

## The Role of Job Stress as Mediator on the Relationship Between Job Demands on PT X Outsourced Driver Turnover Intention

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### Abstract

Turnover intention is a detrimental occurrence that frequently arises in many enterprises. Elevated levels of turnover intention can detrimentally affect the firm. Job demands and job stress are influential elements contributing to increased turnover intention. This research aimed to examine the impact of job demands on turnover intention while considering the mediating role of job stress variables. A correlational quantitative methodology was employed, with 74 respondents who completed a questionnaire. Reliability was evaluated using Cronbach's alpha technique with job demands with a Cronbach's alpha value of 0.698, job stress with a Cronbach's alpha value of 0.539, and turnover intention with a Cronbach's alpha value of 0.855. A mediator analysis was conducted using the JASP software to assess the importance of the three variables. The analysis results indicate that job demands statistically impact turnover intention (p-value = .005), job demands substantially affect job stress (p-value = .001), and job stress significantly affects turnover intention (p-value = .015). This research demonstrates that job stress plays a mediating function in the connection between job demands and turnover intention, and this association is statistically significant with a p-value of .035. These findings suggest that job stress significantly motivates people with high job demands to consider leaving their current employment.

### Abstrak

*Turnover intention* atau keinginan mengundurkan diri merupakan kejadian merugikan yang sering terjadi di banyak perusahaan. Meningkatnya tingkat keinginan mengundurkan diri dapat berdampak buruk bagi perusahaan. Tuntutan pekerjaan dan stres kerja merupakan elemen berpengaruh yang berkontribusi terhadap peningkatan keinginan ini. Penelitian ini bertujuan untuk menguji pengaruh tuntutan pekerjaan terhadap keinginan mengundurkan diri dengan mempertimbangkan peran mediasi variabel stres kerja. Metodologi kuantitatif korelasional digunakan, dengan 74 responden yang mengisi kuesioner. Reliabilitasnya dievaluasi menggunakan teknik *Cronbach's alpha* dengan tuntutan pekerjaan nilai *Cronbach's alpha* sebesar 0.698, stres kerja dengan nilai *Cronbach's alpha* sebesar 0.539, dan *turnover intention* dengan nilai *Cronbach's alpha* sebesar 0.855. Analisis mediator dilakukan dengan menggunakan perangkat lunak JASP untuk menilai pentingnya ketiga variabel. Hasil analisis menunjukkan bahwa tuntutan pekerjaan secara statistik berpengaruh terhadap keinginan pindah kerja (p-value = 0,005), tuntutan pekerjaan berpengaruh signifikan terhadap stres kerja (p-value = 0,001), dan stres kerja berpengaruh signifikan terhadap keinginan pindah kerja (p-value = 0,015). Penelitian ini menunjukkan bahwa stres kerja memainkan fungsi mediasi dalam hubungan antara tuntutan kerja dan keinginan mengundurkan diri, dan hubungan ini signifikan secara statistik dengan p-value sebesar 0,035. Temuan ini menunjukkan bahwa stres kerja secara signifikan memotivasi orang-orang dengan tuntutan kerja yang tinggi untuk mempertimbangkan meninggalkan pekerjaan saat ini.

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## INTRODUCTION

Turnover intention is a detrimental occurrence that frequently arises in many enterprises. Sutanto and Kurniawan (in Asih, 2021) elucidated that various employee behaviors indicate an intention to resign from the company. These behaviors encompass violating company rules, frequent opposition and protestation against superiors and colleagues, and a deviation in the approach to completing responsibilities compared to previous methods. The intention to leave the organization might result in adverse consequences, including increased expenses associated with hiring new personnel, frequent retraining of new hires, and potential disruptions in communication (Salimah, 2021).

According to Astutik and Liana (2022), the number of employees in one company in Indonesia has declined over the last two years. Data in 2019 shows employees who have contract status at PT. Agility International has as many as 60 people. The number of individuals steadily increased each, culminating at 93 in 2020. However, in 2021, 27 out of 93 individuals resigned. Nevertheless, there was a significant surge in 2022, with 71 workers articulating their intention to leave the company.

Moreover, mining firms in Kalimantan witnessed a rise in their revenue in 2019, using a labor estimate of 4.35%. However, in 2020, the percentage gain in turnover surged to 15.56%. Based on the LTO data, it is evident that there was a significant increase in turnover intention rate in the year 2020. Amri et al. (2017) reported that the turnover rate was significantly higher than the expected turnover rate of 10% in 2017. A turnover rate is typical when it falls between 5%–10% every year. However, if the rate surpasses 10%, it can be classified as excessive (Gani et al., 2022).

