

DETERMINANTS OF TURNOVER INTENTION OF NON-MANAGERIAL STAFF: MODERATED MEDIATION ROLE OF SOCIAL SUPPORT AND WORK STRESS

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Abstract

It was revealed that the staff turnover of ABC Company, a liquor production and distribution company in Sri Lanka, has increased over 2020, 2021 and 2022 according to the information available in the Company Annual Reports. This research study was conducted with the purpose of examining the impact of workload on the turnover intention of the non-managerial staff of ABC Company and provide recommendations to reduce the turnover intention. Workload (IV), Work Stress (M), Social Support (W) and Turnover Intention (DV) were considered as the study variables and four hypotheses were developed for the assessment. A sample of 148 employees representing the category of non-managerial staff were surveyed for the data collection. The data were analysed using Hayes Process Macro – Model 14. The findings of the study revealed that workload has an impact on turnover intention and work stress mediates the impact of workload on turnover intention, however, social support does not moderate the impact of work stress on turnover intention. Based on the findings, it was recommended that the management takes measures to reduce turnover intention through the reduction of the workload by replacing every employee who leaves the organization without creating a labour vacuum, expediting the staff replacement process without creating hiring gaps and checking the staff shortages and increasing the number of cadre required to fulfil the tasks in order to distribute the workload in a fair and proper manner.

Key Words: Workload, Work Stress, Social Support, Turnover Intention

Introduction

“Employees in an organization have a very important role because employees are one of the drivers to achieve the goals of an organization. Therefore, the organization must pay careful attention employees who can influence the condition of the organization” (Gibson et al. as cited in Wibowo, Setiawan & Yuniarinto, 2021). In the highly dynamic business environment today, retaining employees for a longer period of time is an inevitable challenge for an any organization. In front of this challenge, identification and elimination of factors influencing employee turnover is a crucial task. A contented workforce is a primary requirement for an organization to successfully achieve its goals and objectives. Therefore, organizations should take necessary measures to examine and eliminate the factors that influence their employees to quit, and in turn retain them for the best interest of the organization.

ABC Company is a business organization engaged in manufacturing and selling liquor products to the local and international market. It consists of 945 employees at present including managerial staff, non-managerial staff and labourers. The production plants and distribution outlets of ABC Company are located island wide. As per the increased staff turnover of ABC Company during the past three years, it is in question whether its employees have an intention to stay in the Company for a longer period. With reference to the Annual Reports of the Company for the last three consecutive financial years, it was observed that there is a gradual decrease in the number of employees of the Company from 2019/20 to 2021/22. The said decrease includes both voluntary turnover (resignation and vacation of post) and non-voluntary turnover (retirement, termination, expiry of contract and decease). Table 1 shows the number of voluntary turnovers over the past three financial years. Table 1 shows the category-wise employee turnover during the period from 2019/20 to 2021/22.

Table 1: Category-wise Employee Turnover (voluntary) from 2019/20 to 2021/22

Financial Year	Managerial Staff	Non-Managerial Staff	Laborers	Total
2019/20	14	47	28	89
2020/21	12	50	32	94
2021/22	8	58	30	96

Note: The employees of ABC Company can be segregated into three main categories according to their grades. Those three categories are, namely, Managerial Staff, Non-Managerial Staff and Labourers.

The declining trend in non-managerial staff suggests a potential turnover in that staff category. Understanding the factors contributing to the decline in managerial staff could provide insights into the organization's strategic decisions and workforce planning.

Understanding turnover intention provides insights into workplace issues such as poor leadership, lack of support, high workload or inadequate work-life balance that led to work stress. Addressing these issues can contribute to a healthier and more positive work environment (Steel & Ovalle, 1984; Vandenberg & Nelson, 1999).

Therefore, it is important to study the factors affecting employee turnover intention of Non-Managerial Staff of ABC Company and the level of their intention to leave the Company in the years to come in order to recommend appropriate measures to counterattack the staff turnover. And in line with that following research objectives have been formulated.

