



The Effect of Work Stress and OCB (Organization Citizenship Behavior) on Turnover Intention in Employees (A Study on PT. Mustika Dharma Jaya Lamongan)

Moh. Slamet Heriyanto¹, Muhamad Imam Syairozi², Abid Muhtarom³

Master of Management Study Program, Postgraduate, Lamongan Islamic University

Email: moh.slametheriyanto@unisla.ac.id, imamsyairozi@unisla.ac.id, abid@unisla.ac.id

Article Info

Keywords:

Stress Kerja, OCB (Organization Citizenship Behavior) dan Turnover Intention

ABSTRACT

Production employees at PT Mustika Dharmajaya have good job satisfaction which is reflected in their satisfaction with their fellow colleagues. All production employees who work at PT Mustika Dharmajaya have a harmonious relationship between their colleagues (such as helping each other when doing their work, having good communication when working, etc.) so that they respect and respect each other to all their colleagues. Production employees at PT Mustika Dharmajaya also have a good organizational commitment because there are many production employees who are loyal to work at PT Mustika Dharmajaya. The purpose of this study is to find out the effect of work stress and OCB (Organizational Citizenship Behavior) on Turnover Intention. The analysis method used in this study is a quantitative descriptive method with a statistical test analysis tool. The formulation of this research problem is whether Work Stress and OCB have a partial effect on Turnover Intention in employees of PT. Mustika Dharma Jaya Lamongan, Does Work Stress and OCB Simultaneously Affect Turnover Intention in Employees of PT. Mustika Dharma Jaya Lamongan, Of the two variables (Work stress and OCB) which variable has a dominant effect on turnover intention in employees of PT. Mustika Dharma Jaya Lamongan. The results of this study are from the results of the t-test for the variable Organization Citizenship Behavior (X2) on Turnover Intention, the results of the significance level were obtained which were $0.177 < 0.10$ and tcount of 1.370 and ttable of 1.67412. From this data, the value of $t_{\text{calcul}} > t_{\text{table}}$ ($1,370 > 1,67412$) was obtained. Therefore, it can be concluded that partially the variable Organization Citizenship Behavior has a significant effect on Turnover Intention. It can be seen from the results in table 5.22 that it can be concluded that the value of F is calculated as 683.377 while F of the table $\alpha = 10\%$ or 0.01 the result of F of the table is 2.30 which means that $F_{\text{calculates}} 683.377 > F_{\text{table}} 2.30$, with a significance of $0.000 < 0.1$, then H_0 is rejected and H_1 is accepted so that there is a significant influence between the variable Work Stress (X1), OCB (X2), to Turnover Intention (Y) in Employees of PT. Mustika Dharma Jaya Lamongan.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license



Corresponding Author:

Moh. Slamet Heriyanto

Master of Management Study Program, Postgraduate, Lamongan Islamic University

moh.slametheriyanto@unisla.ac.id



INTRODUCTION

Human resources are always inherent in every company as a determining factor for its existence and play a role in contributing to the achievement of the company's goals effectively and efficiently. Realizing this, the company needs reliable and quality human resources. Therefore, companies must be able to manage and pay attention to human resources as best as possible.

Currently, the problem of high turnover *intention* has become a serious problem for many companies. The negative impact felt due to *turnover* in the company is on the quality and ability to replace employees who leave the company, so it takes time and new costs to recruit new employees (Waspodo et al., 2015). Human resources are an important asset or capital in organizational effectiveness in developing the company's innovation systems and efforts so that it can still have *competitive advantage* values compared to competitors (Alif, 2015).

Increased workload and other factors can cause stress and discomfort for employees, thus interfering with their performance. Sugiyanto, et al. (2016) stated that physical fatigue causes work-family conflicts in employees. If this happens continuously, the desire to move is even stronger. Kardiman, et al. (2016) said that although *turnover intention* in general has a bad impact on the organization, turnover intention is often needed by companies that have employees with low performance. This method is done to replace employees who have low performance or to find several experts in their fields so that they can increase the productivity and performance of the company.

The causes of work stress that occur due to excessive workload, high pressure from the company, not being on target continuously, lack of concentration in carrying out work, so that it will have an impact on health disturbances, headaches and nausea so that it will trigger job dissatisfaction, (Beloor et al., 2017), that work must be maintained effectively to ensure that all employees work at their respective potentials and are free from stress.

RESEARCH METHODS

The type of research used in this study is the type of quantitative influence analysis which is intended to provide a clear picture of the problems being researched, interpresent and explain the data systematically. The basis of this research is a survey, which is the distribution of questionnaires to respondents containing questions about matters related to the research.

