

The Effect of Job Demands on Turnover Intention Through Work Engagement As A Mediation Variable

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Abstract

The study aims to analyze the effect Job Demands on Turnover Intention with Work Engagement as Mediation variable (a study at the PT. Wasfa Anjani Persada, West Nusa Tenggara). The subjects of this study were all employees at the PT. Wasfa Anjani Persada. The study used a simple of 31 respondents who were determined using a non-probability sampling technique with a saturated sample method (census) the analytical tool used in this study uses the path Analysis software SPSS Version 21.0 for windows. The result in thid study indicate that the Job Demands variable has a positive effect on Tunover Intention. The Job demands variable has a negative effect on Work Engagement and the Work Engagaement has a negative effect on Turnover Intention.

Keywords: Job demands, Turnover Intention, Work Engagements.

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I. Introduction

Organizations experience very tight and competitive competition in line with the development of the pace of the modern era as it is today. To be able to compete, companies must not only recruit the best employees but also companies are required to be able to encourage employees to give their best abilities and contributions to the company. Besides that, the company must realize that each individual employee has a different nature and character who has a need to continue to grow, wants to get better and wants to be appreciated, neglecting the needs of such employees can be fatal for the company itself because of demands. Employees' job demands (job demands) and their involvement (work engagement) can encourage employees to have the intention to leave the company (turnover intention).

A phenomenon that often occurs within the scope of the Company is the desire of employees to leave the company. This is also often found in several companies, both private and government agencies. The phenomenon of the employee's desire to leave the company certainly has a negative impact on the company. One of the impacts obtained by the company is the high cost of employee recruitment, so the company must indirectly retain competent employees. According to Warshaw and Davis in Landry (2003) intention is "the degree to which a person formulates plans to show a specific future goal or not, consciously". The loss of the company's best employees will have an impact on the company's business processes. There are many costs that must be incurred such as severance pay, non-use of facilities, staffing costs (such as recruitment, interviews, entrance tests, computer records, payroll changes), training costs, and overtime. "Another thing that is more real is the loss of productivity until new employees reach the same productivity as old employees who choose to leave the company" (Pandiangan, 2011).

PT. Wasfa Anjani Persada is an Indonesian company published in 2015 located at Jalan Tanjung, Hamlet Belencong Lombok, West Nusa Tenggara. Initially, it was a company engaged in the contractor, supplier, developer, tourism and creative sector. PT. Wasfa Anjani persada is now focusing on tourism and creative, which indirectly also affects the loss of competent employees in the company. Changes or dynamics that occur in the company PT. Wasfa Anjani persada sparked researchers to make the company PT. Wasfa Anjani persada as the object of this research.

II. Literature Review And Hypotheses Development

The results of research conducted by Daderman et. al. (2016) pointed out that "WFC is quite related to FWC. Hierarchical regression analysis showed that only job demands and low power were significantly associated with turnover intention". WFC also has more intensive experience than FWC. Job demands, enthusiasm, dedication, and turnover intention have a strong influence on WFC, while absorption has a strong

effect on FWC. However, the levels of WFC and FWC did not significantly moderate this association. The results of research conducted by Bon et. al. (2017) showed that there was a significant relationship between job demands and employee turnover intention. Reliability refers to "the degree to which a variable or set of variables is consistent in its determination" (Hair et al., 2014). In other words, reliability refers to the level of the latent variable that reflects the true value with free error. To find out more about the reliability of the proposed construction, Cronbach's Alpha reliability measurements and composite analysis were analyzed and can be taken from (PLS-SEM). The results of research conducted by Proost et. al. (2014) showed that "organizational justice is adjusted to the positive impact of job demands on turnover intention and the negative impact of job demands on job satisfaction". Furthermore, the results show that fairness serves as an important prerequisite for the moderating role of job control on the effect of job demands on job satisfaction and turnover intention. Based on the previous research, the hypotheses formulated are:

H1: Job demands have a significant positive effect on turnover intention.

The results of research conducted by Upadyaya et. al. (2016) showed that "the role of job demands shows that servant leadership shows a positive relationship with work engagement and life satisfaction, and a negative association with fatigue symptoms. High workload, in turn, is positively associated with symptoms of fatigue and depression and negatively associated with life satisfaction. Based on hypothesis testing, there is a negative effect between job demands on work engagement. The results of research conducted by Coetzer et. al. (2006) show that "the average level of employee work engagement is above the South African norm. Job resources, such as organizational support, growth opportunities, social support and advancement opportunities, are related to individual work engagement". Job demands do not play an important role in work engagement. Organizational support and growth opportunities are the best predictors of work engagement. The results of research conducted by Rothman et. al. (2006) pointed out that "confirms the two-factor structure of work engagement, which consists of passion and dedication". Six reliable factors were extracted in JDRS, namely organizational support, growth opportunities, social support, overload, advancement and job insecurity. Job resources (including organizational support and growth opportunities) estimate a 26% variance in enthusiasm and 38% variance in dedication. Turnover intention (overload) has an impact on academic dedication at low and moderate levels of organizational support. Based on the hypothesis testing, job demands lead to low work engagement of academics in higher education institutions. Based on the previous research, the hypotheses formulated are:

H2: Job demands have a significant negative effect on work engagement.

