

THE EFFECT OF WORKLOADS ON TURNOVER INTENTION WITH WORK STRESS AS MEDIATION AND SOCIAL SUPPORT AS MODERATED VARIABLES

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Abstract: The purpose of this study was to examine and analyze the relationship of workload, work stress, and social support for employee turnover intentions of PT. Benteoel Prima Malang. This study uses a population of all Primary Manufacturing Department (PMD) permanent employees of 83 employees. All members of the population are used as research samples (total sampling). Analysis tool to test the relationship between variables using the help of smartPLS 3.0. The results showed that workload did not significantly influence turnover intention. Job stress plays a mediating role between workload and work stress. Social support does not moderate work stress on turnover intention. The theoretical implications of this research provide opportunities for further research on workloads, not a major factor in employee decisions leaving the organization. Practical implications in this study provide new insights to companies and employees about the negative impact of increasing workload.



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Employees in an organization have a very important role because employees are one of the drivers to achieve the goals of an organization. Therefore the organization must pay attention to this factor, namely the existence of employees who can influence the condition of the organization. To get positive contributions from employees, companies must manage

them well. If the company does not manage employees well, then employees will tend to leave the organization (Gibson et al, 1996).

Turnover intention is the risk of a company in handling its human resources as a strength and achieves goals. When a company enters a labor recruitment process, the long-term risk is that the company must have preparedness when the workforce has a desire to leave the company (Robbin and Judge, 2018).

The stages of the emergence of employee turnover intention are when someone evaluates his job, assesses or directs his satisfaction and dissatisfac-

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tion with his work, calculates the cost and benefits of his work, and ends with a real decision by staying or leaving the job (Mobley, 1977).

The turnover intention of employees can be predicted using the intention variable based on the Theory of Reasoned Action (TRA). In the Theory of Reasoned Action (TRA), it is explained that the amount of intention possessed by someone will increase the effort to carry out an actual behavior (Chang, 1998). In addition, the theory that supports this turnover intention variable, namely Victor H. Vroom's expectations theory, in Mobley (1977) states that the reciprocal relationship between the desired and needed based on the results of his work can motivate someone to be more active in working.

The phenomenon of turnover intention in Indonesia can be categorized as high (Page, 2015). The results of the Michael Page Indonesia Report (2015) stated that the tendency of employees in Indonesia to change their jobs within the next 12 months. The level of employee displacement occurs in positions at the operational level which is around 10-12% per year and managerial level ranges from 6-7% per year. If the annual turnover in the company exceeds the 10% level, then leaving the company can be categorized as high (Roseman, 1981).

Based on the results of pre-research by collecting secondary data from the Human Resources Development Department (HRD) of PT. Bentoel Prima in the past three years obtained the results that the level of employee movement at PT. Bentoel Prima can be categorized as high. Employee turnover data for PT. Bentoel is presented in Table 1. below.

The rate of movement reaches an average of 15% per year for all employees. If the annual turnover in the company exceeds 10% then the turnover in the company can be categorized as high (Roseman, 1981).

Various things can cause a high level of turnover of the employee. Among them are factors from the organization itself namely the workload provided, work stress experienced by employees, and fatigue of work done by employees (Robbin and Judge, 2018). The high workload can be detrimental to employees and the organization, because if the workload given by employees is too high while the ability of employees cannot meet work demands, then the organization will need additional time so that the employee can complete his work (Cooper et al. 2001). Workload and work stress as defined by Robbins and Judge (2018) have a relationship where changes in workload tend to change employee stress levels. When the workload increases without being followed by a balanced turnaround time it will cause employees to experience physical and mental stress (Cooper et al. 2001).

Robbins and Judge (2018) stated that one source of work stress experienced by an employee comes from the quality of relationships between colleagues. When the quality of interpersonal relationships in the work is not good it can lead to mental stress which can trigger stress levels to be high. In addition, the lack of social support from colleagues can cause considerable stress, especially among employees with social needs where someone who is experiencing work stress needs support. One theory that studies the role of social support for stress management in The Buffering Hypothesis Theory and The Direct Effect Hypothesis Theory that social support protects individuals by resisting the negative effects of high-stress levels by changing the response to stressors received (Sarafino, 2006).

