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The Effect of Psychological Contract Breach and Workload On Intention to Leave: Mediating Role of Job Stress

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Abstract

The purpose of the study was to examine the role of job stress in mediating the psychological contract breach and workload toward the intention to leave. Sample determination used employees in hotel industry, which made a total of 113 respondents. The results of the analysis showed that psychological contract breach had not significant effect on intention to leave. Furthermore, psychological contract and workload had significant impact on job stress; workload had significant impact on intention to leave; and lastly job stress played a role in mediating the effect of psychological contract and workload on the intention to leave.

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1. Introduction

Nowadays, turnover intention is a serious issue in the organization and are considered to be one of the difficult issues in business (Rizwan et al., 2014). Nurul and Hafizal (2010) mentioned that turnover of employees is becoming a serious problem, even the employee turnover has not decreased yet. Pack et al., (2007) describes that the level of stress and job satisfaction are main predictors of intention to leave. Layne et al., (2004) reveals that there is a positive relationship between job stress on turnover intention. The higher level of stress experienced by employees will tend to increase their desire to move from the organization. Although each employee has different degrees of intention to leave, job stress is a significant predictor of turnover and is one factor that increases the likelihood of turnover (Orawan, et al. 2014). Stress, particularly work-related stress, has aroused growing interest across all over the globe in recent

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years (Rajib and Manju, 2008). Research Mitchell et al., (2000) mentioned that job stress is a major cause of employee turnover intention. Numerous studies mentioned that job stress affects the intention to leave, although the relationship is not direct (Elangovan, 2001; Glazer and Beehr, 2005; Foon et al., 2010). However, several studies revealed that job stress has positive and significant effect on the intention to leave (Moncrief et al., 1997; Firth, 2004; Ryan et al., 2011; Maslina, 2012).

In various studies, psychological contract breach relates to attitudes and unwanted behavior including an increase on intention to leave (Suazo et al., 2005). Psychological contract is a binding promise or unwritten obligations agreed upon by the employer to the employee (Maria, 2012). Boxtel (2011) stated that more frequent psychological contract is violated, the higher employee intention to leave in the organization. Paracha (2014) states the positive effect of psychological contract breach on the intention to leave. An employee who is angry will manifest sign of stress which involves emotional exhaustion (Barnabas et al., 2013). Studied Barnabas et al., (2013) is also shown that work overload as a predictor of emotional exhaustion and cause increasing job stress. Moreover, physical workload effects on intention to leave (Jensen et al., 2011).

2. Theoretical Framework

Intention to leave reflects the individuals desire to leave the organization and look for new employment alternatives. In a study, this variable is used in a broad scope covering the entire action of withdrawal committed employees. The act of withdrawal according to Abelson (1987) consists of several components simultaneously appear in the individual form of the mind to quit, the desire to look for another job vacancies, evaluate the possibility of finding a decent job elsewhere, and the desire to leave the organization. Jaros (1997), stated that the intention to leave refers to the tendency of employees to retire from organizational membership. Indeed, the intention to leave is the beginning of the behavior of employee turnover that directly represents a combination of an attitude of resignation of employees (Jaros et al., 1993). The resignation is a major way of solving employees do when they sense an imbalance in relation to the employment relationship (Bunderson, 2001; Robinson and Morrison, 1995). Pasewark and Strawser (1996) identifies the factors affecting turnover started by observing organizational factors, such as role conflict, role ambiguity, organizational changes, and locus of control. The same study was done by Ameen et al. (1995) which analyze the effect of role conflict and role ambiguity on job insecurity and potential consequences. The studies have stated that job insecurity affect the intention to leave directly, as someone who feels that his job is not safe there will likely be trying to find another job.

Ivancevich and Lee (2002) mentioned that stress is the adaptive response moderated by individual differences that are consequences of any action, situation or event and can put special demands on a person. Stress is a dynamic condition in which an individual is confronted with an opportunity, demands, or resources associated with what is desirable and that the results of the individual is deemed uncertain and important (Robbins and Judge, 2009;368). Sufficient resources can help reducing the demands of a stress when resources and demands correspond with each other (Robbins and Judge, 2009). Stress is often said to be carrying a negative context, but has a positive value if it is still in the category of the fair, for example, adds to the morale, motivation, and performance. Some employees considered high workload pressure is a positive challenge which is able to enrich the quality of work and job satisfaction. Robbins and Judge (2009) revealed the results of studies showing that the challenge of stress is not the same as barriers stress. The challenge of stressors impact to smaller than hindrance stressor for the given pressure is not too great. Stress is an adaptive response to external situations that produces deviations on physical, psychological, and behavior in organizational members (Tunjungsari, 2011). Indriyani (2009) mentioned that stress is usually considered as a negative term, stress is thought to occur because they are due to a poor but not necessarily so because of stress in question is job stress, which means a form of interaction of individuals to their environment. Sutrisno (2009) suggested that job stress is caused by several things, among others, the workload is too heavy, working time is urgent, the low quality of supervision, work climate is not healthy, the authority of inadequate work-related responsibilities, conflict at work, as well as the difference in value between employees and leaders. Job stress also caused by such as; workloads are difficult and excessive, time and work equipment are inadequate, the conflict between the personal with the leadership or working group, as well as family problems (Hasibuan, 2000). Selected dimensions of job stress by Mangkunagara (2000), namely the excessive workload, limited working time, the feedback obtained from the working group, and responsibility.

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