

The Effect of Job Stress on Turnover Intention Through Perceived Organisational Support as a Moderator in Marketing Employees

Julius Jarot Tobing¹, Siti Aisyah², Suryani Hardjo³

¹²³Universitas Medan Area, Indonesia

Correspondent: jarot.tobing30@gmail.com¹

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ABSTRACT: Although there is recognition of the level of job stress, the link with turnover intention is clearly evident. Therefore, the following research questions are posed: Does job stress have a direct effect on turnover intention? Furthermore, to what extent does job stress have an indirect effect on turnover intention through perceived organizational support? While job stress is acknowledged as a significant factor, it does not fully capture the concept of perceived organizational support, which is crucial for individual decision-making and well-being. Persistent turnover intention is not solely caused by job stress; perceived organizational support plays an important role in long-term career success. However, a review of the existing literature reveals a lack of studies specifically addressing the mediating role of perceived organizational support in the relationship between job stress and turnover intention. This research gap calls for further exploration. This study uses a non-experimental quantitative approach with a case study design. The goal is to observe a specific sample group rather than to generalize the research findings. The sample was selected through a process based on the level of turnover intention at the research location. Data were collected using three scales and analyzed through mediation analysis. The findings of this study indicate that the initial hypothesis, which states that job stress has a direct effect on employee turnover intention, is supported. In addition, the second hypothesis is also accepted, indicating that job stress has an indirect effect on turnover intention through perceived organizational support. Conclusions and further recommendations will be elaborated in the subsequent discussion.

Keywords: Job Stress, Turnover Intention, Perceived Organisational Support.



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INTRODUCTION

In discussing the industrial world, human resources (HR) will always be related to it. Especially in the current era of globalisation, competition in the industrial world will be tighter, coupled with the increasing number of people in the world. In order to survive in this era of globalisation, of course, companies need to pay attention to how their productivity is inseparable from how the

quality of the company's human resources itself. These conditions can encourage companies to pay attention to their human resources to stay qualified, motivated, work as much as possible which will have an impact on the productivity of the company. HR is the most important asset for a company, with the availability of good and proper human resource management, the company will be able to achieve its goals and have good development ([Mamik, 2016](#)). However, the achievement of good and appropriate human resources certainly depends on how companies manage their own human resources.

HR management is a formal system design in organisations to ensure effective and efficient HR management to achieve organisational goals ([Abdullah, 2017](#)). The above says that HR management is a formal system design in the organisation, which means that HR management alone does not guarantee the success of HR management itself. Of course, there will be many factors both from the company and from within the employees themselves. Sometimes companies have done good HR management but for some employees this is not enough for some of these employees. It can even be said that the success or failure of HR management carried out by the company is influenced by many factors and each of these factors is influenced again by many factors in it. One of them is the phenomenon where employees no longer give their maximum performance because of the desire to leave the company, which is commonly referred to as turnover intention.

Turnover intention is a person's desire to leave the company and try to find a better job than the previous place of work ([Haholongan, 2018](#)). According to Mobley, turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice ([Khikmawati, 2015](#)). High turnover rates will have a negative impact on the organisation, creating instability and uncertainty about workforce conditions ([Sani, 2017](#)).

Basically, turnover intention is only limited to the desire to leave the company, which means that employees are still working in the company and have not left the company. However, from the discussion of turnover intention indicators above, a little explains that desire alone can have an impact on reducing company productivity. This turnover intention phenomenon can occur in many companies, one of which is in the PT.X company, especially for marketing employees. PT.X. PT.X is a company engaged in financing in the form of providing goods or capital that can be done by anyone who needs it or is often called a leasing company.

Based on preliminary data taken by researchers regarding turnover intention through a survey method made based on turnover intention indicators for PT.X marketing employees, PT.X marketing employees tend to want to leave their current jobs and plan to find new jobs. Coupled with interview data with the marketing manager of PT.X and several employees who said that many employees are no longer working optimally, such as offering company products not every day but starting from the middle of the month, there are also employees who only work at the beginning of the month, after the target is reached the employee chooses not to work until the end of the month. The increasing number of lateness to work is also an indicator that turnover intention in the company is indeed a problem in the company.

The marketing manager of PT.X Medan city branch said that the marketing target every month is never not achieved, but also not increasing or stagnant. The intention to leave work occurs 50% every year, and this is because the marketing division puts pressure on product sales every month. The marketing manager of PT.X Medan city branch assumed that one of the factors that made marketing productivity could not increase significantly was marketing employees who began to want to find a new job, so they chose not to work with maximum performance, came late, and often complained about their work to superiors and other colleagues.

