

The Influence Of Work Flexibility And Job Stress On Employee Turnover Intention

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Abstract

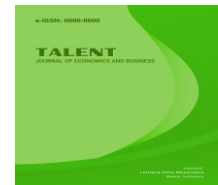
Turnover intention refers to an employee's tendency or intention to leave their job or organization. This is an initial indication of the possibility of employee transfer from one position or company to another position or company. Turnover turnover rates can provide important insights for human resource management and organizational leaders about employee satisfaction, their perceptions of the work environment, and other such factors that may influence their decisions to stay or leave. This research aims to find out how much influence work flexibility and work stress have on employee turnover intention. The method used in this research is a quantitative method which is carried out by distributing questionnaires containing statements regarding the influence of work flexibility and work stress on employee turnover intention. This research took samples from workers in several areas and produced quite a lot of respondents. The results of the questionnaire data show that work flexibility has no effect on work stress and work flexibility has no effect on turnover intention, while work stress has a positive effect on turnover intention, which means it has an effect.

Keyword: flexibility,work stress,turnover intention

Introduction

Work flexibility is very crucial for workers in the current era. Human Resource Management is useful for managing employees in the workplace to achieve the company mission and strengthen the work culture in the company. Human Resource Management is a crucial part of maintaining or improving business health. Apart from that, Human Resources Management also plays an important role in monitoring or monitoring the condition of the job market to help a company remain competitive. In the world of work, there are also employees who need work flexibility rules so that they can make employee performance run well without causing stressful workloads that are not in accordance with the demands of the employee's way of working. Hill, et al (2008) define that workplace flexibility is the ability of employees to make choices that influence when, where, and how long they need to be involved in work-related tasks. The results of research conducted show that forms of flexible work arrangements through informal remote work arrangements have a positive indirect effect through company commitment and job satisfaction on employee performance (De Menezes & Kelliher, 2016).

Flexible work arrangements and business life are important for companies to retain the best employees (Altındağ & Siller, 2014). Career changes also have a big impact on employees, which can cause stress at work. Work stress is a condition that occurs when employees are faced with opportunities and challenges that can trigger conflict and changes in behavior. Velnampy



and Aravinthan (2013) state that work stress is an emotional pattern of cognitive behavior and emotional reactions to dangerous and harmful aspects of every job, job company and work environment. Anxiety is a negative reaction of people who experience excessive pressure from desires, many obstacles or opportunities (Stephen P. Robbins, 2003). Employees must have the right role, this role will cause stress in the work environment. Employees are working in a stressful situation, you will not produce good work. Indicators of work stress according to Robbins (2002) are: 1. Task demands, 2. Role demands, 3. Interpersonal demands, 4. Company structure, 5. Company leadership. This is in accordance with research conducted by Hauck et al (2008) which states that stress can be increased by an increase in workload which will result in a decrease in performance. One of the problems that affects employees in a company is a high turnover rate. The negative impact felt due to turnover in companies is on the quality and ability to replace employees who leave the company, so that it takes time and new costs to recruit new employees (Arsih et al., 2018). Employee turnover or turnover is a real manifestation of turnover intention which can be a serious problem for companies or companies, especially if those who leave are workers who have expertise, ability, skills and experience or workers who occupy vital positions in the company, so that it can disrupt effectiveness. running of the company. Perez and Mylene (2008) describe turnover intention as a subjective possibility that an individual will change jobs within a certain period of time and is a basic precursor to actual turnover. Work stress and work flexibility are important variables that influence employee turnover intention. In its development, work stress and work flexibility must be considered by companies to make employees who work in the company feel comfortable at work.

From the background information outlined above, the purpose of conducting this research is to understand the significance of work flexibility and job stress on turnover intention. The aim is to enable company management leaders to continuously pay attention and implement policies that do not overly burden employees, potentially causing work-related stress. Therefore, I have chosen the title "The Influence of Work Flexibility and Job Stress on Employee Turnover Intention".

Method

The research method employed is quantitative, aimed at collecting and processing current data received from respondents who have filled out questionnaires containing statements regarding the influence of work flexibility, job stress on employee turnover intention. Data analysis in this study utilizes the Smart PLS software, with the tested data including R-square, Path Coefficient.