Voluntary turnover intention is frequently observed among employees in for-profit organizations. According to Sutanto and Gunawan (in Susilo & Satrya, 2019), turnover intention might arise due to an overwhelming workload, job stress, the work environment, and job satisfaction. As the workload of employees increases, so does the pressure they experience. Mobley (in Desi & Dosari, 2023) defined turnover intention as the deliberate desire of employees to quit or leave their current occupations willingly or seek employment elsewhere based on their personal preferences.

A major determinant of turnover intention is the presence of elevated job demands. Xanthopoulou et al. (in Wulan & Apriliani, 2017) defined job demands as tasks encompassing physical, social, and organizational elements, necessitating ongoing physical and psychological exertion. Organizations can mitigate job-related stress among their employees by enhancing staff competencies, curbing excessive work hours, and fostering the development of knowledge and abilities (Yuridha, 2022). These pressures can originate not only from the professional setting but also from his home life. Typically, the number of job responsibilities alone does not necessarily prompt someone to depart from a company. These findings align with the research conducted by Perdana and Sutapa (2021), which concluded that job demands do not substantially impact turnover intention. In other words, job demands cannot fully explain their influence on turnover intention. As workers get additional demands, the intensity of the pressure they experience increases, potentially leading to job stress and other related consequences. As a person's job stress level rises, so does their inclination to quit. This is corroborated by a study conducted by Rai (2015), which found that elevated stress levels among employees

are positively associated with an increased inclination to quit the organization (Pranata & Netra, 2019).

Job stress may lead to an individual's inclination to leave their job, as indicated by Mawadati and Saputra (2020). Job stress can arise from internal factors related to the employees and external factors related to the work environment. As rivalry intensifies within a corporation, the workload increases, necessitating a larger workforce to handle the tasks. The organization has developed multiple policies to ensure the stability of its personnel resources. If the implemented policy does not align with the expected standards and the employees' capabilities, it can lead to a request for change. Increased work expectations directly correlate with heightened pressure experienced by workers, potentially resulting in job stress (Suryani & Yoga, 2019).

Robbins (in Massie et al., 2018) defines employee job stress as a result of the interaction between individuals and their work, leading to deviations from their usual functions. Job stress can induce psychological disorders that cause discomfort in individuals due to the pressure they experience in their surroundings, and it can lead to the imposition of urgent deadlines or a perception of insufficient time among employees. Numerous factors influencing job stress levels encompass high-performance expectations, incongruence with supervisors and peers, and other determinants (Sumrahadi et al., 2019). Handoko (in Hasyim & Rokhmatin, 2021) states that excessive job stress poses a potential risk to individuals' management of their surroundings. While it may not always lead to negative outcomes, preventive measures can help avoid more severe circumstances. Prolonged and intense stress can harm an individual's physical and cognitive well-being.

This research aimed to fill in the gaps left by previous research. According to the findings of research by Bon and Shire (2017) and Scanlan and Still (2019), it can be inferred that job demands have a favorable impact on turnover intention. Perdana and Sutapa (2021) found that job demands do not significantly increase turnover intention. Moreover, a study by Tziner et al. (2015) revealed that earlier research on job stress and turnover intention demonstrated that job stress does not impact turnover intention. Research conducted by Dewi and Sriathi (2019) and Pranata and Netra (2019) demonstrates that job stress has a noteworthy impact on turnover intention.

Prior research has investigated the impact of job demand and stress on the inclination to leave one's job among office employees in Indonesia. Nevertheless, past research has yet to extensively address the issue of employment demand and job stress, specifically among company drivers. The driver's job includes transporting commodities throughout several regions of Indonesia, necessitating attentiveness, concentration, and a high level of vigilance. Furthermore, these drivers possess an outsourcing status, which has distinct rights and privileges compared to regular employment drivers. Driver outsourcing is demonstrated by wage disbursements that frequently experience delays and the absence of health insurance coverage, resulting in individuals facing distinct psychological issues. Therefore, research regarding driver outsourcing was carried out.

The minor hypothesis in this research is: (1) job demands affect turnover intention in PT X outsourcing drivers; (2) job demands affect job stress in PT X outsourcing drivers; and (3) job stress affects turnover intention in PT X outsourcing drivers. The major hypothesis in this research is that job demands affect turnover intention mediated by job stress in PT X outsourcing drivers.

## **METHODS**

### **Research Design**

This research uses a correlational quantitative method, with job demands (X) as the independent variable, turnover intention (Y) as the dependent variable, and job stress (M) as the mediation variable.