- To examine the factors affecting turnover intention of Non-Managerial Staff of ABC Company
- To examine the moderating role of Social Support in predicting Turnover Intention of Non-Managerial Staff of ABC Company
- To examine the mediating role of work stress in predicting Turnover Intention of Non-Managerial Staff of ABC Company

Literature review

Turnover Intention

Turnover intention can be identified as the desire of an individual to leave an organization (Tett & Meyer as cited in Khan et al. 2014). It is an attitudinal (thinking of quitting), decisional (intention to leave), and behavioural (seeking for a new job) process (Sager as cited in Khan et al. 2014). Hom and Griffeth (as cited in Shibu & Rengaraj, 2020) further elaborated turnover intention as the relative strength of an individual's intent toward voluntary permanent withdrawal from an organization. The stages of the emergence of employee turnover intention are when someone evaluates his job, assesses or directs his satisfaction and dissatisfaction with his work, calculates the cost and benefits of his work, and ends with a real decision by staying or leaving the job (Mobley as cited in Wibowo et al., 2021).

Employee turnover intention is a critical aspect of human resource management that seeks attention due to its significant impact on organizational performance, productivity, and overall workplace dynamics. Several studies provide evidence supporting the importance of studying and managing employee turnover intention. High turnover intention can lead to actual turnover, resulting in a loss of skilled and experienced employees. This can negatively impact organizational performance and productivity (Mobley, 1982; Hom, Caranikas-Walker, Prussia, & Griffeth, 1992).

On the other hand, Employee turnover involves direct and indirect costs such as recruitment, training, and lost productivity. Understanding turnover intention can help organizations estimate and manage these costs effectively (Cascio, 1991; Price, 1977). Further, turnover intention disrupts workforce stability and continuity. By identifying and addressing the factors contributing to turnover intention, organizations can work towards creating a more stable and reliable workforce (Holtom, Mitchell, Lee, & Eberly, 2008).

Turnover intention is often linked to job satisfaction and engagement. Research suggests that addressing factors influencing turnover intention, such as job satisfaction, can enhance overall employee well-being and commitment (Hom, & Gaertner, 2000). High turnover can also negatively impact an organization's reputation. Potential employees may be hesitant to join a company with a history of high turnover. Managing turnover intention can contribute to a positive employer brand (Turban & Cable, 2003; Rynes, Bretz, & Gerhart, 1991).

Understanding turnover intention provides insights into workplace issues such as poor leadership, lack of careers support, high workload or inadequate work-life balance that led to work stress. Addressing these issues can contribute to a healthier and more positive work environment (Vandenberg & Nelson, 1999).

Therefore, employee turnover intention is crucial for HRM professionals to monitor and address because it serves as an early indicator of potential turnover and provides valuable insights into the overall health and effectiveness of the organization's human resources. By understanding and mitigating turnover intention, organizations can foster a more stable, engaged, and productive workforce.

Workload and Turnover Intention

Workload is a set or number of activities that must be completed while on duty (Westphal & Zhu, 2019). Halimu, Said and Pardiman (2022) defined workload as a series of activities that must be completed by an organizational unit or position holder within a certain period of time. According to Nayoan et al. (2021), a person's workload has been determined in the form of work standards according to the type of work.

Nayoan et al. (2021) stated that the workload can be seen from the physical and mental workload; if the workload borne by an employee is too heavy or weak, physical abilities will certainly result in an obstacle in working, so that the employee will feel sick because of a job. Thus, the workload is closely related to feeling tired when given excessively to employees and this can trigger a turnover of the employee (Bakker et al. as cited in Wibowo et al., 2021). Qureshi et al. (2013) found that workload is positively related to the employee turnover intention. According to Qureshi et al. (2013), a rational workload is a win-win situation for the organization and their study has provided the empirical evidence that employee thinks to leave the job when they are over burden. Wibowo et al., (2021) stated that, the research results from Qureshi et al. (2013), Yang et al. (2014), Khan et al. (2014), and Pradana & Salehudin (2015) prove that workload affects the turnover intention.