Population and Sample

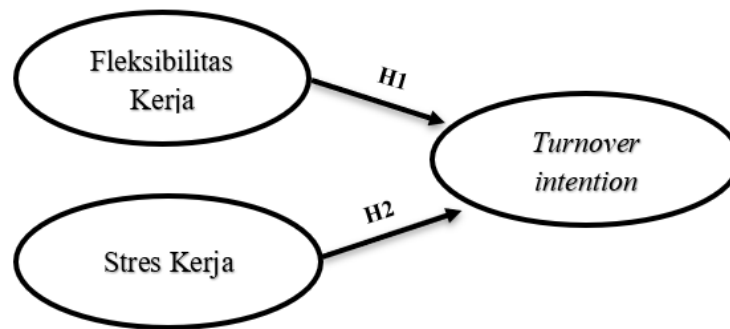
This questionnaire is designed for those who have work experience, especially in the manufacturing sector, holding positions within companies located in the Bekasi Regency region, such as MM2100, Ejip, Hyundai, Jababeka, Delta Silicon, Giic, and the Gobel Area. The total number of respondents recorded in this questionnaire is 62 individuals.



Research Design

The design in this research is as follows:

Figure 1 Research Design



Results and Discussion

R Square

Data Table 1 R Square Value Test Results After Algorithm Elimination

	R Square	R Square Adjusted
TIK	0,404	0,384

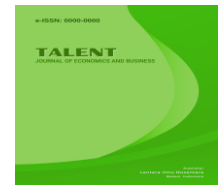
The R-Square value (coefficient of determination) is used to assess how well a linear regression model fits the observed data. Adjusted R-Square, on the other hand, adjusts the R-Square for the addition of independent variables that do not contribute significantly to the model.

In the context of turnover intention, an R-Square value of 0.404 indicates that approximately 40.4% of the variability in turnover intention can be explained by the independent variables in the regression model. Meanwhile, the Adjusted R-Square value of 0.384 indicates that around 38.4% of the variability in turnover intention can be explained by the independent variables in the regression model, considering the number of independent variables used. This suggests that the regression model is quite effective in explaining the relationship between independent variables and turnover intention. In conclusion, this study emphasizes the significant contribution of work flexibility and job stress in understanding and predicting an individual's intention to switch jobs within a company.

Path Coefficients Test Value

Data Table 2 Path Coefficients Test Results After Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
FK -> TIK	-0,194	-0,191	0,155	1,255	0,210
SK -> TIK	0,670	0,682	0,096	6,973	0,000

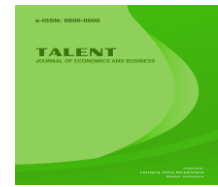


In the first hypothesis of the study, a statistical analysis was conducted using the T-test to evaluate the relationship between work flexibility and the level of employee turnover intention. The T-test results indicate that the statistical T-value is 1.255 with a v value of 0.210. With a significance value (p-value) of 0.210, these results show that there is no significant difference between the group with high work flexibility and the group with low work flexibility regarding the level of employee turnover intention. It can be concluded that work flexibility may not have a significant influence on the level of employee turnover intention in the studied population. These findings could serve as a basis for further research or considering other factors that may affect the relationship between work flexibility and employee turnover intention.

In the second hypothesis research, statistical analysis was carried out using the T test to evaluate the relationship between the level of work stress and the level of employee turnover intention. The T test results show that the statistical T value is 6.973 with a v value of 0.000. With a very low significance value (p-value), namely 0.000, these results indicate that there is a significant difference between the group that experiences high levels of work stress and the group that experiences low levels of work stress related to the level of employee turnover intention. These results confirm the existence of a strong relationship between the level of work stress and the level of employee turnover intention. A high statistical T value indicates that the difference between the two groups did not occur by chance and can be considered a statistically significant difference. So it can be concluded that work stress has a significant impact on employees' desire to leave the company or their turnover intention level. These results provide important indications for companies to pay attention to and manage factors that can cause work stress, in order to reduce turnover rates and retain employees who have the potential to contribute positively to the company.

Further research can be focused on identifying specific factors that cause work stress and developing stress management strategies that can be applied in the workplace. This conclusion can serve as a foundation for designing more effective and employee-oriented human resource policies in an effort to reduce the level of turnover intention within the company.

