

Empirical Study of Job Stress, Turnover Intention, and Job Involvement

(Study at PKU Muhammadiyah Hospital Yogyakarta)

Tri Maryati ^{1,*} Aditya Kusumayuda ¹

¹ *Departement of Management, Universitas Muhammadiyah Yogyakarta, Indonesia*

*Corresponding author. Email: try_maryati@umy.ac.id

ABSTRACT

This empirical study aims to analyze employee job stress, employee turnover intention, and job involvement. This study's object was PKU Muhammadiyah Hospital in Yogyakarta, and the subjects were nurses of PKU Muhammadiyah Hospital as many as 125 people. Data analysis techniques employed Descriptive Analysis and Structural Equation Modeling. The study's results descriptively showed that nurses' stress levels were high, nurses' work engagement levels were low, and nurses' desire to switch was high. Quantitative study results revealed that: (1) Job stress had a significant effect on job involvement, (2) Job involvement significantly affected turnover intention, (3) Job stress had a significant influence on turnover intention, and (4) There was an indirect impact between work stress and turnover attention mediated by job involvement.

Keywords: *Job Stress, Job Involvement, Turnover Intention.*

1. INTRODUCTION

The studies of employees' job stress, job involvement, and turnover intention are interesting topics to discuss. Several previous researchers have done empirical studies of the effect of job stress on job involvement, job stress on turnover intention, and job involvement on turnover intention. The research's results conducted are still in mix-up results among researchers with one another. The previous research objectives were mostly about the company's employees and none about the hospital's employees yet.

Empirical studies have been conducted on the direct influence of job stress on job involvement by [36],[35],[6],[28] disclosing that employee job stress negatively affected job involvement. In contrast to research conducted by [37], job stress positively affected employee job involvement.

Nevertheless, the most recent empirical study of job stress and turnover intention by [4],[12],[15],[2] shows that job stress significantly affected turnover intention. In contrast to research conducted by [19], the results

indicated that job stress had a negative effect on turnover intention.

Furthermore, empirical studies on the effect of job engagement on desires for change made by [22], [26], [32] displayed a direct negative influence between job involvement/against turnover intention. In contrast to studies conducted by [16], the results show that job involvement did not affect turnover intention.

The present study was conducted by researchers in hospitals with nurses as the research subjects. Nurses are people or employees who work as health workers. They provide health services for people who need care or sick people. This nurse is the key to running a hospital. With nurses in the hospital, patients are more controlled and monitored. A nurse must be demanded to have high work skills, speed, accuracy, mental readiness, and high response. It is necessary because sick people should be treated quickly. Being a nurse is quite an onerous task because it cannot be separated from the responsibilities associated with a person's death. As with any other job, the job as a nurse is also full of various challenges and problems. A nurse's challenges and problems in

Indonesia are increasing over time. These challenges and problems will cause work stress on a nurse. The psychological impact of this stress in a person is a feeling of being easily offended, daydreaming, and not communicative at work. High stress experienced by nurses in the hospital will have an impact on job involvement and turnover intention.

The purpose of this study was to analyze the effect of job stress on job involvement, the effect of job involvement on turnover intention, the effect of job stress on turnover intention, and the effect of job stress on turnover intention mediated by job involvement. This research's benefits, especially for hospitals, are knowing the nurses' stress levels so they will be able to take action on how to make them not stressed, take action on how the hospital empowers them to reduce stress levels, and retain employees so that nurses have no desire to move to another place.

2. HYPOTHESIS DEVELOPMENT

Job Stress

Stress is a dynamic condition where the individual confronts opportunities, demands, or resources related to what the individual wants and which results are seen to be uncertain and significant [25]. Stress as an adjustment response mediated by individual differences and/or psychological processes results from any action from outside (environment), situations, or events that determine excessive psychological and/or physical demands on a person [11]. Meanwhile, stress is an adaptive response moderated by individual differences. It results from every action, situation, or event, which puts specific demands on individuals [17]. In this case, stress as a response can be seen in part as a response to several stimuli, called stressors. There are three dimensions of work stress. They are individual stressors, group stressors, and organizational stressors.

Job Involvement

Job involvement is the level at which a person attaches himself to his work, actively participates in it, and considers his performance necessary for his value. Work involvement is an individual's psychological identity towards specific tasks or jobs [5]. The dimensions of work involvement consist of three dimensions: emotional, cognitive, and behavioral. The emotional dimension indicates how strongly an employee is attracted to his work and how emotionally an employee likes his work. The cognitive dimension shows how actively employees want to participate in their work and make a decision and how important their work respects themselves. The behavioral dimension demonstrates how often employees take new roles, such as thinking about work even after leaving the office and always willing to learn.