Work Stress and Turnover Intention

Stress can be defined as an adaptive response, mediated by individual differences, that is a consequence of any action, situation, or event that places special demands on a person (Gibson, Ivancevich & Donnely, 1996, p. 195). Robbin and Judge (2018, p. 14) stated that stress is an unpleasant psychological condition that occurs in response to environmental pressures. Job stress occurs when there is an imbalance between job requirements and a worker's ability to cope (Sewwandi & Perere, 2016). Whitt and Wilson (as cited in Liyanage, Madhumini & Galhena, 2014) have defined the job stress as a feeling or a condition a person experienced when that person perceives that demands exceed the personal and social resources the individual is able to mobilize.

Turnover intention is positively correlated with stress in the view of Layne et al. as cited in Khan et al. (2014). According to Khan et al. (2014), studies indicate that as stress level increases, individuals are more likely to leave their position and seek alternative roles either within the field or in another industry. According to Sewwandi and Perere (2016), there are many researchers (Noor & Maad 2008; Sherazet al. 2014; Mxenge et al. 2014) who have identified that there is a significant impact of job stress on turnover intentions. Many researchers (Muhammad et al. as cited in Khan et al. 2014; Kaur et al. 2013) suggest that if organizations are willing to retain their employees, they must reduce job stressors which may cause the job stress ultimately leading to employee turnover intentions (Sewwandi & Perere, 2016).

Social Support, Stress and Turnover Intention

Social support can be defined as the comfort, assistance, or information one receives through formal or informal contacts with individuals or groups. Social support may take the form of emotional support (expressing concern, indicating trust, boosting esteem, listening), appraisal support (providing feedback and affirmation), or informational support (giving advice, making suggestions, providing direction). People who can serve as sources of social support at work include supervisors, co-workers, subordinates, and customers or other non-organizational members with whom an employee might have contact. A co-worker listening to a friend who failed to receive a desired promotion, a group of recently laid-off workers helping each other find new employment, or an experienced employee helping a trainee learn a job are all examples of providing support (Gibson et al, 1996).

Numerous studies have highlighted the positive relationship between social support and job satisfaction. Social support, both from supervisors and colleagues, contributes to a positive work environment, enhancing employees' satisfaction with their jobs (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades &

Eisenberger, 2002). On the other hand, the job satisfaction being a one of key predictor of turnover intention. Employees who are satisfied with their jobs are less likely to consider leaving the organization. By fostering a positive work environment, social support can definitely contribute to higher job satisfaction and, consequently, lower turnover intention (Hom & Kinicki, 2001).

Social support can also act as a buffer against stressors in the workplace. High levels of job stress are often associated with increased turnover intention. Social support, by providing emotional and instrumental assistance, can mitigate the impact of stress on turnover intention (Eisenberger et al., 1986; Wayne, Shore, & Liden, 1997).

According to Gibson et al. (1996), social support is effective as a stress moderator because it buffers the negative effect of stressors by providing a degree of predictability, purpose, and hope in upsetting and threatening situations. Social support has been shown to reduce stress among employed individuals ranging from unskilled workers to highly trained professionals; it is consistently cited as an effective stress coping technique, and it has been associated with fewer health complaints experienced during periods of high stress (Gibson et al, 1996). One source of work stress experienced by an employee comes from the quality of relationships between colleagues. When the quality of interpersonal relationships in the work is not good it can lead to mental stress which can trigger stress levels to be high. In addition, the lack of social support from colleagues can cause considerable stress, especially among employees with social needs where someone who is experiencing work stress needs support (Robbins & Judge as cited in Wibowo et al., 2021).

It is proven that social support in the workplace plays a crucial role in influencing turnover intention by impacting job satisfaction, reducing the impact of stressors, enhancing organizational commitment, and fostering positive work relationships. Organizations that prioritize the development of supportive work environments are likely to experience lower turnover rates among their employees.

Workload, Work Stress and Turnover Intention

Heavy workload has consistently been linked to increased levels of work-related stress. Employees experiencing a high volume of tasks, tight deadlines, or insufficient resources may perceive their workload as stressful (Bakker, Demerouti, & Euwema, 2005; Podsakoff, LePine, & LePine, 2007).