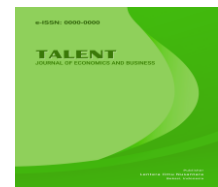
The results from data processing conducted through SmartPLS indicate that the influence of work flexibility on employee turnover intention is not significant. This is because, from the questionnaire administered to employees, with a total of 62 respondents in the Scanner Department, constituting 72%, the majority of respondents are skilled production operators responsible for maintaining productivity in producing high-quality goods for sale. These operators need to focus on the machines assigned to them, ensuring that the produced goods meet established quality standards, and maintaining smooth production by operating the production machines correctly and addressing any issues. Consequently, the presence of work flexibility does not significantly impact employee performance. Previous research by S. Kurnia and Tanuwijaya (2023) indicated a strong correlation between turnover intention and employee satisfaction. Employees with high job satisfaction tend to have low turnover intention. O'Neal's (2012) research revealed that schedule flexibility has a positive correlation with overall job satisfaction and statistical significance. Schedule flexibility is a company's aspect of flexibility that can help employees manage both work and family responsibilities, making it family-friendly. Such policies create a sense of security for employees, demonstrating the company's concern for their well-being, needs, and non-work-related issues (Lewis, 2003). The research



results also show that flexibility in working has a positive relationship with performance (Kelliher, 2008). Therefore, the discussion on the hypothesis that work flexibility positively influences performance and productivity. Consequently, the relationship between work flexibility and turnover intention is as follows: Work flexibility has a negative impact on turnover intention. Research indicates that when employees feel comfortable and their needs are met, the turnover rate in a company tends to be lower. Comfortable employees are less likely to consider leaving the company.

The results of data processing, obtained from the questionnaire, indicate a positive influence of work stress on employee turnover intention. Work stress significantly affects the comfort level of employees within a company. It is not uncommon for a company to experience a high turnover intention when many employees are contemplating leaving, and some may even submit resignation letters. According to Jehanzeb et al. (2013), there are three indicators to measure turnover intention: first is the thought of leaving, where employees feel uncomfortable within the company, leading to the thought of leaving; second is the desire to seek other job opportunities, reflecting the company's inability to meet employee needs, prompting them to look for other job opportunities; and the last is the employees' intention to leave the company in the coming months. Sutanto and Gunawan (2013) state that there are many causes of turnover intention, including work stress, the work environment, job satisfaction, organizational commitment, and others experienced by employees. Work stress can also influence turnover intention in addition to job satisfaction. The research conducted by Siddiqui and Jamil (2015) shows that work stress is one of the main factors affecting employee turnover intention. According to Nursyamsi (2023), work stress is the conceptualization of an individual's work reaction to the environmental characteristics that employees will face, including threats that employees may encounter while working in a company. Severe stress can lead employees to become ill or even resign (Manurung and Ratnawati, 2012). Employees often face various problems within and outside the company, making it highly likely for them to experience stress. Excessive stress becomes intolerable because individuals lose the ability to control themselves entirely, potentially leading them to submit resignation letters to the company.

In previous research, Arshadi and Damiri (2013) also found that work stress is positively related to turnover intention. Indeed, in this current study, based on the processed questionnaire data, the results remain consistent, indicating that work stress is one of the factors contributing to the increased turnover intention in companies. Therefore, companies must be proactive in addressing such issues to prevent a surge in turnover intention rates. Companies should evaluate, identify, and find solutions to work stress issues, either by identifying the workload given to each employee to ensure it aligns with their capacity and capabilities, or by addressing any excessive burden that may lead to increased stress levels among employees. Additionally, providing rights can prevent stress levels among employees. When employees receive rights, including appropriate working hours, locations, and compensation corresponding to their workload, it can minimize stress levels, allowing employees to reconcile their thoughts and work. This is especially important for those who are already married. If companies consistently pay attention to these aspects, they can undoubtedly reduce or even eliminate work stress levels for their employees.

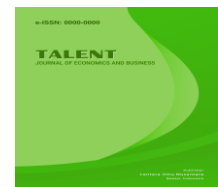


Conclusion

Based on the research findings that present results indicating that work flexibility does not affect the levels of work stress and employee turnover intention, while work stress influences turnover intention, several key conclusions can be drawn. The lack of correlation between work flexibility and turnover intention suggests that the level of work flexibility does not impact the turnover intention of employees. Although work flexibility is often associated with employee retention, in this case, no significant correlation was found. On the other hand, work stress does affect turnover intention; the findings indicate that the level of work stress has a significant impact on the turnover intention of employees. This suggests that employees experiencing high levels of work stress are more likely to have the intention to leave the company. This conclusion provides valuable insights for human resource management. Companies need to focus efforts on managing work stress to reduce turnover intention rates. Although work flexibility is not proven to have an impact, stress management strategies can be key to improving employee retention and overall company sustainability. Thus, these findings provide guidance for companies to detail more effective management policies and practices, prioritizing stress management to minimize turnover intention and enhance employee well-being.

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