

# How Employee Perceived Organizational Support and the Mediation of Work Stress Can Reduce Voluntary Employees Turnover Level: A Case in Indonesia Private Organizations

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## Abstract:

The present study was aimed to examine the relationship between perceived organizational support and turnover intention among employees in private sector. The study also focused on work stress as mediator in the relationship. The participants of this study were employees in garment industry. Data was collected through human resources manager and we get 215 useable responses. Results of the study revealed that employee perceived strong organizational support. They also experience low level of turnover intention. Employees experience medium to low level of work stress. Process Macro was used to identify the relation between variables and also to examine whether there is mediation or not. Current study used cross-sectional approach to highlight the existence of relationships between variables. It was found that perceived organizational support has significant negative effect on work stress and turnover intention. And work stress has positive effect on turnover intention. It proved that work stress played a mediation role on the relationship between perceived support and turnover intention. It is important for organization to provide adequate support for employees so they will experience less stress and will stay longer.

**Keywords:** *Perceived organizational support, work stress, turnover intention.*

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## I. Introduction

Employee turnover is one of the industry's most important problems [1]. Employees may leave organization for various reasons like better opportunities, compensation, career and many others. Organizations should plan and prepare to deal with voluntary turnover since they can not held employees indefinitely. High employee turnover rates also become a bad premonition for organization. Employees are important since they were responsible for conducting day to day operations and frequent interactions with customers. This have critical role on the

organization's survival and success [2]. Reducing turnover can save money and running a company is easy when you have excellent employees [3]. Excessive turnover can costs organizational performance [4]. Thus, it is important for any organizations to investigate what factors affect turnover intention in order to understand the reasons for actual turnover. Turnover intention has been reported to be a good indicator of actual turnover [5]. Turnover intention affected by environmental, individual, and organizational factors [6]. Meanwhile, strong correlation has been found between affective commitment and turnover intention in United States [7]. Several others

important factors like learning culture, organization culture, career advancement, perceived organizational support and engagement, job autonomy, job satisfaction, and work stress [8], [9], [10], [11], [12], [13], [14]. The current study examines the effect of perceived organizational support on employee turnover intention with the mediation of work stress. The research was conducted in West Java using two profit-oriented organizations in textile and consultancy. Although research on perceived organizational, work stress, and turnover intention has been done in Indonesia, there are still not many who investigate three variables simultaneously especially related to mediation from work stress. Therefore, this study is quite important in the Indonesia context. The average average turnover in Indonesia reach 10% a year [15]. And a survey by Michael Page on 500 employees in Indonesia reported that 72% of them will leave or likely to leave current organizations [16]. It is imperative to identify what is their reason to leave and propose the strategy to prevent it.

## II. LITERATURE REVIEW

### Perceived Organizational Support (POS)

To encourage employees to contribute more, organization must provide supportive work environment. Perceived support from the organization can influence employee attitudes and behavior. Employees who perceive that their organization provides adequate support will perform better. POS defined as the level where employees believe that organizations valued and care about their contributions [17]. Meanwhile, POS also defined as employees' perceptions of the organization's recognition toward their work and welfare [18]. POS associated with employee's feelings regarding their organization policies and the recognition they receive from the organization. Recognition can be in various forms such attractive salaries, respects their rights, understands their needs, creates a positive work environment, provide equality and justice, no harassment, and value

employee's contributions. Strong and positive employee perception towards these supports take time to build. Meta analysis studies found relationship between POS and job satisfaction, involvement, organizational commitment, organizational citizen behavior, employee performance, and turnover [19], [20]. POS also found to have negative effect on work stress [21], [22]. Various potential benefits obtained with higher POS encourage organization to develop work environment that support employees to do their job easier.