Further, work stress serves as a mediating factor in the relationship between workload and turnover intention. The increased workload contributes to higher levels of work stress, and this stress, in turn, becomes a significant factor influencing employees' intention to leave the organization (Koeske & Koeske, 1993; Podsakoff et al., 2007). According to Qureshi et al. (2013), a number of researchers, e.g. Andrew et al., 2008; Jex, Beehr, & Roberts, 1992; have supported a positive relationship between workload, stress and turnover intention. Glaser, Tatum, Nebeker, Sorenson, & Aiello (as cited in Qureshi et al., 2013) found significant relationships between workload and stress and stress and turnover, and that stress plays an arbitrator role between workload and turnover intentions. The study of Pradana and Salehudin (2015) (as cited in Wibowo et al., 2021) states that the long exposure to stress from work is associated with an increase in the turnover of the employee which proved that when someone experiences excessive workload will cause work stress or stress that increases the turnover of employees.

Methodology

Research Design

The research philosophy guiding this study is grounded in Positivism, emphasizing scientific testing and statistical analysis. Positivism, originating from the natural sciences, prioritizes large sample sizes to derive objective and quantitative data (Collis and Hussey, 2014). Aligned with Positivism, the Deductive approach will be utilized, involving reasoning from general rules to specific law-like inferences for theory testing (Melnikovas, 2018). The study adopts a scientific investigation format, testing hypotheses formulated from existing theories. This approach is deemed suitable for achieving the research objectives. The research methodology choice is a Mono-method Quantitative Research Methodology, emphasizing systematic investigation through the gathering of quantifiable data and statistical techniques (Saunders et al., 2015). This choice ensures objective, elaborate, and investigational templates, yielding logical, statistical, and unbiased results. The research strategy employed is a Survey Strategy, involving the distribution of questionnaires among a selected sample to gather data for hypothesis

testing (Melnikovas, 2018). The time horizon is defined as Cross-sectional, indicating a short-term study involving data collection at a specific point in time. This comprehensive framework, guided by Positivism, Deductive reasoning, and Mono-method Quantitative Research Methodology, ensures a rigorous and objective exploration of the turnover intention phenomenon within the specified context.

Conceptual Farmwork

In line with research objectives the conceptual framework of the research study has been formulated as follows with one independent variables, one mediating variable, one moderating variable and one independent variable.

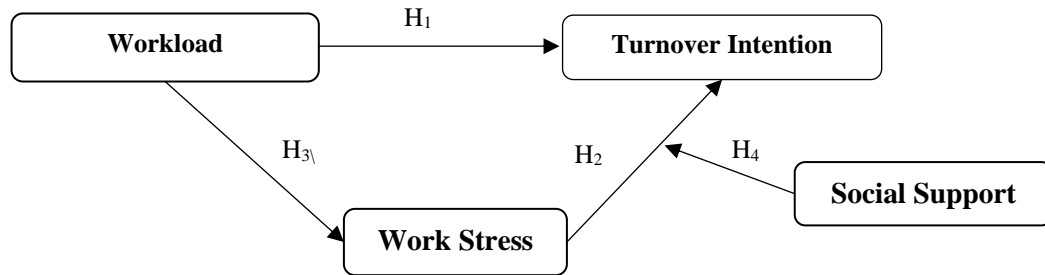


Figure 1: Conceptual Framework

Hypotheses

Following hypothesis were developed based on the conceptual framework.

- H₁ – Workload has an impact on Turnover Intention
- H₂ – Work Stress has an impact on Turnover Intention
- H₃ – Work Stress mediates the impact of Workload on Turnover Intention
- H₄ – Social Support moderates the impact of Work Stress on Turnover Intention
- H₅ – Social Support moderates the mediation effect of Work Stress on the relationship between Workload and Turnover Intention (Moderated Mediation)

Operationalization

The operationalization of the study variables is presented in Table 3.1.