The phenomenon of turnover intention is happening in the cigarette industry. One of the 4th largest cigarette companies in Indonesia, PT. Bentoel Prima is experiencing employee turnover with increases from year to year. The annual turnover rate

Table 1. Employees Turnover Data

Year	Total of Turnover	Total of Employees	Percentage of Turnover
2016	75	533	14 %
2017	64	410	15 %
2018	69	408	16 %

at PT Bentoel Prima reaches 15% per year. This phenomenon is closely related to the addition of workload in the Primary Manufacturing Department (PMD) area. The addition of a new factory in the PMD area has caused an increase in employee workload. The turnover intention from employees other than due to increased workload is also caused by company policy to rotate work by placing employees in inappropriate positions or roles. This is reinforced by the opinion of Robbin and Judge (2018) which stated that role mismatches can trigger stress which then causes the desire to leave employees to be high.

The results of previous empirical studies support the existence of further research on workload, work stress, and social support for turnover intention. One is the inconsistency of the results of research from several previous studies and research objects that are not the same. Research results from Vernekar and Shah (2018), Sheraz et al. (2014) showed significant positive results from the relationship of workload to work stress. But research from Khuong and Yen (2016) shows different results that there is no significant effect between workload on work stress. The object of research from Hakim and Sudarmiati (2018) is that contract labor gives different results from the effect of work stress on turnover intention when compared to the research object, namely permanent employees from Tziner et al. (2015).

Based on previous empirical studies and the phenomenon of the object of research, this study wants to test and analyze the relationship between workload, work stress, and social support for turnover intention at PT Bentoel Prima Malang. This research is motivated by several reasons as follows: first, the existence of a research gap in the form of differences in the results of some previous studies and the lack of research on the desire to leave related to non-work variables (social support). Second, research on the desire to leave the operational level employees is interesting to study because not much research has been done in the tobacco processing industry and previous research is mostly done in the banking and hospital sectors.

Conceptual Framework

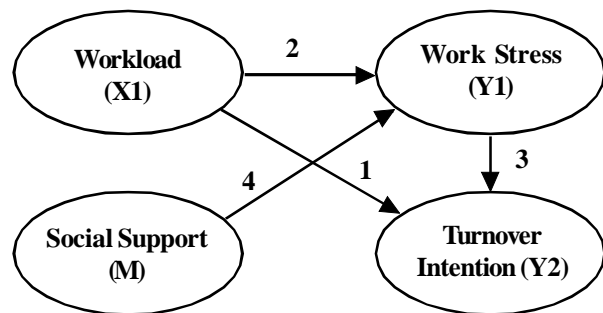


Figure 1. Conceptual Framework

HYPOTHESIS DEVELOPMENT

The hypothesis of this research is:

Research results from Qureshi et al. (2013), Yang et al. (2014), Khan et al. (2014), and Pradana and Salehudin (2015) prove that workload affects the turnover intention. The workload is closely related to feeling tired when given excessively to employees and this can trigger a turnover of the employee (Bakker et al, 2008).

H1: Workload has a significant effect on turnover intention.

Research conducted by Vernekan and Shah (2008), Hamim (2015), Kaewanuchit and Sawangdee (2016), Shabbir and Naqvi (2017), prove that workload is one of the factors that influence work stress.

H2: Workload has a significant effect on work stress

Some empirical studies further prove that job stress is positively and significantly related to turnover. This is evidenced by the results of Mosadeghrad's research (2013), Lu et al. (2017), Hakim et al. (2018) and Zahra et al. (2018), Kurniawaty et al. (2019) that work stress has a significant influence on employee's intention to leave.

H3: Work stress has a significant effect on turnover intention.

The study of Pradana and Salehudin (2015) states that the long exposure to stress from work is

associated with an increase in the turnover of the employee. This proves that when someone experiences excessive workload will cause work stress or stress that increases the turnover of employees. H4: Work stress mediates the effect of workload on turnover intention

The results of the study by Kaewboonchoo et al. (2014) and Asavapatra and Lert (2018) who used a case study in Thailand where the country has similar topography and culture in Indonesia stated that social support from superiors and coworkers had a significant moderation effect reducing the effect of work stress on the turnover intention of employees. H5: Social support moderates the effect of work stress on turnover intention

METHOD

Research Approach

The research survey was conducted for 14 days. Data collection is carried out at the production, quality assurance, logistics, and maintenance departments. The population and sample of this study were 83 permanent employees of PT. Bentoel Prima Malang. The reason for the research sample is that permanent employees are because contracted or non-permanent employees cannot turnover according to personal wishes because they are bound by work contract rules so that they do not fit the research theme.

