

# **The Effect of Job Stress and Organizational Citizenship Behavior (OCB) on Employee Turnover Intention with the Mediation of Employee Engagement**

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**Abstract:** This study aims to analyze the effect of work stress and organizational citizenship behavior (OCB) on employee turnover intention with employee engagement as a mediating variable. This research is a quantitative study and uses a questionnaire in data collection. The population in this study was 85 millennial generation employees. This study uses probability sampling with purposive sampling. The data analysis technique used is PLS-SEM. The results showed that job stress and OCB had a significant effect on employee turnover intention. However, employee engagement has no significant effect on employee turnover intention. Based on the results of mediation testing, the employee engagement variable is unable to mediate the effect of work stress and OCB on employee turnover intention. The implication of this research is expected to be a consideration in managing millennial generation employees.

**Keywords:** Job Stress, Organizational Citizenship Behavior, Employee Engagement, Employee Turnover Intention.

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## **1. Introduction**

Human resources are the most important company assets that have a role in the sustainability of a company. Especially for the millennial generation who currently dominate the labor market in Indonesia. In 2020, millennials are expected to dominate the world of work by 75% [15]. but on the other hand, 42% of the millennial generation have the desire to change workplaces due to work environment considerations [8]. With employee turnover intention, employees tend to show attitudes that can have a negative impact on the company such as being less enthusiastic about their work, often complaining, feeling unhappy with their work and in the end, an employee will avoid their responsibilities [7].

Employee Turnover Intention is a normal thing to happen. One of the factors that causes it is job stress. The high work stress of employees will have an impact on the high level of employee turnover intention. Stress can be both productive and counter-productive [28]. Stress can be a bad thing if productivity decreases due to factors such as workload, employee conflicts, and the employee environment. The conflict is related to Organizational Citizenship Behavior (OCB). Employees who have good OCB will be able to tolerate discomfort while working. They feel more concerned about the company by being frequently involved in company activities. Companies must understand better in terms of managing millennial needs, their potential is considered very large for the company and it is very unfortunate if they leave the company.

## **2. Literature**

### **Job Stress**

Job stress defines as a person's result or response to certain stimuli in the environment [28]. Stress occurs when the workload they have is not following one's abilities [14]. Job stress is considered an employee response to adjust to external conditions that can result in physical, psychological, and behavioral deviations for organizational members [22].

Job stress is a condition of dependence that affects emotions, the thinking process of a person, so that employees who are under work stress will experience changes in behavior. There are three types of consequences caused by job stress; physiological, psychological, and behavior [20]. Meanwhile, four sources of work stress, namely; personal stressors, interpersonal stressors, task stressors, and physical stressors [14]. Several studies have found that work stress affects employee turnover intention [13], [6], [29], [9]. and [10].

**Organizational Citizenship Behavior (OCB)**

OCB is a behavior of individuals who are not bound, which is not directly recognized by the reward system or it can be said that OCB is the behavior of employees that exceeds the role required of them[21]. OCB is defined as extra-discretionary work behavior that has a serious positive impact on work quality, actual performance, service quality, service delivery and a good reputation[5]. Organizations that have employees who have OCB will have better performance than other organizations [20].

OCB is an employee extra-role behavior and does not involve any reward or reward system. In-role behavior is usually associated with reward and punishment systems, but extra-role behavior is not organized into rewards so that there are no additional incentives for employees who behave extra-roles [2]. Several studies have found that OCB affects employee turnover intention; [12], [23], and [19].

**Employee Turnover Intention**

Employee turnover intention is the employee's interest in certain behaviors, in this case, leaving work. Interest arises from within the employees themselves which are influenced by various factors [18]. There are two types of employee turnover intention: voluntary and non-voluntary[4]. Voluntary turnover is when someone leaves a company of their own accord, either because that person is dissatisfied with their job or has found a better job elsewhere. Involuntary turnover is when someone is fired because of poor performance or mistakes, or if an employee dies. There are three categories of variables that influence employee turnover intention, namely: 1) External factors, such as job opportunities, unemployment rates, union presence; (2) factors related to work, such as job satisfaction, organizational commitment, work environment, and OCB; (3) Personal factors, such as gender, family education, etc[7].

**Employee Engagement**

Engagement is defined as the attraction of organizational members for work roles by using and expressing themselves physically, cognitively, and emotionally [25]. Employee engagement is defined as a positive, satisfying, work-related state of mind that is characterized by enthusiasm, dedication, and absorption[27]. Employee engagement is a situation where employees think positively about the organization, feel about the organization and are proactive in relation to achieving organizational goals for customers, colleagues, and other stakeholder [11]. Employee engagement is considered to play a role as mediating variables [11], [17].

Engagement is a step ahead of commitment, employee engagement is defined as a positive attitude shown by employees towards organizational values, where employees have an awareness of the business context and work to improve work and organizational effectiveness[11]. Employee engagement has significant consequences for both employees and the organization. There are three consequences of employee engagement; intra-role, extra role, and personal development growth [26].

**3. Method**

Non-experimental quantitative research was used to determine the relationship between job stress, organizational citizenship behavior (OCB), employee engagement, and employee turnover intention. The study used purposive sampling and used Smart PLS 3.0. Respondents in this study were 85 millennial generation employees who were working in Malang city. The questionnaire was given directly and all respondents answered according to the questionnaire filling instructions. The characteristics of the respondents were categorized based on gender, age, years of service at the most recent institution, education, and institution. Figure 1 illustrates the research framework, showing the direction of influence of each variable.

