention (Case Study At PT Nyonya Mener Semarang)." *Jurax*. 1 (1): pp. 57-72.
- Kharismawati, D. A. P., and Dewi, I. G. A. M. (2016). "The Effect of Organizational Commitment, Social Support, and Ethical Climate on Turnover Intention." *E-Journal of Management Unud*. Vol. 5. No. 2. pp. 1368.
- Manurung, M. T. (2012). "Analysis of the Effect of Job Stress and Job Satisfaction on Employee Turnover Intention (Study In STIKES Widya Husada Semarang)." *Essay*. Diponegoro University. Semarang.
- Prawironegoro, D., and Dewi, U. (2016). *Human Resource Management 21st Century*. Revised edition. Jakarta: Media Discourse Partners.

- Sari, R. N. (2014). "The Influence of Job Satisfaction, Job Stress and Organizational Commitment to Turnover Intention (At Hotel Ibis Yogyakarta)." *Essay*. Yogyakarta State University. Yogyakarta.
- Septiari, N. K., and Ardana, I. K. (2016). "The Influence of Job Insecurity and Job Stress on Employee Intention Turnover at Hotel Asana Agung Putra Bali," *E-Journal of Management Unud*. Vol. 5, No. 10, pp. 6429.
- Sugiyanto, E., Zulfa Irawati and Sri Padmanyono. (2016). "Worker-Family Conflict and Its Influence on Employee Performance (Case Study of Islamic-Based Hospital in Surakarta)," *Iqtishadia*. Vol. 9, No. 1, pp. 27.
- Sito, L., Irvianti, D., and Verina, R. E. (2015). "Analysis of the Effect of Job Stress, Workload and Work Environment on Employee Intention Turnover at PT XL Axiata Tbk Jakarta." *Binus Business Review*. Vol. 6. No. 1. pp. 117.
- Suhanto, E., (2009). "The Influence of Job Stress and Organizational Climate on Turnover Intention with Job Satisfaction as Intervening Variable (Study at Bank Internasional Indonesia)." *Thesis*. Diponegoro University. Semarang.
- Suryaningrum, T. (2015). "The Influence of Workload and Social Support on Working Stress on Nurses of RS PKU Muhammadiyah Yogyakarta." *Essay*. Yogyakarta State University. Yogyakarta.
- Syahronica, G., and Ruhana, M. S. H. I. (2015). "The Influence of Job Satisfaction and Job Stress on Turnover Intention (Study on Employees of World Fantasy Ministry of PT Pembangunan Jaya Ancol, Tbk.)" *Journal of Business Administration (JAB)*. Vol. 20. No. 1. pp. 1.
- Hero. (2015). *Human Resource Management in Indonesia*. First edition. Jakarta: Rajawali Pers.
- Yuliasia, Y., Santoso, I., & Hidayat, A. (2012). "Variable Analysis Affecting Turnover Intention with Structural Equation Modeling (SEM) (Case Study of PT Wonokoyo Jaya Corporindo, Pasuruan)." *Journal of Agricultural Technology*. Vol. 13. No. 1. pp. 61.