

Minimizing Turnover Intention with The Approach of Work Pressure and Work Stress

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ARTICLE INFO

JEL Classification:

J21, J24, O15

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Received: 01-03-2023

Revised: 20-03-2023

Accepted: 24-03-2023

Published: 31-03-2023

Keywords:

Work Pressure, Work Stress,
Turnover Intention

ABSTRACT

The purpose of this research was to determine the role of work stress in mediating the impact of work pressure on turnover intention in non-medical employees at Kasih Husada Hospital. This research uses a descriptive approach with explanatory research. The variables examined in this study are work pressure, work stress, and turnover intention. Source of data comes from internal data. Data collection uses primary data and secondary data. The sample in this study amounted to 90 people. Data analysis was performed using PLS which produces more robust parameters without changing the sample from the population. The software used is SmartPLS 3.3.3. The test results show that work pressure has a positive and significant effect on work stress. Work pressure has a positive and significant effect on turnover intention. Work stress has a positive and significant effect on turnover intention. And, work stress is able to mediate the effect of work pressure on turnover intention in non-medical employees at Kasih Husada Hospital.



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1. INTRODUCTION

Employee turnover intention is indeed a classic problem faced by agencies and companies for a long time. Nowadays, the issue of turnover intention is of great concern to economic and social experts, because from various perspectives the organization will experience losses (Hermawati, 2019). Especially if this turnover occurs in middle and upper line management, the losses incurred by the organization will increase (Alkahtani, 2015).

Leaving an employee means there is a vacant position that must be filled immediately. To fill vacant positions, and often these positions result in work being neglected. This phenomenon has implications for employees who are still living, thereby affecting their morale (Afsar & Rehman, 2017). Employees who previously did not try to find a new job will begin to be disloyal to the organization or employee commitment will begin to decrease, as well as satisfaction and productivity will also decrease (Hermawati, 2016). Symptoms for employees will be seen as absenteeism, fighting with superiors,

poor work results and the desire to leave and look for new job vacancies (Azeez et al., 2016). This clearly brings losses to the organization so that a solution must be found.

Kasih Husada Hospital is a private hospital with the current number of employees in 2022 of 115 non-medical employees. The level of employee turnover intention at Kasih Husada Hospital is presented in the following figure:

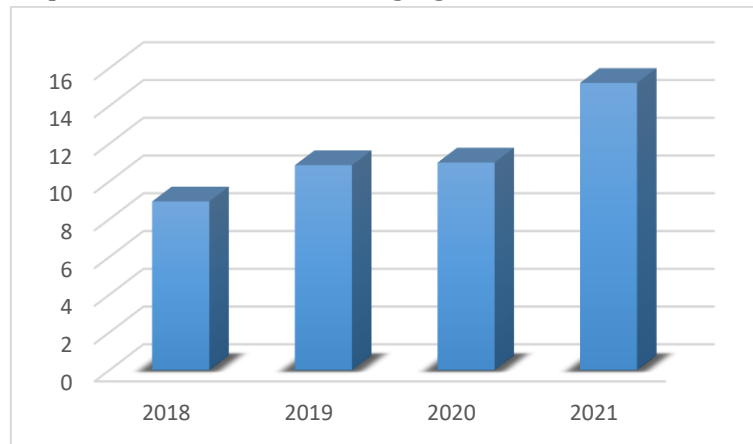


Figure 1. Data on Turnover Rate of Non-Medical Employees at Kasih Husada Hospital
Source: Human Resources Unit data processed, 2022

Based on the picture above, it shows that the turnover of non-medical employees from year to year always increases. This shows that employees who leave the hospital are mostly dissatisfied with their jobs. Dissatisfied employees will result in low commitment so they are likely to leave their jobs. There are many factors that can influence the occurrence of employee turnover intention in an organization, including work pressure and work stress.

From the data above it is indicated that the increasing level of turnover intention is due to excessive work pressure. Where during the pandemic there were several employees who were affected by the Covid 19 outbreak so employees had to be isolated independently or had to be hospitalized. Therefore, due to the reduced number of employees, the burden of job responsibilities for each employee in the unit is increasing. This is what is called work demands, where the hospital has an achievement target that must be carried out by the employee. With these work demands, the agency expects that employees will produce the maximum. However, it is not uncommon for these work demands to make employees tense both physiologically and psychologically (Elyani, 2016).

The problem of how much work stress experienced by employees depends on how the employee handles it, where work stress is a person's reaction to excessive pressure or demands at work that are detrimental. In accordance with the definition according to Yosiana et al., (2020) that work stress is an emotional state that arises due to an incompatibility of workload with an individual's ability to deal with the pressures faced. One of the causes of work stress is due to work pressure, namely work overload, responsibility for others, conflicts between individuals within groups, task characteristics and achievement of work targets set by the company (Atmaja & Netra, 2020). Therefore the importance of balancing workload on work comfort and employee

job satisfaction. So that if it is not fulfilled it will cause work pressure and the burden is too heavy for employees (Wijaya, 2018).