Turnover Intention

Turnover intentions suggest that it is highly likely that someone will leave an organization at a certain point immediately. Turnover intentions are the immediate precursor to turnover behavior [21],[33]. Turnover Intention is an intention that arises in a person to move or leave the organization either in the form of dismissal or resignation [39]. Besides, the turnover intention is employees' tendency to quit working on their willingness or move from one workplace to another according to their own choice [14]. The willingness to move can be an initial indicator of turnover in a company [21]. Meanwhile, Harnoto (2002) in [14] states that turnover intention is the intensity level of the desire to leave the company.

Some turnover intentions' dimensions are thinking of quitting, intention to search, and intention to quit, as asserted by Mobley in [20]. Thinking of quitting is a consideration by individuals to leave the job or organization. Intention to search is the desire of individuals to find work outside the organization. Intention to stop working is an individual's unanimous decision to leave the job or organization.

The Relationship Between Job Stress and Job Involvement

If an employee is irritable, not communicative, daydreaming, and often delays or avoids the job, the employee experiences stress and tends not to consider his work an essential part of his life. If he/she has less work participation and has never participated in activities organization/company, his/her job involvement is low. Empirical studies carried out by [31],[34],[36],[6],[28] confirmed that if work stress is low, the organization's involvement level is high. Based on the logic of thinking and previous research, the hypothesis in this study is job stress has a significant negative effect on job involvement of nurses at PKU Muhammadiyah Yogyakarta Hospital.

The Relationship Between Job Involvement and Turnover Intention

If the employee's job involvement is high, then the employee might not have the sense of wanting to quit his job. The high level of employee participation in company activities and always having collaboration with other employees indicates that the employee has no pressure or burden in his work and does not indicate that the employee desires to move (Turnover Intention). Empirical studies conducted by [9],[13],[32],[3],[8] revealed that work involvement negatively affected employee turnover intention. Based on the logic of thinking and previous research, the hypothesis in this study is job involvement has a significant positive effect on nurse turnover intention at PKU Muhammadiyah Hospital Yogyakarta,.

The Relationship Between Job Stress and Turnover Intention

An employee with a high level of job stress has a sense of wanting to get out of his work. It is because the employee behaves in a way that reflects dissatisfaction at work and wants to get out of the stress faced in his work by quitting his job. Employee dissatisfaction with their work, low commitment, and motivation towards their work indicates that those behaviors signal work dissatisfaction and thinks of leaving the company. Empirical studies carried out by [7],[12],[15],[1], [29] showed that the higher the employee’s job stress level, the higher the organization’s turnover intention level. Based on the logic of thinking and previous research, the hypothesis in this study is job stress has a significant positive effect on nurse turnover intention at PKU Muhammadiyah Yogyakarta Hospital.

The Effect of Job Stress on Turnover Intention with Job Involvement as an Intervening Variable

If an employee has high expectations, high emotional involvement, and pride in his work, the level of absenteeism and protests against superiors will automatically decrease. It is rarely done by an employee, even though the employee is experiencing excessive workload, work pressure, and personal/group conflicts. It indicates that an employee's stress level will decrease if the employee has a high work involvement and will close the employee’s desire to quit his job (Turnover Intention). This study’s hypothesis is job involvement

mediates the relationship between job stress and turnover intention of nurses at PKU Muhammadiyah Yogyakarta Hospital.

3. RESEARCH METHODS

Research Sample

This research was conducted with a survey approach using a questionnaire in empirically testing the effect of causality between research variables. The sample in this study were PKU Muhammadiyah Yogyakarta nurses. The sampling technique used purposive sampling with a minimum work period of 1 year as many as 125 nurses. The number of questionnaires distributed is 125 and all of them can be returned. Of the 125 questionnaires that were returned, 120 questionnaires could be processed while the 5 questionnaires could not be processed because they were damaged.

Scale and Measurement

Instruments on the three constructs in this study were measured using a Likert scale with scores between one to five. A score of one illustrates the most disagreeing answers, and a score of five demonstrates a strongly agreeing answer.

Validity and Reliability Testing

Testing in the instrument was done by checking the research instruments’ (questionnaire items) validity and reliability in this study using confirmatory factor analysis to investigate the relationship between the construct and its indicators (questionnaire validity). Meanwhile, reliability testing was applied using Cronbach alpha (Cronbach's α). The following are the confirmatory factor analysis and Cronbach's alpha (Cronbach's α) results.

