

The Influence of Job Stress on Turnover Intention in Gen Z

Rhaeditias Inggartika^{1*}, Khoiriah², Fahma Aziza Putri³

Faculty of Psychology, Master of Professional Psychology, Persada Indonesia University YAI

E-mail: rhaeditiasi@gmail.com¹, corrytarwiyah@gmail.com², fahmaazizaputri@gmail.com³

Abstract

This study aims to determine the effect of work stress on turnover in generation Z at Company X Jakarta. The variables studied in this study are work stress as an independent variable (X) and turnover intention as a dependent variable (Y). In this study, the approach used is quantitative. In research with a quantitative approach, the main objective of the researcher is to measure certain variables accurately. The type of sampling used in this study is accidental sampling, namely in taking research samples, researchers pay attention to certain criteria. This type of sampling is used because it considers practicality and availability of resources. The sample criteria in this study are Generation Z who have worked for at least 1-2 years in a company. The survey containing measuring instruments for the three variables was distributed online via social media. Based on the data obtained, there is a positive influence between the two factors, namely work stress and turnover intention. The higher the work stress, the higher the turnover intention of Generation Z, and vice versa, the lower the work stress, the lower the turnover intention with a value of $r = 0.791$ with a p value $= < .001$ ($p < 0.05$). This means that the higher the work stress, the higher the turnover intention of Generation Z, and vice versa, the lower the work stress, the lower the turnover intention.

Keywords turnover intention, job stress, generation Z

INTRODUCTION

Human Resources in companies today are not only about performance, but the problems are increasingly developing, such as employee behavior who have the desire to leave or move from their old jobs to get a better job, this is known as turnover intention. The number of employees who decide to resign from their jobs creates a phenomenon called "The Great Resignation". Several countries have experienced the phenomenon of The Great Resignation, even in Southeast Asia it has happened, but the rate of resignation is not too significant. Based on a survey conducted by Robert Walters in a survey entitled "The Great Resignation Reality Check", it shows that professional workers in Indonesia who have thought about plans to leave their jobs or move to get a new job, there are 77%. However, the survey also showed that 45% of professional workers in Indonesia have not had the desire to resign within the next year (Katadata.co.id, 2022).

The phenomenon of The Great Resignation is also experienced by Generation Z workers, in a study from Lever revealed that even though Generation Z has not long entered the workforce, 65% of employees from this generation have thought about plans to leave their jobs. Based on the JakPat survey, the results were obtained in the form of factors that can make Generation Z employees resign from their jobs, the survey showed that the main reason Gen Z employees resigned was because the salary was not in accordance with their work, then irregular working hours also made Gen Z leave the job, in addition, the culture in the workplace if it is unhealthy can also trigger the desire to resign in Generation Z



employees and many other factors are reasons for Generation Z employees when resigning (Databoks.katadata.co.id, 2023).

Turnover intention is the tendency or intention of an employee to leave his/her workplace intentionally, according to his/her own decision. This includes contemplation of leaving, longing to secure another position, and desire to leave the association (Mobley, 2011). Chen, Ran & Zhang (2019) explained that turnover intention is generally viewed as the movement of employees out of a company which is considered a two-dimensional concept, which distinguishes between voluntary or involuntary leaving, and between leaving and joining a company. Turnover or employee exit from their company is currently popular in the scope of organizations or companies, especially in generation Z globally, which has unique characteristics compared to previous generations.

Employees who experience task and role demands are one of the organizational factors that cause stress. In addition to task and role demands, this supports the opinion of Robbin (2013) who stated that one of the factors causing turnover intention is work stress. If someone feels stressed or the work pressure, they experience is high, then they will not feel at home in a company and increase turnover intention.

Robbin (2013) defines job stress as a dynamic state in which an individual is faced with opportunities, constraints or demands related to what he or she truly desires, and the outcome is perceived as uncertain but important. Sunrawali & Alimuddin (2020) added that stress is an unpleasant psychological process that occurs, in response to environmental pressures. Javed, Ahmad, Iqbal & Hamad (2014) in their research stated that the private sector always has a reputation for requiring employees to work harder than public sector organizations which in turn causes workload and workload. Factors that make employees think about whether they should continue with the same organization or switch to a company that has a low level of work stress. Job stress will have a negative impact on both individual employees and the company. Employees who experience work stress will experience heavy pressure at work which has an impact on declining performance. This will be detrimental to the company if it is not a concern for the company.