The research instrument used a questionnaire with a Likert scale. The Likert scale is useful for answering questions from the questionnaire. In answering these items used degrees of tendency with a score of 1-5. Where 1 strongly disagrees and 5 strongly agrees (Hair et al, 2010). Data analysis techniques using regression analysis and Structural Equation Modeling (SEM). Data from this study were analyzed using the help of smartPLS 3.0 software.

Definition of Variable Operations

This study consisted of four variables namely work stress as an independent variable, workload, and turnover intention as the dependent variable, and social support as a moderating variable.

The workload variable has six indicators namely mental demand, physical demand, temporal demand, effort, own performance, and frustration (Hart and Staveland, 1988), work stress variable has three indicators namely task demands, role demands, and quality of colleague interactions (Robbins and Judge, 2018), turnover intention variable uses indicators from Hom and Griffeth (1991) with 3 indicators namely thinking of quitting, job search, and intention to quit, and social support variable has 4 indicators namely appraisal support, tangible support, self-statement support, and belonging support (Schonfeld, 1992) From each variable then several question items are arranged. The total number of question items compiled was 32 questions. The workload variable consists of 12 question items. The work stress variable consists of 6 question items. The social support variable consists of 8 question items. And the variable turnover intention consists of 6 question items.

RESULTS

Validity Test

Measurement of the validity of this instrument is done by Pearson Product Moment correlation between item scores and scale scores. If the value of the correlation is significant, it can be said that the tool is valid as a research measure. The significant requirement is the value of $r\text{-count} > r\text{-table}$. With the number of trial samples of 30 respondents, the value of the $r\text{-table}$ is 0.300. The results of the validity test of 32 question items show all $r\text{-count}$ values above 0.3 so that all question items are declared valid.

Reliability Test

This study, using an internal consistency approach by measuring the alpha coefficient (α) to determine the extent to which the research instrument used is reliable. A reliable requirement is when the Cronbach alpha value > 0.6 . The reliability test results for the 4 variables showed the overall Cronbach alpha value above 0.6 so that the whole question items were declared reliable.

Path Analysis

The path analysis results for each variable are obtained as follows:

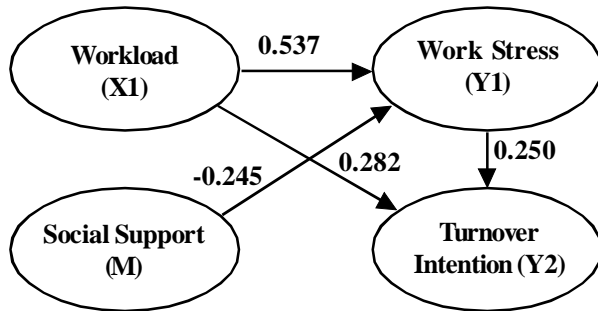


Figure 2. Analysis Results

Table 2. Hypothesis Testing Result

Hypothesis	Variable	Path Coefficient	T-Statistics	P-Values	Information
H1	X1 → Y2	0,282	0,371	0,711	Not Significant
H2	X1 → Y1	0,537	3,596	0,000	Significant
H3	Y2 → Y1	0,250	3,249	0,001	Significant
H4	X1 → Y1 → Y2	0,232	2,410	0,015	Significant
H5	M → Y2	-0,245	1,135	0,257	Not Significant

cance of 5%). Thus it can be said that workload has a significant effect on work stress. The path coefficient shows a value of +0.537 which means that workload has a positive influence on work stress so that the more workload increases the stress level of employees will increase. **Hypothesis 2 is accepted.**

The relationship of work stress to turnover intention is seen in the results of the t-test with a t-statistic value of 3,249 and p-value of 0.001. These two parameters indicate that there is a significant influence between the two variables related to the provisions of the t-statistic value > t-table and p-value < 0.05 (significance of 5%) so that it can be stated that H3 is accepted. The path coefficient shows a value of +0.250 which means the effect of direct and positive stress on turnover intention. The higher the level of employee stress can result in the desire of employees to move into large. **Hypothesis 3 is accepted.**

