The Employees Turnover Intention During Covid-19: Do Commuting Stress and Burnout matter?

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ABSTRACT

Commuting stress inflicts employees' mental and physical pressure during the pandemic of Covid-19. Therefore, the government encourages companies to change the working system from working from the office to work from home. Hence, not all companies could imply work from home system, yet certain companies continue to work from the office. The situation could imply some depression and fear to go to work daily by public transportation. The previous studies before the pandemic have stated that the commuting stress can affect employee burnout and the worst case of that is the intention to resign from their company. However, the study of employees' turnover and its antecedents during the Covid-19 in Indonesia is still limited. This research aim is to investigate the statistical effect of commuting stress on employee's burnout and simultaneously on turnover intention. Hence, this study would analyze the mediation effect of employees burnout on the relationship. This research utilizes a quantitative method, specifically Partial Least Square analysis to test the relationship between variables. SmartPLS ver. 3.27 is utilized as the statistical tool to test the four hypotheses, such as direct effect and the mediation effect. The authors decides to choose Jakarta as the place of study due to the active of commuting activities during the pandemic, especially for public transportation such as KRL Commuter Line, Bus of Transjakarta, and other public transportation. There are 100 employees around Jakarta agree to be the the respondents in this study. The findings confirm that commuting stress is positively effect on burnout and turnover intention. However, the mediating effect of burnout is not significantly confirmed on the relationship. Therefore, commuting stress could be affecting turnover intention without the mediation of employee burnout. The findings could be a literature source for employees to illustrate the stress issue that occurred in the workplace. Afterward, the company could handle its human capital practically during Covid-19 era and creates a strategy by using several indicators in this study as sources to further analyze the stress experienced by employees so that it impacts the desire to leave the company. For instance, traffic congestion should get more attention by the company to imply flexible working hours or can consider output as the KPI rather than working schedule.

Keywords: Commuting Stress, Employee Burnout, Turnover Intention, Covid-19.

1. INTRODUCTION

In response to large-scale social distancing policies during Covid-19, some corporate systems have drastically changed recently. Some companies implement work from home, and some have implemented work from the office. Therefore, while some companies try the health protocols, work from office in the pandemic is a concern for employees, mainly the employees who use public transportation. The survey of SurveySensum (2020) [1] shows that among 540 corporate employees in Indonesia, 60% are currently focused on thinking about their health and

their families, around 41% are still afraid to return to the office, and 61% of employees stated their colleagues did not comply with health protocols. According to SurveySensum, (2020) about 57% of respondents worried about the increasing case of COVID-19, 19.37% doubted the cleanliness of the workplace, and around 27% faced a tremendous declining of their performance in the workplace.

In addition, 23% of Indonesian employees felt afraid to commute during Covid-19. Ma and Ye (2019) [2] has stated that workers with a long commute are more likely to be burned out, stressed, and become ill. Burnout occurs in individuals who settle into a routine that

requires a lot of emotional energy or is associated with emotional distress and would effect turnover intention [3]. Among all the previous studies about commuting stress on burnout and turnover intention [2] [3], were conducted in prior to Covid-19 situation. Hence, this study will give the insights among the variables during Covid-19 situation.

1.1. Research Aims

1. To analyze the effect of Commuting stress on employee Turnover Intention in Jakarta.
2. To analyze the effect of Employee Burnout on employee Turnover Intention In Jakarta.
3. To analyze the effect of Commuting Stress on Employee Burnout in Jakarta.
4. To analyze the mediating effect Of Employee Burnout on Commuting stress on Turnover intention.

2. MATERIALS AND METHODS

2.1. Commuting Stress and Employee Burnout

Commuting stress results when the commuter appraises the environment and conditions of commuting as exhausting their resources and endangering their well-being, well-being is one of the effects from commute which will affect the supporting values of working such as energy and loyalty through the company. According to Ma and Ye (2019) stated [2], employees with long commutes are more likely to feel burned out, stressed, and sick. Hence, employees with longer commute time have a higher tendency to leave the organization [3][4].