### Work Stress

Stress defined as an adaptive response to environmental demands, referred to as stressors that produce adaptive responses that include physical, emotional, and behavioural reactions that are influenced by individual characteristics. Increase in competition affecting how people involve in their work [23]. Stress can be positive (eustress) or negative (distress). Certain level of stress was needed so individual have energy and urge to achieve their goals [24]. When stress become too much, it will negatively affects performance. If employees perceived that they do not have sufficient resources to meet the demands and difficult to overcome these conditions, they will experience negative stress. Organization demands its employees to perform faster, better, agile, and more active in order to win the market. Hence, employees are being overloaded with demanding and complex job tasks. They also experienced job insecurity. Such pressures can create discomfort. Studies have been conducted in the past and found negative impact of stress and work overload could cause a break down in physical and mental. The negative impact of stress includes higher absenteeism, higher turnover, dissatisfaction, disengagement, poor productivity and unethical behaviour [25], [26], [27], [28], [29], [30]. These negative effects can impact organizational performance, profitability, productivity, effectiveness, and efficiency of organizations. To manage work stress properly, it is imperative for

organization to identify what are the main causes of stress occurrence. Work stress can occur due to various causes. Leadership style that does not match with employee can increase the stress level [31]. Other factors that can cause stress include perceived organizational support [21], rewards or compensation [32], flexibility [33], and work-life conflict [34].

### **Turnover Intention**

Reference [1] explain that turnover intentions can represent the possibility of individual to quit from the organization in the future. Turnover intention is the attitude of individual to leave an organization, while turnover describes the actual behaviour to quit from an organization. Karatepe consider employee turnover as one of serious issues for any organizations [35]. High employee turnover could leads to financial loss poor organizational performance [36], low productivity [37], and customer dissatisfaction [38]. It is particularly important for organizations to closely identify antecedents of turnover intention. Employees may quit organizations for any number of reasons like better offer, higher compensations, career change, and job compatibility for examples. Organization must prevent voluntarily turnover of their outstanding employees. Multiple studies provide valuable information regarding the antecedents of employee turnover intention. A study report that engagement and job satisfaction have adverse relation with turnover [39]. Promotional/advancement opportunity, work-life balance, community fit, work-group cohesion, leader-related factors, and pay, which have been found to be the antecedents of employee turnover intention [40]. Professional and organisational enthusiasm, monotonous work, impact of work on social and family life, organisational loyalty, and relationship with supervisor also can predict turnover [41]. Organizational commitment and work stress also known as other predictor of works tress [42], [43].

### **Perceived Organizational Support and Work Stress**

There have been several empirical studies that examine the correlations between POS and work stress. Most of theses studies found the negative relation with various strength of correlation. POS significantly has adverse effect on work stress [44], [45], [46], [47], and [48]. Thus, our hypothesis H1 for this study is that work stress is negatively affected by the level of employee's perceived organizational support.

### **Perceived Organizational Support and Turnover Intention**

Employee with higher POS will conduct in positive behaviour to reciprocate. Study regarding the relationship between POS and TI shows the negative correlation result. Employees who perceived their organization provide support will less likely to develop turnover intention and vice versa. Meta-analysis study using 170 previous literatures indicated that POS has moderate impact on turnover intention [19], [20]. Meanwhile, individual research also supports the negative relation [49], [50]. Based on these results we propose hypothesis H2 that perceived organizational support will have significant and negative impact on turnover intention.

### **Work Stress and Turnover Intention**

A Meta-analysis study provide strong evidence regarding the positive relation between work stress and turniver intention [51]. Thus work stress is a primary predictor of voluntary turnover intention. To reinforce the above statement we conducted a study towards articles related with stress and turnover intention from various countries [14], [52], [53] found positive relation between work stress and turnover intention. The diversity of industries studied reinforces generalizations regarding the results. In this sense, we propose the hypothesis H3 that work stress will have significant positive effect on turnover intention.

### **Mediation of Turnover Intention**

Job stress play as mediator in the relation between job satisfaction and employee creativity on turnover intention [53]. Other study apparently found no mediating role of work stress in the relation of POS and turnover intention [54]. However, consider the propensity of the previous studies that show significant relationship between POS and work stress and work stress with turnover intention, we proposes hypothesis H4 that work stress will have mediation role in the relation of POS and turnover intention.

### III. METHODOLOGY

#### Participants

The samples for this research were drawn from private organizations in West Java. Non-probabilistic sampling method with convenience sampling was used. We distributed 325 questionnaires through company's human resources department between November 2018 and February 2019. We ensure the confidentiality of participants. 270 questionnaires were return and 215 were usable. Table 1 showed the characteristic profile of the participants. The organization apparently has female preference for the worker's gender as female consists of 62% of employees. The age distribution was dominated by the older generation > 40 years. Interestingly, most of participants have quite long experience in the organization, 43% of them had been working for more 10 years. Most employees only have high school education which is normal related with the company business type.