Table 2: Operationalization

Variable	Dimension	Maturement Scale	Literature Source
Workload	1. Mental Demand 2. Physical Demand 3. Temporal Demand 4. Effort 5. Own Performance 6. Frustration	1 to 5 Lickert Scale	Hart and Staveland, as cited in Wibowo, et al. (2021)
Work Stress	1. Task Demands 2. Role Demands 3. Quality of Colleague Interactions	1 to 5 Lickert Scale	Robbins and Judge, as cited in Wibowo, et al. (2021)
Social Support	1. Belonging Support 2. Appraisal Support 3. Tangible Support 4. Self-Esteem Support	1 to 5 Lickert Scale	Schonfeld as cited in Wibowo, et al. (2021)
Turnover Intention	1. Thinking of Quitting (Attitudinal) 2. Intention to Quit (Decisional) 3. Job Search (Behavioural)	1 to 5 Lickert Scale	Hom & Griffeth; Tett & Meyer; Khan et al. as cited in Wibowo, et al. (2021)

Population and Sampling

Out of the total number of 945 employees of ABC Company, 239 belong to the worker category of Non-Managerial Staff including Senior Executive, Executive, Junior Executive and Assistant Grade staff who are

employed attached to the 4 locations of the Company. Therefore, the population considered for this research is 239 employees. Out of the 239 Non-Managerial Staff, a sample of 148 employees were selected for the survey. The sample size was determined based on the Morgan Table¹ at a 95% confidence. Stratified Random Sampling, under Probability Sampling, was used as the sampling technique for this research. The population was divided firstly into work locations (primary strata) and secondly into grades (secondary strata). A sample was selected on proportionate basis representing the population firstly from each location and secondly from each grade and the respondents were randomly selected from each grade of each location.

Data Collection and Analysis

A questionnaire was used as the survey instrument to collect the primary data in the study. A scale from 1 to 5 (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree) was given to rate each statement. The questionnaire consists of two parts where first one examines about the demographic factors of respondents while second part examine the behavioural aspect of the respondent.

Quantitative data are analysed after screening the collected data. Microsoft Excel is used to make simple mathematical computations, work out statistical computations such as averages and to produce raw data sheets of primary data which are collected from 5-point Likert-scale quantitative questionnaires. SPSS 25.0 statistic software is utilized as the major analytical tool to perform, frequency analysis, descriptive analysis, reliability analysis, corelation analysis, regression-based mediation, moderation, and conditional process analysis by Hayes, A. F. (2017).

Results and discussion

Pilot Study

The pilot test was run with the first 30 responses to check the reliability of the survey instrument. The Cronbach’s Alpha was calculated to test the reliability of the survey instrument and since the Cronbach’s Alpha Value of each variable was above 0.7, the reliability was assured and the researcher came to the conclusion that there was a high internal consistency between the indicators of each variable and hence, proceeded with the survey using the same survey instrument.

Sample Profile

Data pertaining to the demographic factors which were collected from the survey. Four demographic factors were considered for this research study namely, Gender, Age Group, Marital Status, and Educational Level. The demographic profile is presented below in terms of frequency, percentage and cumulative percentage in the Table 4.1 below.

Table 3: Sample Profile

Variable	Categories	n	Percentage
Gender	Male	114	77%
	Female	34	23%
Marital Status	Married	100	68%
	Unmarried	48	32%
Educational Level	Ordinary Level	1	1%
	Advanced Level	107	72%
	Bachelor’s Degree	40	27%
	Master’s Degree	0	0%
Age Group	20-29	35	24%
	30-39	59	40%
	40-49	46	31%
	50 & above	8	5%

Note: n = 148

Table 4.1 indicates that out of the total no. of 148 respondents, 114 of the respondents are male which accounts for 77% of the sample and 34 are female. The respondents of the sample fall into four age groups categorically, 20-29, 30-39, 40-49 and 50 & above. Table 4.1 indicates that 40% of the respondents are in the age group of 30-39, 31% are in the age group of 40-49, 24% are in the age group of 20-29 and 5% are in the age group

of 50 & above. Accordingly, the majority of the respondents are in the age group of 30-39. Table 4.1 above directs that out of the total no. of 148 respondents, 68% of the respondents are married and 32% are unmarried. Accordingly, the majority of the respondents (68%) are married. The respondents of the sample fall into four categories according to their highest educational qualification, namely Ordinary Level, Advanced Level, bachelor's degree and master's Degree. The table 4.1 shows that out of the total no. of 148 respondents, 72% has Advanced Level, 27% has a bachelor's degree, 1% has Ordinary Level and 0% has a master's degree as their highest educational qualification. Accordingly, the majority of the respondents (72%) have Advanced Level as their highest educational qualification.