2.2. The Mediating Effect of Burnout

Employees discharged from the company are the employees who experience higher stress [2][3][4]. As stated earlier, commuting stress and burnout would be classified as employees' stress on a workplace. The previous studies profound that commuting stress has indirect effect on turnover intention, mediated by burnout.

2.3. Hypothesis

1. Commuting stress is positively effect on employee Turnover Intention.
2. Employee Burnout is positively effect on employee Turnover Intention.
3. Commuting Stress is positively effect on Employee Burnout.
4. Employee Burnout mediates Commuting stress on Turnover intention.

2.4. Research Method

This research using quantitative research and explanation research. In this research, the population is employees in Jakarta (aged 18-55 years old). They ever experience working from the office during the pandemic and using public transportation while going and returning. This research is using purposive sampling with the criteria of active employees, living in Jakarta, and use public transportation to commute daily. This research is implementing two data collections which are primary (questionnaire) and secondary data (journal, books, etc).

The questionnaire design followed by the demographic questionnaire included name, age, last education, job position, domicile, public transportation used by the respondents, and the questions about changes in the working system before and during a pandemic. Second, the Likert scale questionnaire included variables in this research such as commuting stress, employee burnout, and turnover intention.

The indicators for variables are confirmed by the previous studies result [3][4]. Commuting stress is measured by seven indicators, burnout is measured by six indicators, and turnover intention is measured by three indicators.

In order to test the hypotheses, the research utilized Structural Equation Modeling – Partial Least Square (SEM-PLS). There are some procedure for SEM-PLS [5] such as fulfilling the outer model and inner model.

2.4.1. Outer Model

Convergent validity shows how far which variables two measures capture a familiar construct. Alternative measures that provide less perfect convergent validity introduce ambiguities that interrupt the development of meaningful interpretations of findings within and across studies [6]. Convergent validity is evaluated by checking the loading outside the indicator to determine the AVE of each construct. The external load must exceed 0.708 and cover at least 50% of the variable variance [7]. Hence, Discriminant Validity shows that constructs is unique from other constructs in SEM. [5] the discriminant validity can be calculated from each of the construct's AVE model, which is from the construct correlation. The greater the value of the construct AVE, the better is the discriminant validation that comes from correlation in the model constructs [5][8].

2.4.2. Inner Model

Test the coefficient of determination (R2) is used to analyze how much the dependent variable variation can be explained by the independent variable [9]. R2 value from 0.67,0.33 and 0.19 in each PLS path model is

defined as substantial, moderate and weak [5]. Hence, According to Hair Jr et al [10] Q2 is needed to value the parameter and Q2 value is acquired to assess the parameter estimate and also assess how values are built around the model. Therefore, hypothesis testing is needed to measure the relationship between two variables or more and show the direction between the variables [9][10].

3. RESULTS AND DISCUSSION

3.1. Descriptive Analysis

The respondent's profile is arranged by the demographic information of the respondents such as age, education level, and domiciles. For gender, there are 66% female as dominantly role in this research. For age, is ranged by 18-24, 25-34, 35-44, 45-54, and >55. Therefore, the dominant respondents ranged from 18-24%. Hence, for the education, it is dominantly fulfilled by bachelor's degree (58%). For the job position, they are classified as staff, first level management, middle level management and top-level management. The results shows 57% are staffs and 32% are firsl-level management. For domiciles, they are described as to live in Jakarta (32%), Bogor (17%), Depok (18%), Tangerang (22%), and Bekasi (11%). Most of the respondents are using KRL to commute and had experienced changes in working system during Covid-19. More than 51% of the respondents are experienced more than one hour to commute to go to office, and while back home there are 62% of respondents who are experiencing more than one hour.

3.2. SEM Results

3.2.1. Outer Model Results

The results of outer model can be seen on the Table 1 below. The result shows that all the outer model passed the requirements [5][10].