2. LITERATURE REVIEW

Pressure from work

Work pressure can be defined as a response brought about by various external events and can take the form of positive experiences or negative experiences (Widiawati et al., 2017). Basically the problem of work pressure is often associated with the understanding of pressure that occurs in the work environment, namely in the process of interaction between an employee and aspects of his work (Shahab & Nisa, 2014). Factors that cause someone to experience pressure are pressing time, inappropriate wages, physical demands, leadership, inadequate authority, work conflict, and feelings of frustration at work (Hermawati & Mas, 2017). Indicators of work pressure that are able to determine the amount of workload in an agency that must be accepted by employees, including factors of task demands, effort, and performance (Barus, 2019).

Work stress

Work stress is a factor that is experienced by everyone where from the pressures obtained in a job and family that can cause emotional outbursts (Robbins et al., 2018). This condition of work stress can be seen from unstable emotions, feelings of displeasure, likes to be alone, difficulty sleeping, unable to relax, anxiety and others. (Bennely, 2021) explained that work stress is a good bait for employees both physiologically and psychologically towards organizational targets. Work stress can also be said to be an inhibiting and disturbing factor for individuals in productivity in the work environment. Symptoms due to work stress can also threaten an individual's ability to deal with the environment and work, as a result the symptoms of work stress interfere with the course of work and create consequences (Suandi et al., 2014).

Turnover Intention

Turnover intention is the tendency or intention of employees to voluntarily stop working from their jobs according to their own choices (Wright & Bonett, 2007). Turnover intention is influenced by work stress and work environment. Factors that influence a person to change jobs, namely individual characteristics and work environment factors. Individual factors include age, education, and marital status, while work environment factors are divided into two, namely the physical work environment and non-physical work environment. The physical work environment includes conditions of temperature, weather, construction, buildings, and work location, while the non-physical work environment includes the social culture in the work environment, the size of the workload, the compensation received, work relationships in the profession, and the quality of work life (Dessler et al., 2015).

3. RESEARCH METHODS

This study uses a descriptive approach with the aim of describing the research object or research results. This type of research is explanatory research, which is research that explains the position between the variables studied and the relationship between one

variable and another through hypothesis testing that has been formulated (Sugiyono, 2013). This study consists of three variables, namely work pressure as the independent variable (X), work stress as a mediating variable (Z), while the dependent variable is turnover intention (Y). The subject of this research is the employees of Kasih Husada Hospital. The samples taken are non-medical employees because they are the part that is in direct contact with the operational services of the hospital.

The data used in this study is internal data, namely in the form of performance reports on the employees of Kasih Husada Hospital obtained from the hospital's Human Resources Unit. Data collection uses primary data and secondary data. The population in this study were 115 non-medical employees at Kasih Husada Hospital. Considering that the population in this study was more than 100, on the basis of time, cost and manpower limitations, the sampling was based on the Slovin formula so that only 90 people could be used as respondents. Data analysis was performed using PLS which produces more robust parameters without changing the sample from the population. The software used is SmartPLS version 3.3.3.

4. RESULTS AND DISCUSSION

Research result

Respondent characteristic data in this study include: 1) based on education; 2) by age; 3) based on gender; and 4) based on years of service. The four characteristics of the respondents are shown in the table sequentially, as follows:

Table 1. Characteristics of Respondents

Characteristics	Description	Amount	Percentage
Education	SMA	55	61,2%
	Diploma	15	16,6%
	Strata-1	20	22,2%
Age	Less than 30 years	59	65,5%
	31 – 40 years	15	16,6%
	40 – 50 years	11	12,2%
	Over 51 years	5	5,7%
Gender	Male	54	60,0%
	Female	36	40,0%
Working time	Less than 1 year	10	11,2%
	15 years	47	52,2%
	6 – 10 years	22	24,4%
	More than 10 years	11	12,2%

Source: Primary data processed, 2022

Based on table 1 above, respondents based on high school education were the most respondents with 55 people or 61.2%. Respondents based on age less than 30 years were the most with 59 people or 65.5%. Respondents based on male sex were the most with

54 people or 60%. And, respondents with a working period of 1 year to 5 years are the most with 47 people or 52.2%.