Turnover intention often occurs in Gen Z employees, this is due to several factors such as: excessive workload, less supportive work environment, work stress and so on. Human resources are an important indicator of a company that carries out all its activities to achieve company goals. In a company, humans are the most important factor, where humans are the source of driving force or determining the flow of the company. Based on the phenomena and background above, the focus of this study is the effect of work stress on turnover intention in generation Z.

LITERATURE REVIEW

Turnover Intention

According to Priyono and Tampubolon (2023), turnover intention is the same as an employee's desire to move from one company to another. Turnover intention is the result of a person's evaluation of their desire to maintain their relationship with the company where they work but has not yet been realized in real life (Gunawan & Andani, 2020). Turnover

intention is a desire that leads to an employee's intention to decide to quit their job, this can be done voluntarily or there is a desire to move to a much better company, Mobley's theory in (Novrandy & Tanuwijaya, 2022).

In the turnover intention indicator, based on what was conveyed by Mobley in (Lubis & Onsardi, 2021), there are three important indicators that can be used to measure the causes of turnover intention, namely Thinking of Quitting (Thinking about leaving work), Intention to Search for another Job (Desire to look for another job), and Intention to Quit (Desire to leave work).

The occurrence of turnover intention is influenced by several aspects. According to Mobley (2011) part of the estimate of "turnover expectations" consists of; (a) thinking of quitting, reflecting people to consider going home or staying at work. Starting with the job disappointment felt by the representative, then the workers start to think about leaving their ongoing work environment; (b) search for alternative jobs (Intention to search for alternatives), reflecting a single desire to find work in various associations.

Job Stress

Cooper in (Fitriani et al., 2020), states that work stress is a psychological process due to psychological pressure on employees or physical demands experienced by employees, causing tension that makes emotions unstable, worry, and less happy in doing their jobs. According to Cooper in (Valendra et al., 2020), there are several indicators that can be used as benchmarks for the causes of work stress in employees, namely work conditions, role conflict, career development, and organizational structure. Work stress has become part of an employee's life, it is difficult to avoid work-related stress.

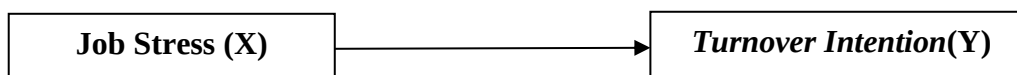
Work stress can be influenced by several aspects. According to Robbin (2013) aspects of work stress include: first, physiological aspects; early signs that are seen when experiencing stress are usually physical symptoms. Research has shown that stress can cause changes in metabolism, increased heart rate, increased blood pressure, headaches, and even heart disease. Second, psychological aspects; the simplest sign of work stress is job dissatisfaction. However, stress also appears in other psychological conditions, such as nervousness, anxiety, irritability, boredom and procrastination. Third, behavioral aspects; including decreased productivity, increased absenteeism, employee turnover, and increased alcohol and tobacco consumption, changes in eating habits, stuttering, irritability and irregular sleep schedules.

Employee

Employees are human resources used to mobilize and synergize other resources to achieve business goals. Without employees, the company's implementation goals cannot compete (Gunaisda in Nasir, 2022). Employees are one of the most important components owned by the company in its efforts to maintain survival, development, competitiveness and gain profits Senen (in Wahyuningtyas, 2022).



Framework of thinking



METHOD

Research Variables

The variables studied in this study were work stress as independent variables (X) and turnover intention as the dependent variable (Y). In this study, the approach used is quantitative. In research with a quantitative approach, the main objective of the researcher is to measure precisely certain variables. The type of sampling used in this study is accidental sampling, namely in taking research samples, researchers pay attention to certain criteria. This type of sampling is used because it considers practicality and availability of resources. The sample criteria in this study are Generation Z who have worked for at least 1-2 years in a company. The survey containing measuring instruments for the three variables was distributed online via social media.

The criteria for participants in this study are Generation Z who have worked for at least 1-2 years in a company. The subject selection that will be used is by using the non-probability method. Sugiyono (2015), using non-probability is a sampling technique that does not provide equal opportunities or chances for each element or member of the population to be selected as a sample. The sampling technique used is the census sampling technique (saturated sampling). According to Sugiyono (2015), it is a sampling determination technique when all members of the population and the sample used are employees at Company X Jakarta with a sample size of 100 samples. From the data collection process that has been carried out, the researcher obtained 100 participant data with details of 100 people consisting of 40 people (40%) male and 60 people (60%) female. Most of the respondents of Generation Z have a Bachelor's degree of 39 people (39%), High School of 26 people (26%), and Diploma of 35 people (35%).