Sample Drawing Technique

Populasi

Population is a generalized area consisting of: objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. So population is not only about people, but also objects and other natural objects. Population is not just the number of objects/subjects studied, but includes all the characteristics or traits possessed by the subject or object. Sugiyono, (2016 : 117). In this study, the population is 400 employees from PT. Mustika Dharma Jaya Lamongan part.

Sample

The number of respondents obtained was 80. The sample used is *Random Sampling*. Random sampling is the collection of sample members from a population that is carried out randomly without paying attention to the strata in that population Sugiyono, (2016: 93). Thus the samples needed for research at the PT. Mustika Dharma Jaya has 80 employees.

RESULTS AND DISCUSSION

From the above discussion, the following results were obtained:

1. From the reliability test table, it was shown that *Cronbach's Alpha* value for each of the study variables was greater than 0.60. Thus, it can be concluded that all of the research instruments are reliable

Table 1. Reliability Test Results

NO	Variabel	Cronbach's Alpha	Remarks
1	X1	0.854 > 0.60	Reliabel
2	X2	0.860 > 0.60	Reliabel
3	Y	0.863 > 0.60	Reliabel

Source : SPSS 26.0 Output Result

2. From the multiple linear regression test table, the coefficients for the independent variable $B_1 = 0.777$, $B_2 = 0.317$, and the constant of $a = 13.462$ were obtained so that the regression equation model obtained was:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 13.462 + 0.777X_1 + 0.317 X_2 + e$$

The regression equation can be explained as follows:

- a. a (constant) = 13.462 is a constant which means that if the independent variables (Work stress and OCB) in the study have an effect = 0 ($X_1, X_2 = 0$), then the result obtained from *Turnover Intention* is 13.462
- b. $b_1 = 0.777$, meaning that for the variable Work Stress the regression coefficient (b_1) shows a value of 0.777 which means that if the variable Work Stress increases by 1 unit, it will be able to increase *the Turnover Intention* by 0.777 assuming that the value of the coefficient of the other variable is constant or ($a, X_2, = 0$).
- c. $b_2 = 0.317$, meaning that for the OCB variable the regression coefficient (b_2) shows a value of 0.317 which means that if the OCB variable increases by 1 level, it will be able to increase the Turnover Intention by 0.317 assuming that the value of the other variable coefficients is constant or ($a, X_1, = 0$).

From the coefficient of the free variables (Work stress and OCB) above, it has a positive value. This means having a direction of change that is in line with the bound variable (*Turnover Intention*). In addition, the coefficient of the variable of work stress with a regression coefficient of 0.777 has the largest value compared to the regression coefficient of other independent variables (work stress and OCB). With possession, it can be concluded that the most dominant factor affecting Turnover Intention is work stress.

Table 2. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	T	Sig
(Constant)	13.462	1.327		10.145	.000
Work Stress	.777	.192	-.671	-4.053	.000
OCB	.317	.232	.289	1.370	.177

Source : SPSS 26.0 Output Result

3. From the multiple linear correlation test table, it can be concluded that the value can be concluded that the variables Work Stress (X1), and OCB (X2), have a significant relationship with Turnover Intention (Y) together. And the R value of 0.993 can be concluded that the level of relationship between the variables Work Stress (X1), and OCB (X2), to Turnover Intention (Y) together has a strong relationship because it is in the range of 4, which is 0.60 – 0.993.

Table 3. Interpretation of Correlation Coefficients

No	Weight	Alternatif
1	0,00 – 0,199	Very Low
2	0,20 – 0,399	Low
3	0,40 – 0,599	Enough
4	0,60 – 0,799	Strong
5	0,80 – 1.000	Very Powerful

Source : Sugiyono (2011:184)

Table 4. Multiple Correlation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993a	.986	.984	.308

Source : Data processed 2022

4. From the determination coefficient analysis table, it can be seen that the determination coefficient (*R Square*) obtained is 0.986. This means that 98% of the dependent variable (bound), namely Turnover Intention, can be explained by the independent (free) variables, namely Work Stress and OCB. While the remaining 2% was influenced by other variables outside the variables in the study.

