
Business, Economics, Law, Communication, and Social Sciences (BELACOSS)

Scholars Scientific Journal

ISSN (Online): , ISSN (Print):

<https://journal.arepublisher.com/index.php/belacoss>

Recognizing How The Organizational Citizenship Behavior and Acuted Stress Affects Turnover Intention

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ABSTRACT

Human resource management must be able to run well so that the company can compete with other companies, in order to excel in the competition, human resource management must be able to run well so that the company is able to compete with competitors. This study aims to examine and analyze Job Stress, Coping Stress and Organizational Citizenship Behavior on Turnover Intention in Television Media Companies in Indonesia. The method used in this research is quantitative method. The objects used in this study were all employees of the Camera Storage section with a total of 50 people. The sampling technique uses saturated samples. The approach used in this research is the Smart-PLS Structural Equation Model (SEM) analysis tool. The results showed that work stress on turnover intention had a positive and significant effect on turnover intention, coping stress on turnover intention had a positive and significant effect, and organizational citizenship behavior had a negative and significant effect on turnover intention.

Keywords: Work Stress; Turnover Intention; Coping Stress; Organizational Citizenship Behavior.

Submitted: 24-10-2024

Revised: 16-11-2024

Accepted: 28-12-2024

Article Doi: <https://doi.org/10.70550/belacoss.v1i1.25>

<https://journal.arepublisher.com/index.php/belacoss>

INTRODUCTION

Human resources are an important factor in a company that determines the success or failure of a company in achieving goals. Ramli and Soelton (2018), state that human resources are the most valuable and most important assets owned by an organization, because the success of the organization is largely determined by human resources. Human resource management must be able to run well so that the company can compete with other companies, in order to excel in

competition, human resource management must be able to run well so that the company can compete with other competitors (Nurhayati et al., 2017; Soelton and Atnani, 2018; Caesarani and Riana, 2016).

Mangkunegara (2017) suggests stress is a condition of tension that affects emotions, thought processes and a person's condition. Stress in the workplace has recently become a serious problem for company management in the business world (Soelton et al., 2020; Wilson, 2012; Qureshi et al., 2013). Employees who cannot withstand work stress in the long run will make the employee no longer able to work in the company. At a more severe stage, stress can make employees sick or even resign (Manurung & Ratnawati, 2012).

A phenomenon that often occurs in a company is the high employee turnover rate, especially in private companies. According to Soelton and Nugrahati, 2018; Ramli and Soelton, 2018; Jumadi et al., 2018; Purnama, 2013; Suzabar, 2020; Demerouti et al., 2015; Firdaus, 2017, that turnover is an indication of employee stability. The higher the turnover means that the more frequent employee turnover there is a high turnover intensity in a company, indicating that there are employees concerned who need to improve their work situation or the way of coaching.

Turnover Intention is a serious problem especially nowadays where employees leave the organization or the organization fires them. Turnover Intention is an employee of the organization plans to leave their job or to fire the employee (Iqra et al, 2014). Therefore, it is important for companies to know the factors that cause turnover intention in employees so that the tendency of turnover intention in the company can be suppressed. Research by Jumadi et al, 2018; Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Dharma, 2014; Qureshi et.al (2013, found a positive relationship between work stress and Turnover Intention, where increasing work stress is also followed by increasing Turnover Intention. Stress arises when employees are unable to meet the demands of the job, unclear job responsibilities, lack of time to complete tasks, no support facilities to carry out work, conflicting tasks, are examples of stress triggers. In the long run, employees who cannot withstand work stress will no longer be able to work in the company. At a more severe stage, stress can make employees sick or even resign (turnover) (Manurung and Ratnawati, 2012: 2).

LITERATURE REVIEW

Turnover Intention

According to Mathis and Jackson (2011), turnover intention is a process when employees leave an organization and leave a job position and where the position must be replaced by someone else. Mobley (2011) states that turnover intention is the result of an individual's evaluation regarding the continuation of his relationship with the company where he works but has not yet been realized in real action.