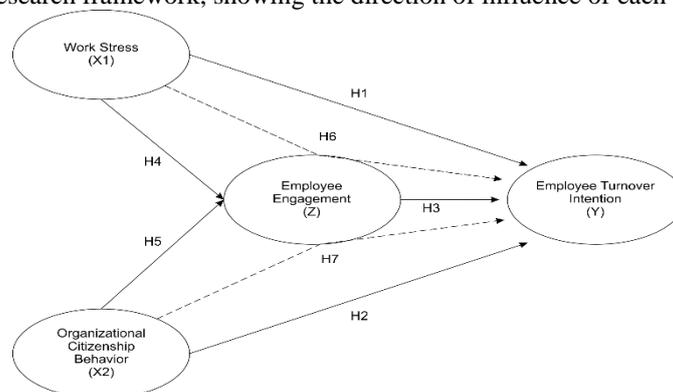


Figure 1. Conceptual Framework

Job stress is measured using an instrument from [14], which consists of six indicators; personal behavior, social support, role conflict, poor environment, work under load, and home work conflict. Organizational citizenship behavior was measured by the [16] instrument which consists of five indicators; altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. The dependent variable employee turnover intention is measured using instruments from [2]. with three indicators; thinking of quitting, intention for searching for alternatives, and intention to quit. Employee engagement mediation is measured by the UWES 3 instrument [24] with three indicators; vigor, dedication, and absorption.

#### 4. Findings

	Respondent Characteristics	Frequency	Percentage
Sex	Male	42	49%
	Female	43	51%
Age	20-30 years	72	85%
	>30 years	13	15%
Education	High School	4	5%
	Diploma	5	6%
	Bachelor Degree	66	77%
	Magister	10	12%
Tenure	<1 year	16	19%
	1-3 years	51	60%
	>3 years	18	21%
AsalInstansi	Government	7	8%
	Banking	6	7%
	Private	51	60%
	Other	21	25%

Respondents in this study were 85 millennial generation employees who are currently working in the city of Malang. The gender is quite balanced, namely 49% male and 51% female. Employees aged 20-30 years dominate (85%). Employee education is dominated by undergraduate education (77%), then master's (12%), diploma (6%), and high school (5%). The work period represents the time the employee worked at the agency he currently works for, based on data, the work period is dominated by 1-3 years (60%). Private companies dominate the origin of employees (60), followed by others (25%), government (8%), and banking (7%).

Table 1. Direct Effect

Hypotesis	Variable	Path coefficient	t-statistics	Result	Decision
H1	StresKerja → Employee Turnover Intention	0.615	9.251	Significant	Accepted
H2	OCB → Employee Turnover Intention	-0.353	2.858	Significant	Accepted
H3	Employee Engagement → Employee Turnover Intention	0.093	0.792	Not significant	Rejected
H4	StresKerja → Employee Engagement	-0.214	2.040	Significant	Accepted
H5	OCB → Employee Engagement	0.428	3.298	Significant	Accepted

t statistics > t table (1,96)

The results showed that the hypotheses H1, H2, H4, and H5 were accepted, while H3, H6, and H7 were rejected. Employee engagement does not affect employee turnover intention (0.79 < 1.96). This is due to the age of respondents who are still young and productive, so that even though they have high levels of employee engagement, they still have turnover intention. with the rejection of H3, employee engagement is unable to act as a mediating variable so that H6 and H7 are rejected.

Table 2. Indirect Effect (Mediating Test)

Hypotesis	Variable	Path coefficient	t-statistics	Result	Decision
H6	StresKerja → Employee Engagement → Employee Turnover Intention	-0.020	0.714	Not Significant	Rejected
H7	OCB → Employee Engagement → Employee Turnover Intention	0.040	0.723	Not Significant	Rejected

t statistics > t table (1,96)

## 5. Conclusion

This study aims to determine the effect of work stress and organizational citizenship behavior (OCB) on employee turnover intention through mediation of employee engagement. The results showed that low job stress was able to reduce employee turnover intention. Social support plays an important role for employees in overcoming work stress that appears, which results in low turnover intention. OCB can reduce employee turnover intention, because employees always maintain good relations between employees to avoid conflicts. Employees show extra role behavior by frequently being involved in organizational activities. Work stress and OCB were able to increase employee engagement. Employees who have low stress levels will have high employee engagement. OCB also has an impact on increasing employee engagement. Employees who have good OCB and also low stress will show dedication by emphasizing organizational activities so that their concentration and enthusiasm for work is maintained.

On the other hand, employee engagement does not affect employee turnover intention. This is due to the age factor of the respondents. The relatively young age is still considered productive and has a tendency to turnover due to seeking new experiences. Young employees still have the opportunity to find work following their capacity, seek a larger salary range and are also entitled to the desire to develop a career. Geographical location considerations can be a factor in turnover intention. Millennial generation employees in Malang might consider looking for jobs in bigger cities like Jakarta and Surabaya with the hope of getting a bigger salary and faster career advancement. With no effect on employee engagement on employee turnover intention, this variable is unable to act as a mediating variable. In other words, low work stress and good OCB are considered to have played a sufficient role in reducing the level of employee turnover intention.

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