Based on Table 2, the workload on turnover intention has a t-statistical value of 0.371 and a p-value of 0.711. Based on the terms of the hypothesis accepted if the t-statistic value > t-table (1.96) and p-value < 0.05 (significance of 5%), it can be stated that workload has no significant effect on turnover intention. While the path coefficient shows a value of +0.282 meaning the higher the workload will increase the turnover intention of employees. **Hypothesis 1 is rejected.**

Based on Table 2, work stress shows a t-statistic value of 3,596 and a p-value of 0,000 as shown in Table 1. By looking at these criteria it can be concluded that H2 is accepted because the t-statistic value > t-table and p-value < 0.05 (signifi-

Results Table 2 shows that the relationship between workload and turnover intention through work stress has a t-statistic value of 2,410 and a p-value of 0.015. That means it can be said that H4 is accepted which means work stress has a role as a mediator. The nature of mediation is simultaneous because workload significantly influences turnover intention after being mediated by work stress. **Hypothesis 4 is accepted.**

The influence of social support moderation on turnover intention is shown in Table 2 with a t-statistic value of 1.135 and a p-value of 0.257. Both parameters showed that the hypothesis requirements were not met because the provisions of the t-statistic value > t-table and p-value < 0.05 (significance of 5%) were not achieved. So H4 can be said to be rejected which means the role of social support does not moderate the effect of work stress on turnover intention. The path coefficient shows a value of -0.245 which means the greater social sup-

port provided by superiors or coworkers will reduce the chances of employee turnover intention. **Hypothesis 5 is rejected.**

DISCUSSION

Effect of Workload on Turnover Intention

The test results indicate that the workload of employees of PT. Bentoel Prima has no significant effect on turnover intention. The results of the path analysis also show a path coefficient with a positive sign that shows that increased workload can increase employee turnover intention to be high. These results support the empirical study of Pradana and Salehudin (2013) which states that workload does not significantly influence the intention to leave and work stress mediates the effect of workload on turnover intention. This means that other variables become mediator variables between workload and turnover intention.

The research findings support the empirical facts in the field which show that employees at PT. Bentoel Prima does not use the workload aspect only as the only factor towards the emergence of thinking about leaving the company. Three factors influence the decision. First, the company's management policy in distributing roles or responsibilities where a high level of ambiguity is found, secondly regarding inappropriate job rotations, and thirdly regarding inadequate annual salary increases.

The results of the study between workload variables to the turnover intention show a correlation number of 0.371, which means there is a moderate influence between workload on turnover intention. The results of the study are not significant but the number still shows the relationship or influence between workload on turnover intention so that the company must pay serious attention to these aspects so that it does not become a problem for the company in the future.

Effect of Workload on Job Stress

The test results indicate that the workload of employees of PT. Bentoel Prima has a significant effect on employee work stress. These findings support previous empirical studies including those of Shabbir and Naqwi (2017) and Kaewanuchit and

Sawangdee (2016). It also strengthens theories from Caplan (1987) regarding Person-Environment Fit Theory. According to the theory, stress occurs when individuals identify mismatches of perception of the reality of the work environment. This is in line with the results of observations in the field showing a hot, noisy, and dusty work environment can cause employee work stress.

Analysis of the assessment of respondents' answers to workload mentions mental demand and physical demand as dominant factors in the formation of workload. The company must strive for concrete steps to minimize these impacts so that the domino effect of work stress is not experienced by employees. Another fact is also obtained that workers in the production department quantitatively experience additional workloads without being accompanied by adequate addition of work time. This triggers physical and mental stress because workers are required to complete production deadlines in normal working hours and minimize the time allowed for personal needs, relieve fatigue and idle conditions from the machine downtime so that the allowance time for employees becomes increasingly limited.

Effect of Job Stress Against Turnover Intention

The test results show that work stress has a significant effect on employee turnover intention. The results of the path analysis illustrate the existence of a positive correlation which means that the higher the level of stress will cause a high turnover intention. This is in line with previous empirical studies from Lu et al. (2017), Hakim et al. (2018), and Zahra et al. (2018).