Work Stress

Work stress according to Handoko (2011: 200) is a condition of tension that affects emotions, thought processes and one's condition. Stress that is too great can threaten a person's ability to deal with the environment. As a result, employees develop various kinds of stress symptoms that can interfere with the implementation of their work According to Robbins and Judge (2013), there are 2 dimensions and indicators, namely as follows: Environmental Stress and Organizational Stress: The organizational dimension relates to situations where employees

experience task demands, role demands, personal demands. Task demands related to the amount of work that must be completed make employees feel exhausted to complete their work. Role demands are related to the pressures that employees experience when completing their work. Personal demands relate to work groups not providing technical assistance when needed.

Coping Stress

Coping is a process that is carried out every time in the family environment, work environment, school and society. Coping is used by someone to overcome stress and obstacles experienced. Coping stress according to Lazarus (in King, 2010) is an effort to manage circumstances and encourage efforts to solve one's life problems and find ways to master or reduce stress.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is behavior that arises on the basis of an employee's discretion which is carried out voluntarily and without coercion. This behavior goes beyond the formal demands of the job or formal job description (Smith in Andriani et.al., 2012).

Hypothesis and Conceptual Framework

Based on the description below, a conceptual framework is formed as follows:

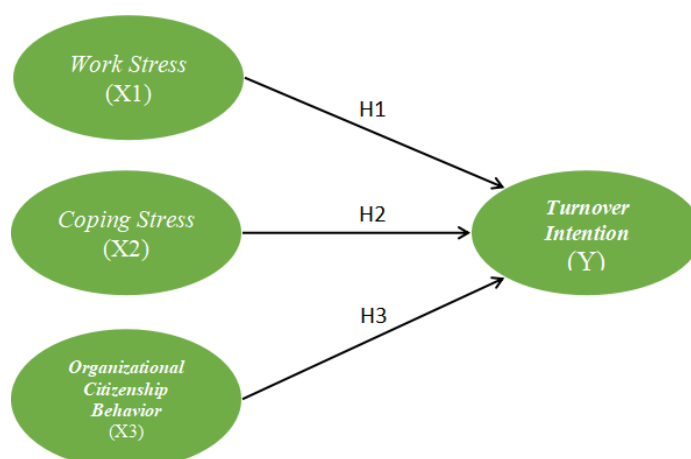


Figure 1: Research Framework

Hypothesis Development

a. The effect of Work Stress on Turnover Intention

The results of Dewi & Wibawa's research (2016) show that Turnover Intention has a significant relationship with work stress. Which means that Turnover Intention affects work stress. This means that the higher the level of work stress felt, the higher the level of Turnover Intention felt. And vice versa. According to the results of research by Firdaus, Widiana and Fattah (2017) that Turnover Intention has a significant effect on work stress. According to Hakim & Darmawati (2018) that work stress has a positive and significant effect on Turnover Intention.

H1: There is a significant positive influence between work stress and Turnover Intention.

b. The Effect of Coping Stress on Turnover Intention

Based on Wijayanti's research (2013) that there is a significant influence between Coping Stress on Turnover Intention.

H2: There is a significant positive influence between Coping Stress and Turnover Intention.

c. Organizational Citizenship Behavior on Turnover Intention

Based on Puspitasari's research (2013) there is a negative relationship between OCB and Turnover Intention. This shows that companies need to increase OCB to keep employees from making Turnover Intention. In line with research conducted by Pristandia (2013), that there is a significant negative effect of OCB on employee desire to leave.

H3: There is a significant negative effect between Organizational Citizenship Behavior and Turnover Intention.

METHOD

Research Time

This research was conducted from October 2018 to May 2019 until the data and information needs were met. This research was carried out in stages using a pre-survey, starting from the introduction, submitting proposals, consulting, and making questionnaires and processing data for the thesis compiler. The author conducted research at PT Indonesia, which is located at Jalan Pilar Mas Raya Kav. A-D, Kedoya, Kebon Jeruk, West Jakarta.

Research Design

This research is included in the category of causal associative research because this research aims to examine the effect of work stress, coping stress and OCB on Turnover Intention at PT Media Televisi Indonesia. The technique used in collecting data is using a questionnaire in the form of a number of questions given to respondents to be filled in according to the actual situation.

Research Population

According to Sugiyono (2013), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by research to study and then draw conclusions. The population of this study is the company PT Media Televisi Indonesia totaling 50 employees. Determination of the sample used in this study using the saturated sample method.

