



THE IMPACT OF INDIVIDUAL CHARACTER, JOB STRESS AND JOB INSECURITY, ON TURNOVER INTENTION: LITERATURE REVIEW

Rayna Aisah Anami¹, Kusuma Chandra Kirana², Syamsul Hadi³

^{1,2,3}Department of Management, Sarjanawiyata Tamansiswa University

Email: ¹raynaanami@gmail.com, ²kusumack@ustjogja.ac.id, ³syamsul.hadi@gmail.com

ABSTRACT

The purpose of this study is to determine the specific effects of job stress and job insecurity on millennial employees' desire to quit their employment. This study is categorized as verification and descriptive research since it employs a quantitative methodology. The tool consists of a set of inquiries dispersed via Google Forms. The questionnaire employed in this study has a strongly agree to strongly disagree range so that respondents can select and give direct answers. An SLR, or systematic literature review, is used in this process. 25 studies were found using the keywords "namely individual characteristics, work stress, job insecurity and turnover intention" in a database that was sourced from Google Scholar publications. These articles were then assessed for this study. Application of studies on how work-related stress, employment instability, and personal traits affect the intention to quit. This body of research will demonstrate a variety of factors that affect turnover intentions. The results of this study show that personal traits, stress, and job insecurity findings that are corroborated by several academic studies have a favorable impact on the intention to quit.

Keywords: Individual Characteristics, Job stress, job Insecurity, Turnover Intention

1. Introduction

Regular management of the company's human resources (HR) is required. The way that HR's job has evolved has changed throughout time in response to changing demands. Human resources are the most crucial component of corporate operations (Dion et al., 2022). A company's ability to survive in the face of competition depends on its employees' abilities, credentials, knowledge, and moral fiber. Since HR is a production component that can affect other production elements, companies with strong management should prioritize HR (Sulistyawati et al., 2022).

The intention of employee turnover is one of the issues with human resources in businesses. By definition, turnover intention is the conscious decision to consider, wish to quit, and make plans to do so (RM & H Yogatama, 2021). According to (Rijasawitri & Suana, 2020), turnover intention can be understood as an employee's plan to quit the company by resignation or termination. Therefore, it is imperative to implement human resource management as soon as possible to maximize employee productivity and minimize the likelihood of them leaving the organization. In actuality, though, employees belonging to the millennial generation are prone to changing jobs frequently, a behavior known as turnover intention.

The millennial generation is the largest generation in the workforce in the age of globalization. According to the BPS (Central Statistics Agency) millennial generation profile book, the millennial generation is taking over the workforce. According to (Jayani, 2021)

report, the 2020 Population Census findings indicate that the millennial generation, with 69.38 million individuals or 25.87% of the total population, is the dominant demographic in Indonesia. Based on this data, it can be concluded that the millennial generation represents a very valuable human resource that is in high demand right now (Imelda, 2019)

Companies frequently deal with the issue of turnover intention, which is one that needs to be taken seriously since it may have an impact on the business's overall health. The corporation suffers significant losses as a result of turnover intention. In order to mitigate the effects of intentional turnover, businesses need to spend more money (Anggara & Nursanti, 2019).

A significant problem for businesses is the millennial generation's emergence, which differs from other generations in many ways. In (Madiistriyatno, 2019) The millennial generation's propensity to turn away is one trait that demands consideration. Comparatively speaking to earlier generations, millennials are less devoted to organizations and find it simpler to change careers (Madiistriyatno, 2019).

According to (Charles et al., 2023), the millennial generation also exhibits the following traits: they are open to change, fight for diversity and the rights of many people, and like the idea of flexible work schedules. This means that the millennial character is not overly rigid in their work because they are a generation that is open to change, which means that the boundaries of conventional work are broken down to the point where new innovations in the industrial world arise. If innovation does not occur, however, they will ultimately not be reluctant to leave their job if they feel it no longer fulfills their needs and motivation (Perdana, 2019).