Table. Demographic Profile

Characteristic	Category	Number	Percentage
Gender	Male	82	38%
	Female	133	62%
	< 25 years	15	7%
Age	25 - 30 years	34	16%
	> 30 - 35 years	32	15%
	> 35 - 40 years	46	21%
	> 40 years	88	41%
Maritel	Married	85	40%
	Single	116	54%
	Separated	14	7%
Education	High School	100	47%
	Diploma	44	20%
	Under Graduate	58	27%
	Post Graduate	13	6%
Tenure	< 1 years	5	2%
	1 - 3 years	24	11%
	> 3 - 5 years	33	15%
	> 5 - 10 years	60	28%
	> 10 years	93	43%
Position	Officer	186	87%
	Supervisor	17	8%
	Manager	12	6%
Having Children	Yes	169	79%
	No	46	21%
Workhour	≤ 9 hours	180	84%
	> 9 hours	35	16%

#### Data Analysis

We use SPSS with Macro Process [55] to measure the relation between variables and also to identify the mediation role. This method using bootstrapping approach as it considered appropriate because it avoids normality assumptions of the sampling distribution [56]. The macro will facilitate the implementation of bootstrapping approach. The approach has become popular as evidenced by its recurrent appearance in the literature [54], [57], [58], [59]. The approach will confirmed there is indirect effect if upper level and lower level of confidence interval were not containing 0.

#### Measurement

Appendix 1 present items for measuring perceived organizational support, work stress, and turnover intentions. We refer to the work of Eisenberger et al. to measure perceived organizational support [18]. It consists of 6 items (e.g. "The company is proud of my achievements" and "The company respects and value my contribution"). Work stress and turnover intention were measured using eight and six items [60]. Examples for works stress include "I Feel Exhausted after work", and "I don't have enough time for my family after work". Examples items for turnover intention were "Often thinking of quitting from work" and "Actively

look for better employment opportunities". Participants were asked to choose one from six point Likert scale (strongly disagree = 1 to strongly agree = 6).

#### IV. RESULTS & DISCUSSION

##### Results

To explain the correlation strength we refer to Wegner (2016) who divides the correlation into 3 levels; weak, moderate, and strong. We added 2 levels in to make the correlation explanation more detail; Very weak (0 - 0.2), weak (>.2 - .4),

moderat (>.4 - .6), strong (>.6 - .8), and very strong (>.8 - 1). Table 2 provide detail information regarding the correlations. POS has weak negative correlation with work stress (-.296) and turnover intention (-.322). while work stress has moderate and positive relatin with turnover intention (.504). other interesting information is the negative relation between tenure and education. It appears employees with longer service have lower education level. Employee with higher education level develop lower perception regarding organization support.

**Table 2.** Descriptive statistics and correlations among study variables (n = 215)

	Mean	Std. Deviation	1	2	3	4	5	6	7	8
<b>1 Age</b>	3.7349	1.32533	1							
<b>2 Education</b>	1.9256	.98780	-.147*	1						
<b>3 Tenure</b>	3.9860	1.11690	.749**	-.369**	1					
<b>4 Position</b>	1.1907	.51692	.204**	.312**	.150*	1				
<b>5 Workhour</b>	1.1628	.37004	.041	.289**	-.017	.545**	1			
<b>6 Perceived Support</b>	4.7533	.90753	.257**	-.286**	.370**	.105	-.059	1		
<b>7 Work Stress</b>	3.1002	.88485	-.088	-.022	-.085	.106	.141*	-.296**	1	
<b>8 Turnover Intention</b>	2.5046	.91922	-.122	.044	-.054	.162*	.046	-.322**	.504**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Next, we answer our hypotheses. Table 3 show the regression result. Apparently POS has negative effect on work stress (coeff. -.289, p <0.01). POS also has negative effect on turnover intention (coeff. -.192, p <0.01). Meanwhile, work stress develop positive effect on turnover intention (coeff. .466, p <0.01). Thus hypotheses H1, H2, and H3 were accepted.