Table 1: Validity and Reliability Testing

Construct	Item	C.R.	P-Value	Cronbach Alpha
Job Stress	X1	5,914	***	0,879
	X2	4,641	***	
	X3	7,964	***	
	X4	6,330	***	
	X5	11,638	***	
	X6	8,794	***	
	X7	5,999	***	
	X8	11,870	***	
	X9	7,794	***	
Job Involvement	Z1	8,956	***	0,878
	Z2	10,281	***	
	Z3	9,956	***	
	Z4	9,629	***	
	Z5	6,400	***	
Turnover Intention	Y1	7,346	***	0,878
	Y2	7,188	***	
	Y3	7,756	***	

The validity and reliability of the constructs’ testing results of work stress, job involvement, and turnover intention obtained a p-value of <0.05 and a construct reliability value of > 0.6. therefore, it could be concluded that the instrument was valid in measuring variables.

Data Analysis

The data analysis technique in this study used Structural Equation Modeling (SEM). SEM is a statistical modeling technique widely used in behavioral science

that allows testing of a series of relatively complex relationships.

4. RESULTS AND ANALYSIS

Descriptive Analysis

From the statistic descriptive analysis, the results were obtained, as shown in Tables 2.

Table 2: Statistic Descriptive Analysis

Variables	Mean
Job Stress	3,51
<i>Job Involvement</i>	2,45
<i>Turnover Intention</i>	3,64
Job Stress	3,51

Table 2 presents the average value of nurses' answers at PKU Muhammadiyah Hospital in Yogyakarta on the job stress variable of 3.51. It signified that nurses at PKU Muhammadiyah Hospital in Yogyakarta had high levels of job stress. Respondents' answers about job involvement showed an average value of 2.46. It denoted that nurses at PKU Muhammadiyah Hospital in Yogyakarta had a low level of job involvement.

Moreover, respondents' answers about turnover intention revealed an average of 3.64. It implied that nurses at PKU Muhammadiyah Hospital Yogyakarta had a high level of turnover intention.

Quantitative Analysis

Before testing the hypothesis, the steps that must be taken are to test the structural model. The structural model test was performed using the Goodness Of Fit test.

Table 3: Goodness Of Fit test

Goodness Of Fit Index	Cut-off Value	Value
<i>Significant probability</i>	≥ 0.05	0,000
RMSEA	≤ 0.08	0,91
GFI	≥ 0.90	0,800
AGFI	≥ 0.90	0,736
CMIN / DF	≤ 2.0	1,984
TLI	≥ 0.90	0,885
CFI	≥ 0.90	0,902

Table 3 shows Goodness Of Fit analysis . It was found that the model's suitability was not all suitable. It was indicated by the value of Probability, RMSEA, GFI, AGFI, and TLI. Because the value was still below the accepted standard, it was said that the model was not fit. However, by looking at other indications, namely CMIN/DF and CFI, the values have followed the accepted standard, or the model could be declared fit. It could be concluded that the model built in this study was right. [10] states that if there are one or two goodness of

fit criteria met, then the overall model can be right/fit. Thus, it could be concluded that the model in this study was accepted.

The next step after carrying out the GOF analysis is to test the influence between variables. The following illustrates the relationship between nurses' job stress with the nurses' job involvement in PKU Muhammadiyah Hospital in Yogyakarta, the nurses' job involvement, and nurses' turnover intention.

Table 4: Hypothesis test results

		Est.	S.E.	C.R.	P	Result
Job Involvement	←	Job Stress	-,767	,098	-7,819	***
Turnover Intention	←	Job Involvement	-,455	,110	-4,132	***
Turnover Intention	←	Job Stress	,277	,096	2,875	,004

From table 4, it can be seen that:

- a) The estimated value of the influence of job stress on job involvement was -0.76. It indicated that the lower the job stress of PKU Muhammadiyah

Yogyakarta nurses resulted in high job involvement and vice versa, the higher job stress of PKU Muhammadiyah Yogyakarta nurses resulted in low job involvement. The probability value of the job stress's influence on job

involvement was 0,000 ($p < 0.05$). It signified that there was a significant influence between work stress on job involvement.

- b) The estimated value of the job involvement's influence on turnover intention was -0.455. It denoted the higher job involvement of PKU Muhammadiyah Yogyakarta nurses resulted in lower turnover intention and vice versa; the lower job involvement of PKU Muhammadiyah Yogyakarta nurses resulted in high turnover intention. The probability value of the job stress's influence on job involvement was 0,000 ($p < 0.05$). It implied that there was a significant influence between job involvement on turnover intention.
- c) The estimated value of the job stress' influence on turnover intention was 0.277. It represented that the lower stress of PKU Muhammadiyah

Yogyakarta nurse nurses resulted in low turnover intention, and vice versa, the higher the job stress of PKU Muhammadiyah Yogyakarta nurses resulted in high turnover intention. The probability value of the job stress's influence on work engagement was 0.004 ($p < 0.05$). It indicated that there was a significant influence between job stress on turnover intention.