Of course, the problem of turnover intention is influenced by many factors, [Price \(2001\)](#) said that there are several factors that support turnover, one of them is job stress. An individual response to a perceived imbalance between the demands made in a situation and the resources available can be called work stress ([Boyd et al., 2014](#)). According to [Robbins dan Judge \(2011\)](#) employee work stress is a condition that arises from the interaction between humans and work and is characterised by human changes that force them to deviate from their normal functions.

This study assumes that work stress experienced by employees at PT.X triggers the emergence of turnover intention. [Robbins \(2016\)](#) states that indicators of work stress include task demands, role demands, interpersonal demands, organizational structure, and organizational leadership. Marketing employees who feel overwhelmed by heavy and numerous task demands may experience work stress, which in turn can lead them to consider seeking other jobs with lighter and more manageable task demands.

Meanwhile, within PT.X itself, marketing employees experience numerous concerns, including fear of not meeting sales targets, fear of being dismissed, or being treated unfairly due to unmet sales targets. Additionally, some employees are increasingly aware of the risk of rejection from potential customers, which they perceive as becoming more frequent.

In addition to the fear experienced by marketing employees, discomfort also arises due to the pressure exerted by their superiors. Supervisors are perceived as excessively demanding, pushing employees to sell more without considering the factors that hinder sales and the challenges employees face. The pressure experienced by employees is accompanied by frustration resulting from their inability to achieve maximum performance in selling more. This frustration, in turn, is seen as an obstacle that further hampers their work, leading to even greater pressure from their superiors. These factors indicate that marketing employees experience work-related stress, characterized by feelings of fear, pressure, and frustration while working.

A study conducted by [Yuniasanti et al., \(2023\)](#) on the relationship between work stress and turnover intention found a significant correlation between the two variables. Meanwhile, another study by [Gumilang \(2016\)](#) found that salary, promotion, coworkers, job characteristics, and work stress behavior significantly influence turnover intention.

Based on the explanations above and the findings from previous studies, the researcher suspects that work stress is a significant factor influencing the phenomenon of turnover intention among marketing employees at PT.X. However, the researcher believes that work stress does not directly affect employees' turnover intention. Instead, there are various factors that can either weaken or strengthen work stress as a predictor influencing turnover intention among marketing employees

at PT.X. As previously explained regarding the factors causing turnover intention, organizational factors themselves can influence employees' turnover intention. The researcher aims to explore how employees' perceptions of organizational support can influence the relationship between work stress and turnover intention among marketing employees at PT.X, which has yet to be fully realized.

[Rhoades dan Eisenberger \(2002\)](#) define employees' perception of organizational support as their belief regarding the extent to which the organization values their contributions and cares about their well-being. Individual's perception of the fairness of treatment received from an organization, as well as their behavioral reaction to such perception ([Abdelwahed et al., 2023](#); [Rezaei, 2019](#)). This perception of organizational support is not limited to what the company provides to its employees but also includes how employees perceive the organization or company where they work as providing support for them—whether from supervisors, coworkers, subordinates, or even customers. Based on observations and interviews, it is true that most employees feel that they do not receive organizational support, and in line with this, they also stated that they are looking for work that is equivalent to their current job.

The perception of organizational support is influenced by various aspects of how the company treats its employees, shaping employees' overall perception of how much the organization values their contributions and considers their well-being ([Eisenberger et al., 1986](#)). A positive perception of the company, encouraging employees to remain with the company without considering to leave ([Arici, 2018](#); [Başer et al., 2024](#); [Islam et al., 2018](#)). A study conducted by [Kerr \(2005\)](#) demonstrated that there is a significant negative relationship between the perception of organizational support and turnover intention.

Thus, the phenomenon of turnover intention among employees arises due to the influence of job stress experienced by employees. However, the perception of organizational support emerges as a moderating variable that can either strengthen or weaken the effect of work stress on employees' turnover intention. Therefore, the research questions to be posed are: (1) Is there a direct effect of job stress on the turnover intention of marketing employees at PT.X? (2) Is there an indirect effect of work stress on turnover intention, moderated by the perception of organizational support among marketing employees at PT.X?

Work stress plays an important role in increasing turnover intention, while the perception of organizational support acts as a moderating factor that influences this relationship. Employees who experience work stress tend to exhibit higher turnover intention. A high perception of organizational support can help employees feel valued for their contributions and cared for in terms of their well-being. Based on this, the hypotheses to be proposed are: (1) There is a direct effect of work stress on the turnover intention of marketing employees at PT.X. (2) There is an indirect effect of work stress on turnover intention, moderated by the perception of organizational support among marketing employees at PT.X.

METHOD

This quantitative research was conducted using a case study approach, meaning that the results of the study only apply to the sample in this study. The research obtained ethical approval from the Master of Psychology study program at Medan Area University. Data collection was conducted in the morning, prior to participants' routine monthly meetings, which were typically held in the designated meeting room. The research was conducted from October 2024 to February 2025. The sample population comprised 135 workers, who were selected through the implementation of convenience sampling techniques.