Reliability Analysis

The Cronbach's Alpha was calculated to assure the reliability of the full data set collected from 148 respondents. The results of the Reliability Test are given in Table 4.2.

Table 4: Reliability Statistics

Variable	No. of Items	Cronbach's Alpha Value
Workload	5	0.756
Work Stress	6	0.841
Social Support	8	0.922
Turnover Intention	6	0.872

The table displays the reliability analysis results, specifically Cronbach's Alpha coefficients, for different variables in the study. Cronbach's Alpha assesses the internal consistency or reliability of a scale, with higher values indicating greater reliability. In this study, all variables exhibit a Cronbach's Alpha value higher than 0.7. These findings suggest that the measurement scales used have high internal consistency, enhancing the credibility of the study's results (Citations: DeVellis, 2016; Hair et al., 2019).

Descriptive statistics

The Table 4.3 below displays the descriptive statistics of four variables in the model. In other words, the overall score given by the respondents for each variable. The mean was calculated to analyse the Central Tendency of the responses for each indicator and the Standard Deviation was calculated to analyse the Variability of the responses for each indicator from their Mean value.

Table 5: Descriptive Statistics

Variable	Mean	Standard Deviation
Workload	3.45	0.86
Work Stress	3.27	0.86
Social Support	3.10	1.00
Turnover Intention	2.92	0.96

The mean workload reported by respondents is 3.45, and the data points vary around this average by approximately 0.86 units. On average, participants rated their work stress at 3.27, and there is a standard deviation of 0.86. Respondents reported an average level of social support at 3.10, with a standard deviation of 1.00, suggesting a wider range of variability compared to the other variables. The mean turnover intention is 2.92, and the standard deviation is 0.96, indicating the degree of variation in individuals' intentions to leave their current employment.

Correlation Analysis

The Correlation Analysis was done to find the correlations existing between the variables. The Pearson's coefficient of correlation was used to measure the association between each study variable and the dependent variable. The results of the correlation analysis are presented in the below matrix and each cell shows the Pearson correlation coefficient between the respective variables (Table 4.4).

According to the below results, the strongest positive significant association is seen in between Work Stress and Turnover Intention and its correlation coefficient is 0.779 at the 0.001 significance level ($r=0.779$, $p<0.01$).

Table 6: Correlation Matrix

	Workload	Work Stress	Social Support	Turnover Intention
Workload	1			
Work Stress	0.743**	1		
Social Support	-0.405**	-0.576**	1	
Turnover Intention	0.770**	0.779**	-0.539**	1

The next stronger positive correlation is between Workload and Turnover Intention in which case the correlation coefficient is 0.770 at the 0.001 significance level ($r = 0.770, p < 0.01$). Social Support exhibits a negative and significant correlation with Turnover Intention ($r = -0.539, p < 0.01$). These findings suggest that there are robust positive/negative relationships between the variables, emphasizing the interconnected nature of Workload, Work Stress, Social Support, and Turnover Intention. The significance levels ($p < 0.01$) indicate that these correlations are highly reliable (Dancey & Reidy, 2019; Field, 2013).

Moderated Mediation Analysis

A Moderated Mediation Test was run to determine if the mediation of Work Stress is present in the relationship between Workload and Turnover Intention and to examine if Social Support is moderating the strength of that indirect effect. Hayes Process Macro - Model 14 was used to run the moderated mediation test and the results are reported in Table 4.5, Table 4.6 and Table 4.7 as follows.

According to Table 4.4 below, Workload the independent variable of the model has a significant positive impact on Work Stress which is the mediating variable ($b=0.7824, t=13.433, p<0.01$). The positive impact of Workload on Turnover Intention which is considered as the dependent variable of the model is highly significant ($b=0.5350, t=6.3739, p<0.01$).