### Population and Sample

This research was conducted at PT X, located in Tuban. The population is an outsourcing driver at PT X. The sampling technique used is accidental sampling because the existing population is quite significant, and respondents are only sometimes at the research location because they work to distribute goods outside the city. Hence, it is not possible to examine the entire population. According to Sugiyono (in Meidatuzzahra, 2019), accidental sampling is determining a sample based on chance; anyone who meets the researcher and the criteria can be used.

### Data Collection Techniques and Instrument Development

The research method used is quantitative correlational. Seventy-four respondents were involved in this research by filling out three questionnaires. This research measuring instrument consists of several statements that provide four answer choices using a Likert scale. A four-level Likert scale was used to avoid neutral answers. This research took one month to get answers from research respondents.

### Instrument Development

Job demands were measured using an instrument created by Bakker (2014) and adapted by Wulan and Apriliani (2017), with Cronbach's alpha of .97, and five dimensions, including work pressure (WP), cognitive demands (CD), emotional demands (ED), role conflict (RC), and hassles (H). The items in this instrument were then modified to adapt to the research context used. Correlation with total items for all items ranged from .300 to .607.

Job stress was measured using an instrument developed by Prasetio et al. (2019) and adapted by Steven and Prasetio (2020), with the validity value of all items showing a significance of  $.000 > .05$  and Cronbach's alpha of .785.

The turnover intention was measured by adopting an instrument by Anastasia and Widiawan (2023), which was developed from three instruments: Perdana and Sutapa (2021), Sanjaya and Sutapa (2022), and Koviliana (2018). This instrument has been adapted to research needs. It has a Cronbach's alpha of .913 and a validity value ranging from .714 to .922. It has three indicators: intention to quit, job research, and thinking about quitting.

### Data Analysis Techniques

This research used mediation analysis with the help of the JASP application—the decision to determine the significance of any  $p\text{-value} < .05$ .

## RESULTS

Table 1.  
Direct Effects

	Estimate	Std. Error	z-value	p	95% Confidence Interval	
					Lower	Upper
JD → IT	.056	.020	2.838	.005	.017	.095

*Note.* Delta method standard errors, normal theory confidence intervals, ML estimator.

Table 1 shows that the significance value is .005, less than .05. The results demonstrate a significant relationship between job demands and turnover intention.

Table 2.  
Indirect Effects

	Estimate	Std. Error	z-value	p	95% Confidence Interval	
					Lower	Upper
JD → SK → IT	.021	.010	2.112	.035	.002	.041

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

Table 2 shows that the significance value is .035, less than .05. The result is statistically significant. Job stress can serve as a mediator in the interaction between job demands and turnover intention.

Table 3.  
Path Coefficients

	Estimate	Std. Error	z-value	p	95% Confidence Interval	
					Lower	Upper
SK → IT	.273	.112	2.439	.015	.054	.493
JD → IT	.056	.020	2.838	.005	.017	.095
JD → SK	.078	.018	4.226	< .001	.042	.114

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

Table 3 demonstrates that job stress has a notable impact on turnover intention, as evidenced by a statistically significant value of  $.015 < .05$ . In addition, job demands considerably influence turnover intention, as evidenced by a value of  $.005 < .05$ . Similarly, job demands also significantly impact job stress, as demonstrated by a value of  $.001 < .05$ .

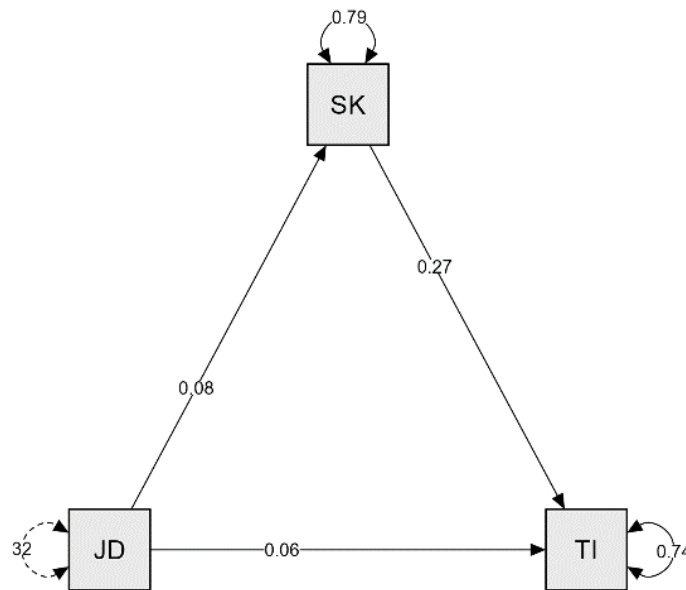


Figure 1.  
Plot Path

Figure 1 demonstrates job demands' clear and substantial impact on turnover intention. An individual's likelihood of leaving will be significantly higher when they perceive an excessive and burdensome workload that causes bodily and psychological distress.