Table 1. Outer Model

Variable	Measurement Item	Outer Loading	AVE
Commuting Stress	CS1	0.897	0.691
	CS2	0.895	
	CS3	0.879	
	CS4	0.620	
Burnout	EB1	0.604	0.530
	EB2	0.580	
	EB3	0.732	
	EB4	0.815	
	EB5	0.804	
	EB6	0.794	
Turnover Intention	TI1	0.780	0.624
	TI2	0.822	
	TI3	0.767	

3.2.2. Inner Model Results

In this part, the compatibility among the variable will be analyzed. Goodness of fit will be measured by Coefficient of Determination (R-Square=14.9% for burnout, and 29.3% for turnover intention) and Predictive Relevance (Q-Square=0.106 or 10.6%).

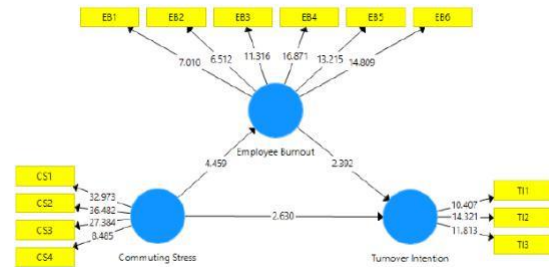For the hypothesis results, they can be seen below.

Figure 1. T-Statistics

Table 2. Hypothesis Results

Hypotheses Construct	T-Values	P-Values	Path Coefficients	Result
Commuting Stress has a positive and significant effect on Employee Burnout	4.459	0.000	0.386	Supported
Commuting Stress has a positive and significant effect on Turnover Intention.	2.630	0.009	0.336	Supported
Employee Burnout has positive and significant effect on Turnover Intention.	2.392	0.017	0.313	Supported
Employee Burnout significantly mediates the effect of Commuting stress to Turnover intention.	1.732	0.084	0.121	Supported

3.3. Discussion

Based on the result of hypothesis testing, it can be concluded that commuting stress has a positive and significant effect on turnover intention. This research is consistent with the previous research conducted by Amponsah et al. [3], which states that commuting stress is positively related to burnout. This research attests that "commuting stress has a positive and significant effect on turnover intention. This finding is consistent with previous research by Amponsah et al. [3], stated that commuting stress is significantly connected with turnover intention. The research by Mashuri & Maharani [11] stated that employees' intention to leave

the company affects individual factors such as stress. This research proves that employee burnout has a positive and significant effect on turnover intention. There are two most vital indicators of employee burnout.

Hence, this finding is not consistent with previous research conducted by Amponsah et al. [3]. It is stated that commuting stress was positively related to turnover intention mediated by employee burnout. This result found that both commuting stress and turnover intention are positively related without the mediator of employee burnout. A study conducted by Back, C.-Y. [12] investigates the mediating effect of burnout in the association between emotional labor and turnover intention in Korean clinical nurses.

4. CONCLUSION

This research concludes that commuting stress is an independent variable affecting the dependent variable, which is employee burnout and turnover intention. ased on the data collected from the 100 respondents, most of them agree that commuting stress affects burnout and affects their desire to resign from the company. Therefore, this kind of effect does not correlate with mediating effect, which is employee burnout. Commuting stress can directly affect turnover intention.

AUTHORS' CONTRIBUTIONS

This research contributes to the Human Resources in the company to analyze what factors affecting turnover intention. Previous research by Amponsah et al. [3] was conducted in Ghana, and another variable is job satisfaction. This research was conducted in Jakarta, Indonesia, as one of the congested cities in the world. The result of this study could also be a literature source for employees to illustrate the stress issue that occurred in the workplace and how the company could handle it.

The findings from this study could contribute to the company's working system. Knowing that some employees feel uncomfortable working from the office during the pandemic, the company could arrange a working system such as remote working. If the employee's tend to go to the office, the Human Resources Management could provide flexible working hours where the employees feel comfortable. Then to continue this research, Human Resources Management can use several indicators in this study to further analyze the stress experienced by employees so that it impacts the desire to leave the company.

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