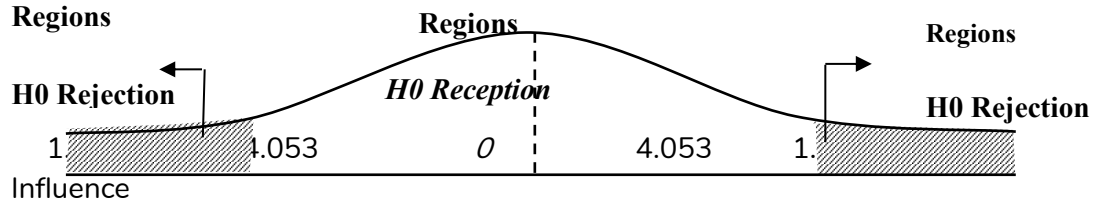
Table 5. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993a	.986	.984	.308

Source : Data processed SPSS version 23, 2022

5. From the t-test table (partial test) calculation using the SPSS program, it can be seen that:
- Effect of Work Stress (X1) on *Turnover Intention* (Y)
From the results of the t-test for the variable Work Stress (X1) on *Turnover Intention*, significant results were obtained which were $0.000 < 0.10$ and $t_{\text{calculation}}$ of 4.053 and

t_{table} of 1.67412. From the data obtained the value of $t_{calcul} > t_{table}$ ($4.053 > 1.67412$), it can be concluded that partially the variable Work Stress has a significant effect on *Turnover Intention*.



b. *Organization Citizenship Behavior* (X2) terhadap *Turnover Intention* (Y)

From the results of the t-test for the variable *Organization Citizenship Behavior* (X2) on *Turnover Intention*, the results of the significance level were obtained which were $0.001 < 0.10$ and t_{count} of 1.370 and t_{table} of 1.67412. From this data, the value of $t_{calcul} > t_{table}$ ($1,370 > 1.67412$) was obtained. Therefore, it can be concluded that partially the variable *Organization Citizenship Behavior* has a significant effect on *Turnover Intention*.

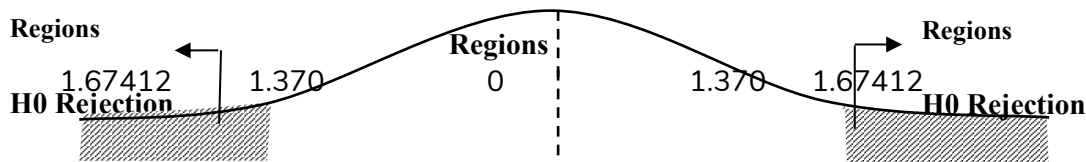


Table 6. Hypothesis Test Results (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	T	Sig
(Constant)	13.462	1.327		10.145	.000
Work Stress	.777	.192	.671	4.053	.000
OCB	.317	.232	.289	1.370	.001

Source : SPSS 26.0 Output Result

6. From the results of the f test (simultaneous test) it can be concluded that the value of F is calculated as 683.377 while F of the table $\alpha = 10\%$ or 0.01 the result of the F table is 2.30 which means that F is calculated as $683.377 > F_{table}$ is 2.30, with a significance of $0.000 < 0.1$ then H_0 is rejected and H_1 is accepted so that there is a significant influence between the variables Work stress (X1), OCB (X2), on Turnover Intention (Y) in Employees of PT. Mustika Dharma Jaya Lamongan.

Table 7. F Test Results

Model	F	Sig
Regression	683.377	.000b
Residual		
Total		

Source : SPSS output processed 2022

CONCLUSION

By looking at the results of the research that has been discussed regarding the influence of Work Stress, *Organization Citizenship Behavior* on *Turnover Intention*, the following conclusions can be drawn:

1. Work Stress and OCB (*Organization Citizenship Behavior*) have a partial effect on *Turnover Intention* in employees of PT. Mustiika Dharma Jaya Lamongan.
2. Work Stress and OCB (*Organization Citizenship Behavior*) have a simultaneous effect on *Turnover Intention* in employees of PT. Mustiika Dharma Jaya Lamongan.
3. The Work Stress variable has a dominant influence on *Turnover Intention* in employees of PT. Mustiika Dharma Jaya Lamongan.