Cronbach's alpha is an indicator group that measures a variable that has good composite reliability based on an alpha coefficient with a value greater than 0.60 (Creswell & Creswell, 2017). Composite reliability is an indicator group that measures a variable that has good composite reliability based on a score of more than 0.70 (Creswell & Creswell, 2017). The average variance extracted illustrates the magnitude of the variance or diversity of manifest variables that can be owned by latent constructs provided that the value is greater than 0.50 (Creswell & Creswell, 2017). Cronbach's alpha test results, composite reliability, and average variance extracted can be seen in the table below, as follows:

Table 2. Cronbach's Alpha, Composite Reliabilitas, dan Average Variance Extracted

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Working Pressure (X)	0.815	0.878	0.643
Stress Kerja (Z)	0.894	0.914	0.522
Turnover Intention (Y)	1.000	1.000	1.000

Source: Data processed, 2022

Based on the test results in table 2, it shows that the four variables have a Cronbach's alpha value of more than 0.60, which means that the research instrument is reliable. Then, the composite reliability value of the four variables is greater than 0.70, which means that the research instrument is reliable. Furthermore, the average variance extracted from the four variables is greater than 0.50, which means that the research instrument is valid.

The R-Square value is a value that takes into account how much the independent variable affects the dependent variable (Riyanto & Hatmawan, 2020). The results of the adjusted r-square and r-square tests can be seen in the table below, as follows:

Table 3. R-Square value

Construct	R Square
Stress Kerja (Z)	0.813
Turnover Intention (Y)	0.849

Source: data processed, 2022

Table 3 shows the R-Square value for the work stress variable of 0.813 or 81.3%. This value indicates that 81.3% of the work stress variable can be influenced by the work pressure variable, while the rest is influenced by other variables outside the research. Then, table 3 shows that the R-Square value for the turnover intention variable is 0.849

or 84.9%. This value indicates that 84.9% of the turnover intention variable can be influenced by work pressure and work stress variables, while the rest is influenced by other variables outside the study.

Testing the research hypothesis uses the estimated significance of the parameters to provide very useful information about the relationship between research variables. In PLS statistical testing of each hypothesized relationship is carried out using simulation. Therefore, in this case, the bootstrap method was carried out on the sample. Testing with bootstrap is also intended to minimize the problem of abnormal data in research. The results of the bootstrapping test from the PLS analysis are as follows:

Table 4. Path Coefficients dan Spesific Indirect Effects

No	Construct Relations	Original Sample	T Statistic	P-Values
1	Work Stress against Work Stress	0.459	3.546	0.000
2	Work Pressure on Turnover Intention	0.613	6.518	0.000
3	Work Stress on Turnover Intention	0.332	2.473	0.014
4	Work Pressure mediated by Work Stress on Turnover Intention	0.195	2.041	0.042

Source: Primary data processed, 2022

Based on the table of path coefficients and specific indirect effects, it shows that the four hypotheses can be accepted because each of the influences shown has p-values <0.05.

Discussion

The results of the first hypothesis test, it is known that work pressure has a positive and significant effect on work stress at Kasih Husada Hospital. Bouaziz & Hachicha (2018) defines that work stress is an emotional state caused by an incompatibility of workload with an individual's ability to deal with the pressures they face. Work stress is also often interpreted as a condition of tension that creates a physical and psychological imbalance that can affect emotions, thinking processes and the condition of an employee (Mathis & Jackson, 2012). Based on this theory, it can be concluded that work stress can be influenced by the work pressure given so that employees feel burdened by a job and the work environment so that it has an impact on the condition of employees.

Then the results of the second hypothesis test, it is known that work pressure has a positive and significant effect on employee turnover intention at Kasih Husada Hospital. This is in accordance with the results of previous research by Belete, (2018); Ratnawati et al., (2020), that there is a positive and significant effect of work pressure on turnover intention. A demand that arises because of the adaptive capacity between mind and body or human physique. With the pressure that occurs in the work environment which will have an impact on their work, it makes employees think about turnover.

Furthermore, the results of the third hypothesis test, it is known that work stress has a positive and significant effect on turnover intention in the employees of Kasih Husada Hospital. This is in accordance with the results of previous research by Lestari & Mujiati, (2018); Yuda & Ardana (2017), that work stress can have a significant effect on turnover intention. The more employees experience high levels of work stress, the higher the desire to stop working for employees increases. Preferably, the turnover intention of nurses decreases if employees do not experience high levels of work stress. In fact, the results of this descriptive study show that employees at Kasih Husada Hospital experience high levels of work stress. So that it has a high impact on the desire to stop working for nurses.

The fourth hypothesis shows that work pressure mediated by work stress has a positive and significant effect on turnover intention for employees of Kasih Husada Hospital. The three variables are interrelated, the greater the work pressure given to employees, the higher the level of stress felt by employees which will cause employees to think about turnover.

5. CONCLUSION

From the results of the research and discussion above, it can be concluded that the higher the work pressure, the stress felt by employees, the higher work pressure will cause employees to think about turnover, work stress is also a factor that makes employees think about turnover, and work stress is able to mediate the relationship between work pressure and turnover intention among employees of Kasih Husada Hospital.

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