## DISCUSSION

The findings of this research demonstrate that job demands exert a substantial impact on turnover intention. Furthermore, job stress is significantly impacted by job expectations. Work-related stress exerts a substantial impact on the intention to leave a job. Job stress has been found to play a crucial role in the connection between job demands and turnover intention.

Job demands exert a substantial impact on turnover intention in this research. The findings are substantiated by the studies conducted by Bon and Shire (2017) and Scanlan and Still (2019), who determined that job demand positively impacts turnover intention. These results show that as the amount of job demands experienced by drivers increases, so does their intention to leave their employment. Based on the theory that has been explained, job demands have five dimensions: (1) work pressure can be interpreted as the pressure a person experiences while working, such as when the drivers are obliged to distribute goods according to the time agreed with the client, even though the driver cannot promise to arrive on time due to uncertain conditions; (2) cognitive demands are a form of work demands obtained by a person that involves continuous mental effort at work, which is shown by how the driver needs to have high concentration and be careful to avoid undesirable things while driving, such as accidents and loss of equipment when distributing goods to customers; (3) emotional demands can be interpreted as emotional demands in work that are also related to the company, which are shown when drivers face clients who are less friendly and polite, especially when goods are delivered beyond the estimated time requested; (4) role conflict is defined as a conflict experienced by a person with his co-workers, indicated by the condition of the driver having conflicting expectations with his colleagues regarding the number of orders obtained; and (5) hassles can be interpreted as obstacles someone faces when doing their work, such as when drivers distribute goods and still need to wait for a road warrant. Therefore, the first minor hypothesis can be declared acceptable.

Job demands have a significant influence on job stress. The existence of various demands experienced by drivers can cause job stress. Drivers often feel tired after work, especially when distributing out of town, which causes them to feel they need more free time after work. In addition, drivers will also think about working at home when they experience unexpected situations, such as eliminating the vehicle drivers use. Then, they must replace it with a monthly salary cut according to the losses experienced. Job demands can have an impact on job stress levels. The level of job stress in each person is different. Some are at low, medium, and high levels. Thus, the second minor hypothesis was accepted.

Work-related stress substantially impacts employees' inclination to leave their jobs. These findings are corroborated by Dewi and Sriathi (2019) and Pranata and Netra (2019), who demonstrate that job stress substantially impacts turnover intention. This demonstrates a positive correlation between the intensity of work-related stress experienced by employees and their inclination to resign from the organization. If an individual cannot handle stress effectively, it will impact the immediate surroundings and may lead to a rise in turnover intention. Therefore, the third minor hypothesis is valid.

In the results obtained, job demands affect turnover intention, but the effect on turnover intention cannot be explained. This finding is supported by research conducted by Perdana and Sutapa (2021), which states that job demands do not significantly positively affect turnover intention. However, intention turnover rates can increase when job stress mediates. The more demands workers get, the greater the pressure felt, which can cause various things such as job stress. When a person's job stress level increases, the desire to leave his job is also higher. This is supported by research conducted by Rai (2015), which concluded that when employees experience a high level of stress, their desire to

leave the company will also increase (Pranata & Netra, 2019). When someone gets a demand that can result in their job stress level, they will think that it is better to continue in the same company or look for a company with a lower level of job stress. It can be seen that job demands and job stress are two things that are interrelated to the turnover intention rate (Javed et al., 2014).

Companies need to know the various factors that can cause job stress in employees to avoid feeling burdened on employees. In addition, companies need to provide various evaluations and activities that can reduce employee job stress rates. Evaluations and productive activities can reduce or lower the turnover intention rate caused by job stress. Training can also be provided to employees, such as stress management because it can help reduce the turnover rate of intention.

## CONCLUSION

Based on the analysis and discussion above, job demands significantly affect turnover intention but are less consistent. However, when job stress mediates, the turnover rate of outsourced driver intention at PT X can be higher. In addition, job stress also shows significant results in turnover intention. Further research is expected to add more variables to the research model, such as compensation and job satisfaction. Many other factors affect the turnover intention rate and must be studied and analyzed more deeply. Future research can also increase the number of samples to avoid errors in data distribution.

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