Work stress is also one of the causes of turnover intention. (Rijasawitri & Suana, 2020) stated that increasing work stress will cause employees to want to leave. Job stress can occur when someone feels that work demands exceed their abilities and resources. A high workload, such as a large number of tasks that must be completed in a limited time, can also cause stress and make things worse. In addition to personal traits and job stress, job insecurity plays a significant role in predicting the degree of employee turnover intention. The negative impact of dysfunctional thinking is the aspect that leads to employees' intention to leave. Employees of the millennial age, who place a high value on their sense of security and mental health, are also influenced by job uncertainty when it comes to wanting to relocate. According to (Putri & Rivai, 2019), work insecurity is the result of employees' perceptions of threatening situations as well as their sense of powerlessness in their current position.

Employees from the millennial age leave their jobs because they perceive that their requirements are not being met, that their pay is inadequate, that the workplace is unfriendly, and that they are not given the support they require to do their task.

The background allows for the formulation of issues that will be examined in order to provide theories for additional study, specifically:

- a. Does a person's character affect their intention to turn over?
- b. Does the Intention to Turnover Affect Job Stress?
- c. Is the intention to leave influenced by employment insecurity?

2. Review of Literature

2.1 Personal Qualities

2.1.1 Appreciating Personal Qualities

A feature that might enhance one's quality of life is referred to as a characteristic in the Big Indonesian Dictionary (KBBI). Individuals are individuals; by an individual. Individual qualities include the fact that every person is unique in terms of their requirements, wants, abilities, and points of view. (Nur Hanifah, 2019).

2.1.2 Specific Qualitative Indices

(Nur Hanifah, 2019) identified four markers of individual characteristics, which are as follows:

- a. Capability a person with ability can demonstrate their work abilities and perform duties well.
- b. Worth One's value is determined by their interactions with others, their career, their intellectual growth, and their family time.
- c. Perception An attitude is a judgment that might be positive or negative on a thing, someone, or an occasion.
- d. Inquiry An attitude of interest is what makes people joyful about particular things, circumstances, or concepts.

2.2 *Stress at Work*

2.2.1 King's definition of work stress

In (Anggara & Nursanti, 2019) "Stress at work is a state of tension that leads to a physical and psychological imbalance, which impacts an employee's mood, state of mind, and physical health.

2.2.2 Indicators of Work Stress

(Samura & Sitompul, 2020) list a number of variables that may affect how stressed out you are at work, including:

- a. The age component. When age and workload are no longer balanced, people in the older age group (over 40) who suffer from significant stress may find that their physical health is deteriorating.
- b. Factor of work period. Longer-term employees typically experience more work-related issues than shorter-term employees.
- c. Underutilized aspect of labor ability. Underutilized worker potential might lead to stress in the worker. Situations such as this frequently arise when employees possess high levels of competence.
- d. Aspects of interpersonal relationships worker's social contacts with coworkers, superiors, and management are disrupted, which leads to interpersonal relationship disputes.
- e. The factor of job uncertainty. In the workplace, fear of losing one's job and the possibility that one's job may become obsolete are typical occurrences.
- f. The element of social support. Social support is the enjoyment, help, or knowledge that an individual gets from official and informal group relationships. People with social support are thought to be able to withstand the damaging effects of stressors.

2.3 *Job Insecurity*

2.3.1 What Is Employment Insecurity?

The inability to preserve intended continuity amid jeopardized working conditions is (Aji & Pratama, 2020) job instability. The concept of job insecurity pertains to the unpredictability and absence of control regarding an employee's employment status in the future.

Job insecurity, according to (Vika Audina, 2018), is the ambiguity that comes with a job that results in a feeling of anxiety or insecurity regarding the implications of the job, including uncertainty about opportunities to receive training or promotions as well as uncertainty about placement or income issues.

2.3.2 Indicators of Job Insecurity

(Vika Audina, 2018) states that the following signs can be used to gauge employment insecurity:

What the job means to the individual. It's a position that offers good potential for career advancement, making it crucial to the ongoing nature of employment. Responses from respondents regarding whether or not each employee finds great purpose in their work are used to measure this indicator.