Data Analysis Method

The analytical method used in this research is Component or Variance Based Structural Equation Model where the data processing uses the Partial Least Square (Smart-PLS) version 3.2.8 PLS program. PLS (Partial Least Square) is an alternative model of covariance based SEM. PLS can be used to confirm the theory, besides that it can be used to explain whether or not there is a relationship between latent variables. As stated by Ghazali (2014) PLS (Partial Least Square) is a powerful analysis method because it is not based on many assumptions, the data does not have to be normally distributed, and the sample does not have to be large.

RESULT AND DISCUSSION

Results

The R-Square value (R^2) or the coefficient of determination is 0.818. This means that 81.8% of the variation or turnover intention is influenced by work stress, coping stress, and organizational citizenship behavior, while the remaining 18.2% is explained by other

causes. The results of the above calculations show a predictive-relevance value of 0.818, which is greater than 0 (zero). This means that 81.8% of the variation in the turnover intention variable (dependent variable) is explained by the independent variables used. Thus the model is said to be worthy of having a relevant predictive value.

The square root of the Average Variance Extracted (AVE) for each construct is greater than the correlation between one construct and another in the model. The minimum recommended AVE value is 0.50. From this AVE value, the constructs in the estimated model meet the discriminant validity criteria.

Testing composite reliability and Cronbach's alpha aims to test the reliability of instruments in a research model. If all latent variables have a composite reliability value and Cronbach's $\alpha \geq 0.7$, it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent.

Table 1: Goodness of Fit Model (GoF)

<i>Variabel</i>	<i>AVE</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>R-Square</i>
<i>Work Stress</i>	0,555	0.802	0.861	
<i>Coping Stress</i>	0,608	0.901	0.922	
<i>Organizational Citizenship Behavior</i>	0,634	0.843	0.885	
<i>Turnover Intention</i>	0,524	0.822	0.868	0,818

Based on the table, the results of testing *composite reliability* and *Cronbach's alpha* show a satisfactory value, because all latent variables have a *composite reliability* value and *Cronbach's alpha* ≥ 0.70 . This means that all latent variables are said to be reliable.

Table 2: Loading factors

<i>Variabel</i>	<i>Indikator</i>	<i>Outer Loadings</i>	<i>Keterangan</i>
<i>Turnover Intention (Y)</i>	TI1	0.872	Valid
	TI3	0.750	Valid
	TI4	0.704	Valid
	TI5	0.623	Valid
	TI6	0.557	Valid
	TI7	0.706	Valid
	TI8	0.767	Valid
	TI9	0.706	Valid
<i>Work Stress (X1)</i>	WS1	0.894	Valid
	WS2	0.691	Valid
	WS3	0.811	Valid
	WS4	0.647	Valid

Variabel	Indikator	Outer Loadings	Keterangan
<i>Coping Stress</i> (X2)	WS5	0.641	Valid
	WS6	0.736	Valid
	WS7	0.832	Valid
	WS8	0.816	Valid
	WS9	0.776	Valid
	WS10	0.761	Valid
	CS1	0.881	Valid
	CS2	0.856	Valid
	CS4	0.618	Valid
	CS6	0.660	Valid
<i>Organizational Citizenship Behavior</i> (X3)	OCB2	0.863	Valid
	OCB3	0.876	Valid
	OCB4	0.526	Valid
	OCB6	0.563	Valid
	OCB7	0.843	Valid
	OCB8	0.795	Valid
	OCB9	0.666	Valid
	OCB10	0.521	Valid
	OCB11	0.871	Valid
	OCB12	0.840	Valid

Table 2, it can be seen that all indicators have met convergent validity because they have a loading factor value above 0.50.

The significance value of this hypothesis can be obtained with the *bootstrapping* procedure. Seeing the significance of the hypothesis by looking at the parameter coefficient value and the significance value of the T-statistic in the *bootstrapping algorithm report*. To find out whether it is significant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T- statistic).