Table 7: Direct and Moderated Relationships of the Model

Relationship	Effect	Confidence Interval		SE	t
		Lower Bound	Upper Bound		
Workload > Work Stress	0.7824 (0.000)	0.6673	0.8975	0.0582	13.433
Workload > Turnover Intention	0.5350 (0.000)	0.3691	0.7010	0.0839	6.373
Work Stress > Turnover Intention	0.4404 (0.000)	0.2631	0.6178	0.897	4.909
Social Support > Turnover Intention	-0.1363 (0.010)	-0.1556	-0.0325	0.0525	-2.5949
Work Stress × Social Support > Turnover Intention	-0.0377 (0.5282)	-0.1556	0.0802	0.0596	-0.6323

And Work Stress also demonstrates a competitively feeble positive significant impact on Turnover Intention ($b=0.4404, t=4.9090, p<0.01$). These positive relationships imply that a higher scores on Workload and Work Stress are associated with increased Turnover Intention. Nevertheless, Social Support which is the moderator variable of the model has a negative significant impact on Turnover Intention ($b= -0.1363, t= -2.5949, p>0.05$).

However, the interaction effect of Work Stress and Social Support on Turnover Intention is not statistically significant ($b= -0.0377, t<-1.96, p>0.05$). This indicates that the Interaction of Work Stress and Social Support does not cause a significant change in Turnover Intention.

Table 8: Mediated Relationship of the Model

Relationship	Direct Effect	Indirect Effect	Confidence Interval	
			Lower Bound	Upper Bound
Workload > Turnover Intention	0.5350	-	0.3691	0.7010
Workload > Work Stress > Turnover Intention		0.3446	0.2031	0.5089

As per the above results, the indirect effect is calculated as $(0.7824) \times (0.4404) = 0.3446$, and the lower boundary and upper boundary of bootstrapped confidence level of indirect effect does not contain zero or any negative value, we have enough evidence to establish the fact that Work Stress mediates the impact of Workload

on Turnover Intention. These results reveal a significant complementary indirect effect of Workload on Turnover Intention through Work Stress.

Furthermore, the direct effect of Workload on Turnover Intention in presence of the mediator was also found significant ($b = 0.5350, p < 0.01$). Hence, Work Stress partially mediated the relationship between Workload and Turnover Intention.

Table 9: Moderated Mediation Relationship of the Model

Relationship	Social Support	Effect	Boot SE	Confidence Interval	
				Lower Bound	Upper Bound
Conditional Indirect Effects	-0.8046	0.3683	0.1013	0.1828	0.5835
	0.0000	0.3446	0.0782	0.2031	0.5089
	0.8046	0.3208	0.0801	0.1703	0.4880
Index of Moderated Mediation					
Workload > Work Stress × Social Support > Turnover Intention		-0.0295	0.0585	-0.1292	0.0987

As per the above table the conditional indirect effects of Workload on Turnover Intention, though Work Stress is high at low level of Social Support, slightly less at average level of Social Support and further reduced at higher levels of Social Support. Even though the indirect effects are significant at all three levels, the difference is not big enough to establish a conditional indirect effect.

These findings can be further verified through the moderated mediation results. The index of Moderated Mediation is -0.0295 and there is a zero in between the lower limit and upper limit of the bootstrapped confidence interval (-0.1292 to 0.0987) indicating fact that Social Support does not moderate the indirect effect of Workload on Turnover Intention through Work Stress.

Based on the above results, the below hypotheses were tested through the Moderated Mediation Analysis and the findings are as follows:

- H₁ suggested that Workload has an impact on Turnover Intention. The results of the analysis revealed that Workload has a significantly positive impact on Turnover Intention ($b=0.535, t=6.374, p<0.01$). Therefore, H₁ was supported.
- H₂ suggested that Work Stress has an impact on Turnover Intention. The result of the analysis indicated that Work Stress has a significantly positive impact on Turnover Intention ($b= 0.440, t=4.909, p<0.01$). Therefore, H₂ was supported.
- H₃ suggested that Work Stress mediates the impact of Workload on Turnover Intention. The mediation analysis revealed that Work Stress mediates the impact of Workload on Turnover Intention (direct effect = 0.535, indirect effect = 0.345, 95% CI = 0.203 - 0.509). Therefore, H₃ was supported.
- H₄ suggested that Social Support moderates the impact of Work Stress on Turnover Intention. The results revealed that Social Support does not moderate the impact of Work Stress on Turnover Intention [$b = -0.037, 95\% CI = 0.0596 - (-0.6323)$]. Therefore, H₄ was rejected.
- H₅ – suggested that Social Support moderates the mediation effect of Work Stress on the relationship between Workload and Turnover Intention (Moderated Mediation). The moderated mediation analysis did not reveal any significant effect (index = -0.0295, 95% CI = -0.1292 – 0.0987). Therefore, H₅ was rejected.