- a. The degree of danger that could materialize and have an impact on the worker's total productivity. The potential for a work danger is what could have an impact on an employee's overall productivity. This indicator is based on the respondent's assessment of their level of threat in the event that this occurs and has an impact on their overall work output.
- b. The job's overall importance The degree to which a person values the many aspects of their work

2.4 Intention to Turnover Intention

2.4.1 What Is Employment Insecurity?

The degree to which an employee has the option to leave the company or voluntarily resign from his position is known as his turnover intention (Meriandayani, 2019). Conversely, turnover intention, as defined by (Novitasari, 2020) is the propensity for an employee to leave the organization, either willingly or unwillingly, because they find their current position unappealing or because there are other employment options available.

2.4.2 Indicator of Turnover Intention

Three indicators of turnover intention are identified by Mobley and Hollingsworth in (Hira Safira, 2019), and these are as follows: 1. Dissatisfaction with one's employment is the first step toward considering quitting or leaving. This leads one to consider leaving or staying in one's current position.

- a. Intention to search for alternatives, which is the desire of the worker to explore for different employment opportunities in order to obtain a better position.
- b. Intention to resign or quit: The worker intends to leave his current position because he has discovered a better one.

3. Conceptual Structure

The conceptual framework in this article is as follows, and it is based on the problem formulation, theoretical studies, and pertinent discussion of the influence between these factors stated above:

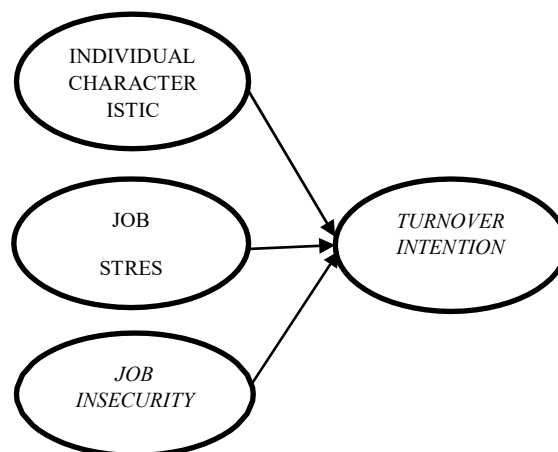


Figure 1: Conceptual Framework

According to the above conceptual framework's graphics, the distinct traits of job insecurity and work stress influence the intention of leaving one's job.

4. Hypotheses Development

4.1 *Workplace Contentment Regarding turnover intention*

Individual traits in humans differ from person to person. Performance is not the only factor that determines a person's destiny in an organization. Additionally, managers use judgmental, subjective metrics, with the appraiser's opinion of an employee's behavior or character impacting the evaluation. According to research by (Dedy Zulkarnain, 2020), employee turnover intention at the Perisai Husada Main Clinic is influenced by individual factors. According to (S. R. Dewi, 2021) research, turnover intention is favorably and strongly influenced by personal traits. In light of the foregoing explanation, the study's first hypothesis is:

H1: Individual character and a company's goal to turnover are related.

4.2 *Workplace Contentment Regarding Absenteeism*

Workplace pressure, such as requests for work that must be completed within a certain amount of time or from the organization, can lead to an emotional state known as work stress. Then, tension will prevent employees from completing their work as intended. Research findings from will lend credence to this assertion (Salama et al., 2022). Employee turnover intention is positively and significantly influenced by the work stress variable. Based on the earlier explanation, the following second hypothesis about this study can be made:

H2: Workplace stress and the intention to leave a company are related.

4.3 *Intention to Turnover Due to Job Insecurity*

Job insecurity is characterized by uneasiness, doubt, and uncertainty about one's capacity to get employment and what will happen to oneself after that. Employee performance and low engagement will be impacted by job uncertainty (Ezra et al., 2019). In contrast, a study by (Nurleni et al., 2020) found a positive relationship between organizational commitment and job instability. A third hypothesis about this research can be inferred from the previous description:

H3: Workplace insecurity and the intention to leave an organization are related.

5. Research Methods

This scientific study makes use of Mendeley and Google Scholar. Utilizing quantitative research methods and literature reviews, this scientific study was created by gathering multiple or alternative explanations for the variables influencing the variables under analysis. The initial phase in the methodology of this research piece is data collection.