The measuring instrument employed is the work stress scale, which was adapted from Shukla and Srivastava (2016). This scale consists of 22 items distributed across five dimensions: role conflict, anxiety, coworker support, time stress, and work-life balance. The scale utilizes a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument's validity and reliability have been substantiated by the reporting of acceptable levels of internal consistency, intra-class reliability, and test-retest reliability. Factor analysis and correlation analysis demonstrated that these scales align with theoretical expectations. The second measuring instrument is a turnover intention scale adapted from [Ike et al. \(2023\)](#) and consists of 25 items spread across five dimensions: subjective social status, organizational culture, personal orientation, expectation, and career growth. Responses are recorded on a scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument's reliability, factor structure, and validity have been substantiated through evidence based on internal structure and its relationship with other variables of the novel measure across two samples ($N_1 = 622$; $N_2 = 433$). The extraction of twenty-five items with five factors was conducted to represent a broader perspective of the turnover intention scale. The third measuring instrument is the Perceived Organizational Support short version, adapted from [Eisenberger et al. \(1986\)](#), which consists of 16 items with unidimensionality. Responses are recorded on a scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis using mediation to see changes in the influence of work stress on turnover intention mediated by social support. Mediation analysis investigates whether a third variable, the mediator, explains the relationship between an independent variable (X) and a dependent variable (Y) by examining the indirect effect of X on Y through the mediator (M). This analysis uses maximum likelihood estimation with all stan likelihood. The measuring instrument will be validated content with the Aiken v formula by 5 experts who are lecturers in psychology and industry at the Medan Area University.

RESULT AND DISCUSSION

The measuring instrument demonstrated an adequate validity value, with a V value exceeding .87, indicating the validity and appropriateness of each item for inclusion in the research sample. The sample population comprised 135 employees, all of whom completed the questionnaire in its entirety.

Table 1. Statistic descriptive and reliability

	Valid	Mean	SD	Minimum	Maximum	Cronbach's α	McDonald's ω
Job stress	135	103.178	34.633	56	170	0.824	0.816
Turnover Intention	135	114.459	30.17	45	170	0.935	0.940
Perceived Organizational Support	135	32.644	13.279	16	72	0.932	0.939

The descriptive results indicate the presence of a reliable consistency value for each variable, suggesting that the variables can be relied upon for subsequent measurements. Based on the table, it is known that all variables have good Cronbach's and McDonald's reliability values. This means that the measuring instrument used is consistent in seeing the value of each variable.

Table 2. Data distribution

	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Stres kerja	0.774	0.209	-0.868	0.414
Intensi Turnover	0.176	0.209	-0.439	0.414
Perceived Organizational Support	1.092	0.209	1.032	0.414

The results of the skewness and kurtosis tests indicate that the data concerning work stress, turnover intention, and perceived organizational support are normally distributed, as evidenced by their values falling below two.

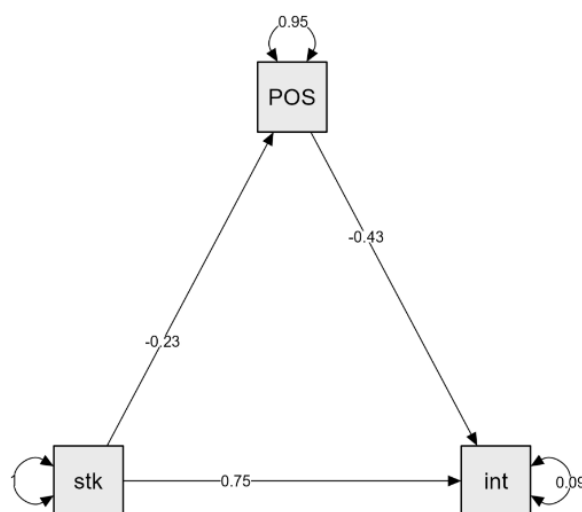
Table 3. Results of mediation analysis

		Estimate	Std. error	z- value	p	95% Confidence Interval	
Direct effects (c)	x $\rightarrow$ y	0.754	0.033	22.92 7	<.001	0.69	0.819
Indirect effects (axb)	x $\rightarrow$ m $\rightarrow$ y	0.1	0.034	2.969	0.003	0.034	0.166
Total effects (c+axb)	x $\rightarrow$ y	0.854	0.023	36.74 2	<.001	0.809	0.9

**x= stres kerja, y=intensi turnover, m=Perceived Organizational Support*

The statistical results indicate that direct effects =.754 exhibit a substantial and significant $p=<.001$ contribution. however, when indirect effects = 0.1, $p=.003$ are analyzed, there is a

considerable decrease. Consequently, the aggregate effects are the culmination of the aforementioned analyses.