Conclusion

The purpose of this research was to study the factors affecting turnover intention of Non-Managerial Staff of ABC Company and the level of their intention to leave. In line with that, the present study was designed and executed in order to achieve main three (03) objectives, viz. 1) To examine the factors affecting turnover intention of Non-Managerial Staff of ABC Company, 2) To examine the moderating role of Social Support in predicting Turnover Intention of Non-Managerial Staff of ABC Company, and 3) To examine the mediating role of work stress in predicting Turnover Intention of Non-Managerial Staff of ABC Company.

The results of the study revealed that the amount of the workload handled by the Non-Managerial Staff of ABC Company has a significantly positive impact on their turnover intention which indicates that; higher the workload, higher the turnover intention and lesser the workload, lower the turnover intention. The effect of workload on turnover intention, following the results of empirical study from Wibowo et al. (2021). However, in this study, it was revealed, workload is the most influential factor affecting the turnover intention of the Non-Managerial Staff of ABC Company. It is noted that the company does not adequately replace the staff in a timely manner when staff are leaving the company which leads to the high volume of work to be handled by those who remain in the company. This has become the principal reason for the workload of individual employee to go high. The results of the study revealed that the work stress undergone by the Non-Managerial Staff of ABC Company has a significantly positive impact on their turnover intention which indicates that; higher the level of work stress, higher the turnover intention and lower the level of work stress, lower the turnover intention. In a similar study, Wibowo et al. (2021) revealed that work stress has a significant effect on employee turnover intention. Wibowo et al. (2021) explained that the results of the path analysis illustrated the existence of a positive correlation which means that the higher the level of stress will cause a higher turnover intention. The result of the study of Wibowo et al. (2021) is in line with previous empirical studies from Lu et al 2017. (as cited in Wibowo et al. 2021), Hakim et al. 2018 (as cited in Wibowo et al. 2021) and Zahra et al. 2018 (as cited in Wibowo et al. 2021), and similar to the result of this study.

The results of the study revealed that the work stress undergone by the Non-Managerial Staff of ABC Company mediates the impact of their workload on turnover intention. In a similar study, Wibowo et al. (2021) revealed that though workload did not significantly influence turnover intention, when work stress is used as an intermediary between the two relationships, the workload significantly influences turnover intention. This supports the opinion of Glazer and Beehr, 2015 (as cited in Wibowo et al., 2021) which states that work stress can act as an arbitrator between workload and turnover intention. The findings of the study explain that when an increase in workload is not able to be managed properly by the company, it will be very vulnerable for workers to feel repetitive physical and psychological pressure in the long term. When employees are overloaded with work, it exceeds their capabilities and the availability of time which is accumulated into work stress. The emergence of work stress will indirectly influence employees to think of leaving a job that provides excessive workload and high work stress.

The results of the study revealed that the social support receiving from peers does not moderate the impact of work stress on turnover intention of the Non-Managerial Staff of ABC Company. In a similar study, Wibowo et al. (2021) revealed that the role of social support did not moderate the effect of work stress on turnover intention. The role of social support as moderating work stress on turnover intention is following the results of empirical studies from Kaewboonco et al. 2014 (as cited in Wibowo et al., 2021) and Fong et al. 2018 (as cited in Wibowo et al., 2021) turn out to be a contradiction with the results of current study. The results of this study do not support the theory of Sarafino 2006 (as cited in Wibowo et al., 2021) about the role of social support as a buffer and direct effect where social support can change employees' responses to the stress they face. Accordingly, it can be concluded that social support does not act as a moderator but can act as an independent variable. The presence or absence of social support does not have a significant interaction with work stress levels but will have a significant impact on the desire to leave when it becomes an independent variable.

This study is concluded with the note that in order to retain the employees of ABC Company for a longer period, the management should pay special attention to reducing the workload by making the staff replacements timely and adequately and distributing the workload among the staff in a fair and proper manner. And should create an inclusive work environment that encourage the peer support.

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