This study attempts to elucidate the relationship between specific personality traits, work-related stress, job insecurity, and the intention to leave a job in the context of purposeful turnover. research that examine how one variable affects other variables or how multiple factors relate to one another (Anggara & Nursanti, 2019).

The following section is titled "Literature Review." This part gives a comprehensive overview of quantitative research techniques and lays the groundwork for creating hypotheses that will be compared with existing.

6. Research Findings and Discussion

6.1 *Individual Characteristics' Impact on Turnover Intention*

Previous research findings generally indicated a significant influence. For example, (Ratih Prameswari Wulan Asih, 2021) found that employee turnover intention at the Main

Perisai Husada Clinic was significantly influenced by individual characteristic variables in a positive relationship direction.

Individuals with diverse personalities undoubtedly engage with superiors, peers, and subordinates in different ways. Because these unique qualities can serve as a standard for someone to work by and use when making decisions. Someone with this kind of mentality, one who considers risks and adverse effects as well as opportunities, would undoubtedly make the greatest choices for both the organization and themselves.

6.2 The Impact of Workplace Stress on Intention to Leave

The intention of employees to leave is strongly impacted by work-related stress. Workplace stress affects how an individual interacts with their surroundings, or how stimuli and responses interact. Therefore, circumstances that impose mental and physical strain on people's bodies are known to induce stress. Job stress is a pattern of emotional, mental, and psychological reactions to unfavorable elements of a job, workplace, or organization. Work stress arises when there is an imbalance between an employee's capabilities and the demands of their job. Workplace stress is a dynamic state that arises from encountering possibilities, limitations, or personal expectations that are not constant but nonetheless substantial (Lestari, & Mujiati, 2018)

Workplace stress is impacted by organizational, personal, and environmental factors. Because of the demands of their jobs and the high caliber of work they must perform, employees may become stressed out. As a result, before starting employment, employees should be aware of the company's commitment (Lestari, & Mujiati, 2018) The relationship between job stress and job satisfaction and intention to quit indicates that work-related stress positively influences intention to leave. There is a link between workplace stress levels and employee turnover intention, suggesting that job stress has a major impact on employee turnover intention (A. P. Dewi & Agustina, 2020) (Medysar et al., 2019).

6.3 The Impact of Uncertainty in Employment on Intention to Leave

Employee intention to leave is significantly and favorably impacted by job instability (Medysar et al., 2019). Employees' intention to leave their jobs is positively correlated with work insecurity, meaning that as job insecurity increases, so does the intention to leave. Employee working circumstances are impacted by anxieties and emotions of insecurity regarding the company's work environment. so that workers won't be afraid to quit, transfer to another company, or even look for work elsewhere. According to Nungki (Nurhaliza et al., 2023), businesses need to be aware of employee turnover intentions, as nearly 25% of workers intend to leave the organization. Employees' heavy workloads and emotions of job insecurity are the causes of this. This causes some employees to intend to leave.

Conclusion

On the basis of current theory, pertinent articles, and conversations, the following research hypotheses can be developed:

- a. Employee turnover intention is significantly influenced by an individual's character.
- b. There is a notable correlation between job stress and employee turnover intention.
- c. Employee turnover intention is significantly impacted by job insecurity.

This study supports the idea that individuals' intentions to leave a firm or organization are significantly influenced by their personal characteristics, stress, and workplace insecurity. where human nature, work stress, and job uncertainty have a significant impact on company or organization turnover and productivity. A deeper understanding of their workforce enables managers and employees to perform at higher levels. The results of this study lend credence to the notion that stress at work, job instability, and personal characteristics all affect employee

turnover. As a result, businesses must also have a deeper understanding of a number of strategies to lessen the likelihood that employees may leave, such as maintaining efficient lines of communication between management and staff.

Workers who have open lines of communication and feel heard are typically happier and more devoted. To encourage staff members to keep contributing, offer career development options through training courses, development plans, and internal promotions. Make sure you provide a clear explanation of the work expectations and performance standards. because workers must understand their responsibilities and the criteria used to evaluate them.

Limitation

It is intended that the research's findings would be a source of knowledge for managing businesses, capable of fostering a positive environment and giving management a general picture. Addressing problems with character influences, stress, and job instability that may have an impact on the intention of employee turnover.

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