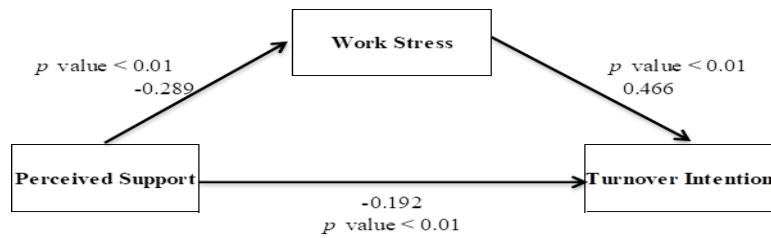
Table 4 showed the results to answer the hypothesis H4 regarding the role of job satisfaction in mediating the relationship between POS and turnover intention. The value of LLCI and ULCI doesnot contain 0, thus hypothesis H4 was accepted. Figure 1 showed the mediation model and the result from this study.

**Table 3.** Regression Coefficient, Standard error, & Model Summary

	Work Stress			Turnover Intention		
	Coeff	SE	p-value	Coeff	SE	p-value
<b>Perceived Support</b>	-0.289	0.064	0.000	-0.192	0.062	0.002
<b>Work Stress</b>	-	-	-	0.466	0.063	0.000
<b>Constant</b>	4.472	0.309	0.000	1.974	0.400	0.000
	R Square		0.088	R Square		0.287
	F =		20.337	F =		42.687
	p =		0.000	p =		0.000

**Table 4.** Indirect effect of perceived organizational support on turnover intention

	Effect	Boot SE	BootLLCI	BootULCI
<b>Perceived Support → Work Stress → Turnover Intention</b>	-0.134	0.045	-0.238	-0.060



**Fig.1:** Mediation Model of Work Stress

## Discussions

The effect of perceived organizational support on turnover intention has been examined before [49], [50], [61]. Those studies did not include work stress which is an important issue for organizations. Only one study which conducted the role of work stress as mediator [54]. By examining work stress we can explain effects of POS on turnover intention more completely. Our result turned out to be in accordance with the previous studies. POS affecting work stress and turnover intention [47], [48], [50], [63]. Meanwhile work stress found to have a positive impact on turnover intention [52] and [63]. It is obvious that POS can help employees to reduce their stress and also hold their intention to leave. Sufficient support from organization (colleague, supervisors, management) will certainly develop positive attitude and behavior. Providing employees with what they need to do the job can make them comfortable and develop less stress. They believed their job is important, they can do it properly in time, and feel useful. Combine that support with good compensation and career opportunities will further reduce stress and intention to quit. The contribution of the present study is the investigation of the mediation effect of work stress in the relation between POS and turnover intention which is still rare in Indonesia. The result can describe how some employees reveal their perception on how to hold them back and prevent them from searching for a new job (organization). We also use appropriate measures which help improve data collection.

## V. CONCLUSION

All our hypotheses were supported. POS negatively affected work stress and turnover intention, work

stress positively affected turnover intention. The current study contributes to the extant literature by highlighting the mediating role of work stress and how effective POS can help organizations prevent turnover intention. Understanding the most important factors that cause employees to quit, organizations can focus on certain programs that deal with the problems. We suggest for practical benefits organizations develop programs that give opportunity for employees to get involved, provide broader career options, create interesting jobs, develop flexible job environments, and attractive rewards. Employees who enjoy and are busy with their jobs will less likely have stress. They also tend to stay longer because their jobs make them meaningful and valuable.

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## APPENDIX

### Perceived Organizational Support

- The company is proud of my achievements
- The company cares about my welfare
- The company respects and value my contribution
- The company respects my personal goals and values
- The company cares about the my problems
- The company is willing to help if I needed it

### Work Stress

- I Feel Exhausted after work

I don't have enough time for my family after work  
Continuously having a lot of problems at work  
My Work demand a lot of my time & energy  
My work is very demanding  
Facing difficulties to finish my work  
My abilities do not match with my work  
Keep thinking about my work at home

**Turnover Intention**

Often thinking of quitting from work  
Actively look for better employment opportunities  
Planning to leave the company in 6 months  
Often felt fed-up with my work  
If there is a better opportunity, I will leave my job  
I will leave my job if feel uncomfortable