Table 3: The Result of Hypothesis Testing

Original Sample	Standard Deviation	T Statistics	P Values	Keterangan
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<i>Work Stress → Turnover Intention</i>	0.347	0.118	2.950	0.003	Positif - Signifikan
<i>Coping Stress → Turnover Intention</i>	0.773	0.126	6.152	0,016	Positif - Signifikan
<i>Organizational Citizenship Behavior → Turnover Intention</i>	-0.417	0.107	3.750	0,000	Negatif - Signifikan

a. Discussion

The effect of work stress on turnover intention

Based on the hypothesis test in this study, the *T-statistic* value is 2.950, the *original sample* value is 0.347, and the *P Values* value is 0.003. The *T-statistic* value is greater than the *T-table* value of 1.96, the *original sample* value shows a positive value, and the *P Values* value shows less than 0.05, these results indicate that *work stress* has a positive and significant effect on *turnover intention*. The *work stress* factor is one of the problems that is often experienced by employees at work. This is confirmed by the statement of Jumadi et al., 2018; Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Dharma, 2014; Qureshi et.al, 2013 found a positive and significant relationship between *work stress* and *turnover intention*.

The effect of coping stress on turnover intention

Based on the hypothesis test in this study obtained the results of the *T-statistic* value of 6.152, the *original sample* value of 0.773, and the *P Values* value of 0.016. The *T-statistic* value is greater than the *T-table* value of 1.96, the *original sample* value shows a positive value, and the *P Values* value shows less than 0.05, these results indicate that *coping stress* has a positive and significant effect on *turnover intention*. This factor becomes important when a person's inability to cope with stress or *coping stress* will affect the increase in *turnover intention*. This research is in line with the findings of Soelton et.al, 2020; Nurhayati et al, 2017; Soelton et al, 2021; Mugiono et al, 2020; Nanda et al, 2020; Nitisemito, 2000; Gunawan, 2016; Kevin, 2017 that there is a significant influence between *coping stress* on *turnover intention* so that the higher the *coping stress* the higher the *turnover intention*.

The effect organizational citizenship behavior on turnover intention

Based on the hypothesis test in this study, the results obtained *T-statistic* value of 3.750, *original sample* value of -0.417, and *P Values* value of 0.000. The *T-statistic* value is more than the *T-table* value of 1.96, the *original sample* value shows a negative value, and the *P Values* value shows less than 0.05, these results indicate that OCB has a negative and significant effect on *turnover intention*. This means that if OCB behavior in the workplace is high, the level of employee *turnover intention* in the workplace will be low. This is in line with research by (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Rahmawati, 2016; Sverke and Hellgren 2002; Saraswati, 2017; Puspitasari (2013) which says that companies need to increase OCB to keep employees from committing *turnover intention*.

CONCLUSIONS AND SUGGESTIONS

Conclusion

This research tries to analyze variables related to *work stress*, *coping stress*, *organizational citizenship behavior* and *turnover intention*. The results of this study were obtained from research on employees of PT Media Televisi Indonesia. From the calculation results in this study, the following conclusions can be drawn: *Work stress* has a significant positive effect on *turnover intention* in employees of PT Media Televisi Indonesia. This means that the higher the level of *work stress* felt, the higher the level of *turnover intention*. *Coping stress* has a significant positive effect on *turnover intention* in employees of PT Media Televisi Indonesia. This means that the higher the level of *work stress* felt, the higher the level of *turnover intention* there is. *Organizational citizenship behavior* has a significant negative effect on *turnover intention* in employees of PT Media Televisi Indonesia. This means that the higher the *organizational citizenship behavior* that a person has, the lower the level of *turnover intention* that is felt.

b. Advice

Based on the above conclusions, several suggestions can be put forward for consideration for PT Media Televisi Indonesia and for further researchers:

- 1) Leaders must provide clear information related to job demands, job responsibilities, time to complete tasks, supporting facilities for doing tasks and aregular portion of tasks, to avoid mistakes and pressure at work.
- 2) Companies should provide support for the work environment through creative programs outside of work activities that have an impact on strengthening relationships between companies and employees and between employees and employees, this can encourage employees to reduce stress.
- 3) Companies are expected to improve good relationships between employees and other employees and employees with superiors through good communication between company members. The creation of a good relationship can trigger job satisfaction felt by employees which can have an impact on increasing family behavior.
- 4) Limitations,
Suggestions for future researchers, who will conduct research in the same field, should be reviewed using other variables such as Motivation, Organizational Commitment, and Productivity or using other research objects and with the addition of different research objects. So that further research will be more perfect and provide more information.

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