*Int= turnover intention, POS= perceived organizational support, stk= job stress

Figure 1. Path coefficients

Concurrently, the examination of each path reveals, as illustrated in the Path Coefficients image, that work stress exerts a substantial positive influence on employee turnover intentions. Conversely, work stress has been observed to exert a negative influence on the acceptance of social support felt by employees. Conversely, the acceptance of social support has been found to exert a negative influence on turnover intentions. In summary, the acceptance of social support is inversely related to work stress and turnover intentions, while work stress exhibits a direct correlation with turnover intentions.

The increase in job stress tends to be followed by a growing desire among employees to leave their jobs, indicating a positive and direct relationship between job stress and turnover intention ([Siddiqui & Jamil, 2015](#)) as the results of this study explain the positive correlation between work stress and employee turnover intentions. As stated by [Robbins dan Judge \(2009\)](#), employees who experience excessive job stress tend to have a higher intention to leave. Job stress has long been identified as a significant factor influencing employees' turnover intention. Employees who face high levels of job stress are more likely to consider leaving the organization. However, perceived organizational support can play an important role in moderating this relationship. Furthermore, perceived organizational support moderates the relationship between organizational stressors and organizational citizenship behavior, showing that support perceived from the organization can reduce the negative effects of job stressors ([Jain et al., 2013](#)).

High job stress is often associated with increased turnover intention. Employees who feel overwhelmed by excessive job demands or unsupportive work environments tend to consider leaving the organization in search of better working conditions. Job stress has a positive relationship with turnover intention, indicating that as job stress increases, so does the employee's desire to exit the organization ([Ardias, 2018](#)).

Likewise, the results of this study explain that organizational support can reduce employee turnover intentions due to the stress they receive while working. Perceived organizational support refers to the extent to which employees believe that the organization values their contributions and cares about their well-being. A high level of perceived organizational support can serve as a buffer against the negative effects of job stress. In this context, perceived organizational support can moderate the relationship between job stress and turnover intention. A study by [Tetteh et al \(2020\)](#) showed that affective commitment moderates the relationship between job stress and turnover intention, with the relationship becoming less positive when affective commitment is high.

In the study conducted by [Putra dan Surya \(2020\)](#), a significant negative influence was found between social or organizational support and turnover intention. Employees who receive a high level of social support from family, colleagues, and supervisors tend to be more resilient to stress. This support helps them reduce the burden or pressure they experience, enabling them to manage job stress more effectively. As a result, they view job stress from a more positive perspective, which ultimately has a beneficial impact on their well-being and performance. This finding supports previous research conducted by [Fong et al \(2018\)](#), which concluded that social support plays a significant moderating role in the relationship between job stress and turnover intention. In other words, the level of social support received by employees can either weaken or strengthen the effect of job stress on the desire to leave their job.

Similarly, [Lobburi \(2011\)](#) stated that social support (from supervisors, coworkers, relatives, and friends) negatively influences turnover intention. Several other studies support the notion that perceptions of organizational support are negatively related to turnover intentions ([AlHashmi et al., 2019](#); [Dawley et al., 2010](#); [Jano et al., 2019](#); [Taheri, 2021](#); [Zhu et al., 2023](#)). Employees' desire to resign tends to decrease when they receive support from coworkers and family. Such social support effectively mitigates the impact of job stress, thereby reducing turnover intention caused by workplace pressure.

Based on this discussion, it can be concluded that job stress has a direct and positive relationship with turnover intention, where increasing job stress tends to raise employees' desire to leave the organization. However, perceived organizational support has been proven to moderate this relationship by providing a protective effect against the negative impact of job stress. Support from the organization, supervisors, colleagues, and family helps employees manage work-related pressure more effectively, thereby reducing their intention to resign. Therefore, creating a supportive work environment and strengthening perceived organizational support are essential strategies for lowering turnover intention amidst high levels of job stress.

CONCLUSION

This study accepts both hypotheses. The first hypothesis is supported by the finding that job stress has a direct influence on turnover intention, with significant results. This indicates that an increase in job stress directly contributes to a rise in turnover intention. The second hypothesis is also supported, showing that job stress exerts an indirect influence on turnover intention through

perceived organizational support. This suggests that a high level of job stress, characterized by the value of perceived organizational support, indirectly but significantly increases turnover intention.

The limitations of this study are as follows: the method does not use secondary data for analysis, and the analysis is carried out without excluding outlier data, which can basically reduce the error value that occurs. This research approach focuses exclusively on the results for the research sample, without making any generalizations about the same characteristics. Consequently, subsequent research endeavors should consider alternative analytical approaches and employ more extensive sample sizes to achieve more comprehensive results.

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