Measurement

The turnover intention variable in this study was measured using the turnover intention scale by Mobley et al. (1978) which has been adapted by (Ibrahim & Suhariadi, 2021). The scale in this measuring instrument consists of 3 favorable question items. The assessment in this measuring instrument uses a Likert scale consisting of 7 points, with ("strongly disagree" at point 1 and with the category "strongly agree" at point 7) with high reliability ($\alpha = .92$).

Job stress was measured using the Stress Diagnostic Survey (SDS) scale by Ivancevich and Matteson (1980) which has been adapted and implemented in Indonesia by Widyaningsih & Saptoto (2019). The scale consists of 30 items divided into 6 dimensions and each dimension has 5 favorable items. The assessment of this measuring instrument uses a Likert scale consisting of 7 points (1 "never" to point 7 "always"), with a fairly good reliability coefficient ($\alpha = .95$). The data analysis technique used to test the hypothesis is moderation analysis using the JASP for Windows 19.0 program.

RESUL AND DISCUSSION

The normality test using the Kolmogorov-Smirnov test can be seen in the table below:

	<i>Test</i>	<i>p</i>	Caption
<i>Turnover Intention</i>	<i>Kolmogorov-Smirnov</i>	0.283	Normal
<i>Job Stress</i>	<i>Kolmogorov-Smirnov</i>	0.119	Normal

From the table above, it can be seen that the results of the research data have a significant number > 0.05 for the turnover intention variable of 0.283 and work stress of 0.119, which means that the data in this study are normally distributed data.

Model		Unstandardized	Standard Error	Standardized	t	p
H ₀	(Intercept)	70,337	0.541		130,064	$< .001$
H ₁	(Intercept)	7,743	3,692		2,097	0.037
	SK	0.886	0.052	0.791	17,022	$< .001$

Based on the table above, regression testing is used to see or determine the influence between work stress and turnover intention. Judging from the test results using JASP version 19.0, it is known that the regression coefficient between work stress and turnover intention is $= 0.791$ with a p value $= <.001$ ($p < 0.05$). This shows that there is a positive influence between the two factors, namely work stress and turnover intention. The higher the work stress, the higher the turnover intention of Generation Z, and vice versa, the lower the work stress, the lower the turnover intention.

Based on the results of the hypothesis, it is known that the coefficient value of the relationship between work stress and turnover intention is 0.791 with a p value $= <.001$ ($p < 0.05$). This shows that there is a positive influence between work stress and turnover intention in Generation Z which implies that the higher the work pressure, the higher the turnover intention, and vice versa, the lower the stress, the lower the turnover intention.

Turnover intention is the examination between the parts and the exit of workers from an organization, so turnover intention is the goal to quit and leave the representative of an organization. Factors that influence the goal of turnover intention are job fulfillment, hierarchical responsibility, work pressure (Giovanni, Kojo & Lengkong, 2015). Work stress is a condition in which a person becomes stressed at work. Factors that give rise to work stress are, difficult and excessive workload, pressure and attitudes of leaders who are not fair and reasonable, inadequate work time and equipment, interpersonal conflicts with leaders or work groups, rewards that are too low and from these factors can trigger turnover intention (Hasibuan, 2017).



Work stress affects turnover intention, namely when employees experience excessive workload, pressure and unfair leadership attitudes, inadequate work time and equipment, conflicts within the company, and inappropriate compensation from the company, then the employee's intention to leave the company arises, which is called turnover intention and can cause losses for the company (Zhang and Lee, 2010).

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that work stress has a positive and significant effect on turnover intention in Generation Z employees. If work stress increases, the desire to move (turnover intention) also increases, which means that the category in this study is high.

Based on the results of the study, suggestions that can be put forward theoretically and practically, namely the company must be able to create a comfortable atmosphere for employees and provide tasks that are in accordance with employee abilities, so that employees do not feel pressured in working which can cause stress. Company management must also be able to reduce employee stress levels, because by reducing employee stress levels, it will reduce the desire to move employees. Further research should be able to add variables to factors that influence employee turnover intention such as commitment, relationships with superiors, salary amounts, incentives and superior attitudes.

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