The analysis results of the indirect effect of work stress on the turnover intention with job involvement as an intervening variable compared the standard values of direct effects and indirect effects. If the value of the indirect effect as greater than the direct effect, then it was said that the job involvement variable could mediate the effect between turnover intention and job involvement. The results are shown in Tables 5 and 6.

Table 5: Direct Effects

	Job Stress	Job Involvement	Turnover Intention
Job Involvement	-,771	,000	,000
Turnover Intention	,363	-,594	,000

Table 6: Indirect Effects

	Job Stress	Job Involvement	Turnover Intention
Job Involvement	-,771	,000	,000
Turnover Intention	,363	-,594	,000
	Job Stress	Job Involvement	Turnover Intention
<i>Job Involvement</i>	,000	,000	,000
<i>Turnover Intention</i>	,458	,000	,000

Based on tables 5 and 6, it can be seen that the value of indirect effects of 0.458 was higher than the value of direct effects of 0.363, meaning that job involvement could mediate the effect of work stress on turnover intention.

Discussion

Effect of Work Stress on Job Involvement.

This study's results indicated that job stress had a negative and significant effect on job involvement. Job stress resulting from excessive workload, time pressure in work, multiple roles, and both internal and external work environments caused the nurse not to consider his/her work as an essential part of his/her life or, in other words, not having a high job involvement. It denoted that if the nurse had high job stress, then the nurse's job involvement would be low. This study is in line with research conducted by [31, 34], which found that work stress negatively influenced job involvement or job involvement.

Effect of Job Involvement on Turnover Intention

This study's results showed that job involvement had a negative and significant impact on turnover intention. It indicated that job involvement was vital for a nurse at PKU Muhammadiyah Hospital in Yogyakarta or turnover intention. It could be seen from the high level of employee participation in company activities and always collaborating with other employees or nurses at PKU Muhammadiyah Hospital Yogyakarta. This study supports research conducted by [9, 30, 38], showing that job involvement negatively affected turnover intention.

Effect of Work Stress on Turnover Intention

This study's results indicated that work stress had a positive and significant effect on turnover intention. It signified that the nurse's work stress at PKU Muhammadiyah Yogyakarta Hospital would make them have a sense of wanting to get out of their work. It is because the nurse behaved in a way that reflected dissatisfaction at work and thought she/he wanted to get out of the stress faced in his/her work by quitting the job. It also indicated that if the nurse had high work stress,

then the turnover intention would also be high. Therefore, PKU Muhammadiyah Hospital should consider work stress essential in managing nurses who worked there. This research is in accordance with research conducted by [27, 15, 18,23, 24,29], in which the results revealed that work stress positively impacted turnover intention.

The Indirect Effect Of Job Stress On Turnover Intention Through Job Involvement

This study's results found that work stress had a negative and significant effect on the turnover intention with job involvement as an intervening variable. It suggested that a nurse's stress level would decrease if the nurse had a high job involvement, and would close their possibility to have turnover intention. With this fourth hypothesis's acceptance, it implied the importance of job involvement for PKU Muhammadiyah Hospital nurses in Yogyakarta. Although excessive workload, work pressure, and dual role exist, it did not make nurses have turnover intention. They thought their job as pride and essential.

5. CONCLUSION

Based on descriptive analysis, it was concluded that employee work stress was high, job involvement was low, and turnover intention was high. Thus, based on the quantitative analysis results, it was deduced that 1) Job stress had a significant effect on job involvement, (2) Job involvement significantly affected turnover intention, (3) Job stress significantly influenced turnover intention, and (4) There was an indirect impact between work stress and turnover attention mediated by job involvement.

This research's implications for organizations are that nurses experienced stress so that it should not be left because it will impact job involvement. Besides, hospitals need to involve nurses to participate in their work actively and consider their performance to be essential for their values so that nurses have no desire to leave the hospital. The results of this study support the research conducted by [29], the results are that there is a significant positive correlation between the causes of work stress and turnover intention.

The results of this study provide an important contribution in examining the empirical research model on the effect of job stress and job involvement on turnover intention. It also provides empirical evidence on the importance of managing job stress and job involvement in nurses at PKU Muhammadiyah Yogyakarta Hospital so that nurses do not have the desire to move to another place. The results of this study provide several limitations, including using a quantitative research design through testing an empirical model, so further research is necessary. Further research should be carried out using a mixed methods approach so that the

results of this study can be used as a reference source and study in future research.

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