The results of descriptive analysis of respondents' answers regarding employee turnover intention included in the high category. The indicator of thinking of quitting has the greatest weight in influencing turnover intention. The majority of employees of PT. Bentoel Prima, especially those with an undergraduate degree and who are still fresh graduates, have higher levels of thinking to move within the next 1 year period compared to employees with high school education. This can be caused by the

thought that working at PT. Bentoel Prima is only a stepping stone to get a job in another more promising place.

Effect of Workload on Turnover Intention Through Work Stress

The results showed that workload did not significantly influence turnover intention. But when work stress is used as an intermediary between the two relationships, the workload significantly influences turnover intention. This supports the opinion of Glazer and Beehr (2015) which states that work stress can act as an arbitrator between workload and turnover intention. The findings are also in line with research findings from Pradana and Salehudin (2015) and Christy and Priartini (2019).

The findings in the field support a related explanation that when an increase in workload is not able to be managed properly by the company, it will be very vulnerable for workers to feel repetitive physical and psychological pressure in the long term. When someone is wrong in responding to changes in workload, it is feared that what will happen next will be dissatisfaction with what is received from their work and feel that they will not get a proper appreciation for the work done because it exceeds their capabilities and the availability of time. When all accumulated into one it will arise whose name is work stress. The emergence of work stress will indirectly influence employees to think or begin to square off leaving a job that does not provide excessive workload and high work stress.

Effects of Social Support Moderating Work Stress on Turnover Intention

The results showed that the role of social support did not moderate the effect of work stress on turnover intention. The role of social support as moderating work stress on turnover intention is following the results of empirical studies from Kaewboonco et al. (2014) and Fong et al. (2018) turn out to be a contradiction with the results of this study.

The results of this study do not support the theory of Sarafino (2006) about the role of social support as a buffer and direct effect where social

support can change employees' responses to the stress they face. While the regression results for the effect of social support directly on turnover intention have a significant effect. This means that it can be concluded that social support does not act as moderation but can act as an independent variable. The presence or absence of social support does not affect reducing employee job stress levels. But social support will have a significant influence on the desire to leave when it becomes an independent variable.

CONCLUSIONS

Based on testing the hypothesis, the results of the discussion, and the research findings, some conclusions can be made as follows:

The workload is not a dominant factor as a predictor to influence employee decisions in changing jobs, this is indicated by the correlation value that is not large. There are other variables outside the research model that affect employees' decision to leave work at PT Bentoel Prima.

Increased work volume without adequate completion time can cause physical and mental stress for employees. Continuous physical and mental stress can cause individuals to respond incorrectly in a week and tend to be careless and less aware of the dangers around them.

The provision of ambiguous authority and assignments that are not based on a clear job description and job characteristics that are not following individual capabilities as a dominant factor in terms of increasing the potential for work stress in the company that gives a domino effect in the form of inconvenience in working for employees. In the end, when employees are treated improperly by the company will trigger employee intentions to find work elsewhere that does not provide a high level of stress.

Job stress plays the role of simultaneous mediation for the influence of burdens on employee desires. Adding workload is not a problem because it is not a major factor in an employee's decision to leave work. But it will be a problem when it is not managed properly by the company such as giving fair rewards or bonuses. What is feared is the emergence of dissatisfaction from employees due to feel-

ing underappreciated for the efforts that have been made because doing work beyond the capabilities they have and the precision of the time available.

Social support does not play a moderating role in the effect of work stress on employee desires. The presence or absence of social support does not affect reducing employee job stress levels. But social support will have a significant influence on the desire to leave when it becomes an independent variable. Social support in the form of financial support is very helpful for employees in overcoming difficulties they face so that it can obscure employees' desires to find work elsewhere promising better salaries.

RECOMMENDATIONS

Before making additional workloads, it should be from the management of PT. Bentoel Prima first performed a performance appraisal measuring how well the individual performance of employees when the workload was not added. This is to provide a complete picture of the potential that can be maximized by employees.

In measuring employee workload, PT. Bentoel Prima conducts work sampling. The purpose of work sampling is to measure the optimal workload ratio that can be completed by employees. So when adding workload quantitatively it will not have a negative impact on employees such as fatigue and stress because everything has been measured based on data that can be accounted for.

The results of the study provide new insights into the management of PT. Bentoel Prima to make efforts to improve employee welfare through an increase in annual salary that is greater than the increase in UMR Malang Regency by 7% to minimize the potential for high turnover in the company in the last 3 years.

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