REFERENCES

- Ahmad Bustakin (2019:10), Measuring Service Quality: A Reexamination and Extension, *Journal of Marketing*, July(56): 55-68
- Arikunto (2017:87). The Influence of Salary Satisfaction, Job Satisfaction and Organizational Climate on Organizational Commitment and Turnover Intention. *Indonesian Journal of Management and Business Science*, March (2),
- Beloor et al., 2017. The Effect of Employee Engagement and Job Satisfaction on *Organizational Citizenship Behavior* (OCB) and its Impact on Turnover Intention. *Journal of Economics, Business and Accounting*, February (1), 1–23.
- Bluedorn (in Mufidah, 2016). *Human Resource Management for Organizational Competitive Advantage*.
- Dyne, 1995 in Singh and Singh, 2018. The organization's commitment to Turnover Intention at the Telkom Distribution Center. *Journal of Organizational Management*, March 3, 348–360.
- Fauziridwan et al., (2018). Conflicts, work stress and job satisfaction affect employee performance at Khairun University Ternate. January (3), 739–749. <https://doi.org/10.1109/siu.2009.5136498>
- Gerry Desler in Eko Widodo (2018:2). *Journal of Economic Frame*. March (1), 22–30.
- Ghozali, 2016:49. *Organizational Behavior. Suggestion*. (2016). *Quantitative Research Methods and R&D*.
- Ghozali in Josephine (2017:3). *Journal of Management and Business*. *Journal of Management and Business*, 15(2), 151–174. <https://doi.org/10.31843/jmbi>
- Greenberg in Kristanto (2016:5). The Effect of Procedural Justice and Work Stress on Turnover Intention with Organizational Commitment as a Mediation Variable in the *Scientific Journal of Management Students Surabaya*, 6(2), 112–124.
- Hadi (2017). The Effect of Job Embeddedness on the Quality of Work Life and Organizational Citizenship Behavior (Study at the Bureau Administration Office of Syiah Kuala University). *Student Scientific Journal of Management Economics*, 1(2), 81–90.



- Jin et al., (2017). Understanding Employee Turnover: The Need for a Contingency Approach. *International Journal of Manpower*, 15(9), 22–37. <https://doi.org/10.1108/01437729410074182>
- Kardiman, et al. (2016). Analysis of the Influence of Job Embeddedness and Job Satisfaction on Turnover Intention at PT Purnama Indonesia. *Journal of Management Science*. Vol. 7, No. 2, 430-436
- Kurniawati, H. (2017). The Effect of On The Job Embeddedness on Organization Citizenship Behavior (OCB) and Employee Performance (Study on Nurses at Permata Bunda Hospital, Malang City). *Journal of Business Administration*
- Lum dkk (dalam Dewi, dkk, 2016). Human resource practices, job embeddedness and intention to quit. *Management Research News*, 32(3), 205–219. <https://doi.org/10.1108/01409170910943084>
- Mangkunegara (2018). The Effect of Work Attachment, Perception of Organizational Support and Organizational Commitment on Employee Turnover Intention. *E-Journal of Management of Udayana University*, 6, 919–947.
- Mobley (2016). The Influence of Personality and Job Embeddedness on Organizational Citizenship Behavior (Study on Employees of PT. New Honey Yogyakarta). *Journal of Management and Business*, 14.
- Mobley (2017). Development of a Global Measure of Job Embeddedness and Integration Into a Traditional Model of Voluntary Turnover. *Journal of Applied Psychology*, 92, 1031–1042. <https://doi.org/10.1037/0021-9010.92.4.1031>
- Muamarah and Kusuma (in Mujiati, et al., 2016). The Effect of Employee Engagement and Job Satisfaction on Organizational Citizenship Behavior (OCB) and Its Impact on Turnover Intention. *Journal of Economics, Business and Accounting (JEBA)*, 20, 1–23.
- Munandar, 2018. The Effects Of Job Embeddedness On Organizational Citizenship, Job Performance, Volitional Absence, and Voluntary Turnover. *Academy of Management Journal*, 47(5), 711–722. <https://doi.org/10.2307/20159613>
- Nasution Muhammad Irfan, dkk (2017). Why People Stay: Using Job Embeddedness To Predict Voluntary Turnover. *Academy of Management Journal*, 44(6), 1102–1121.
- Nasution, 2019. The Effect of Job Embeddedness, Job Satisfaction, and Organizational Commitment on Employee Turnover Intention. *E-Journal of Management Unud*, 5, 4690–4718
- Paryati (2017:368). The Influence of Organizational Justice, Job Satisfaction and Organizational Citizenship Behavior on Turnover Intention in Negari Coffee Luwak. *Journal of Management Science*, Vol. 8, 116–127.
- Podsakoff et al. (2017). *Research Methods for Business Edition 6 Book 1 (6th ed.)*. Jakarta: Salemba Empat
- Putra Made Surya, et al. (2019). The Effect of Job Stress, Job Embeddedness and Job Satisfaction on Turnover Intention (Study on KAP Employees Hendrawinata Eddy, Siddharta & Tanzil). STIE Indonesia Banking School.