The results of research conducted by Thirapatsakun et. al. (2014) shows that there is a significant work engagement that has a mediating effect on the relationship between job demands and turnover intention. Good work engagement reduces the level of turnover intention in employees. Lu Lu et. al. (2015) showed that the three dimensions of work engagement were found to have a significant negative impact on turnover intention, regardless of position. Among the three dimensions of work engagement, the main influence is to reduce employee turnover intention, followed by enthusiasm and absorption. Malik et. al. (2016) show that there is a negative relationship between work engagement and employee turnover intention. Work engagement is negatively correlated with employee turnover intention. Work engagement partially mediates the relationship between psychological contract violations and turnover intention. Based on the previous research, the hypotheses formulated are:

H3: Work engagement has a significant negative effect on turnover intention.

Research conducted by Proost et. al. (2014) showed "that organizational justice is adjusted to the positive impact of job demands on turnover intention and the negative impact of job demands on job satisfaction". Furthermore, the results show that fairness serves as an important prerequisite for the moderate role of job control on the effect of job demands on job satisfaction and turnover intention. Rothman et. al. (2006) pointed out that "confirms the two-factor structure of work engagement, which consists of passion and dedication". Six reliable factors were extracted in JDRS, namely organizational support, growth opportunities, social support, overload, advancement and job insecurity. Job resources (including organizational support and growth opportunities) estimate a 26% variance in enthusiasm and 38% variance in dedication. Turnover intention (overload) has an impact on academic dedication at low and moderate levels of organizational support. Based on the hypothesis testing, job demands lead to low work engagement of academics in higher education institutions. The results of research conducted by Thirapatsakun et. al. (2014) showed that there is a significant work engagement which has a mediating effect on the relationship between job demands and turnover intention. Based on the previous research, the hypotheses formulated are:

H4: There is an effect of job demands on turnover intention mediated by work engagement

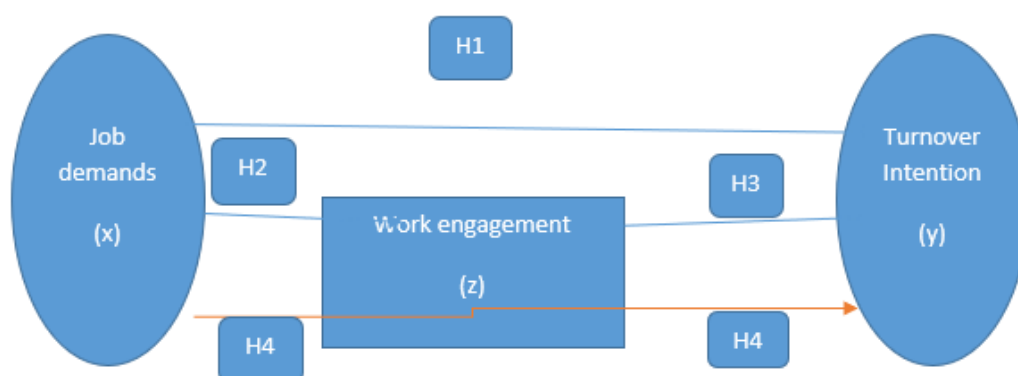


Figure 1
Research Model

III. Research Methods

This approach uses quantitative methods, namely a scientific approach to managerial and economic decision making. Data collection is done by distributing questionnaires that are distributed to employees and all levels within the company concerned. Then Respondents were asked to answer the questions in the questionnaire. This research is a research in looking at the relationship of variables to the object being studied is more causal (casual), so that in this study there are independent and dependent variables, but this relationship is influenced by the mediating variable. As the independent variable in this research is (cause) namely Job Demands. The dependent variable (effect) is Turnover Intention, and the mediating variable is work engagement.

The object of this research is PT. Wasfa Anjani Persada. The subjects that will be taken in this research are 33 employees/respondents. The data that will be used in this research is primary data which is the result of questionnaires that have been distributed to the targets to be studied directly from the source. The population used in this study are leaders and employees who work at PT. Wasfa Anjani Persada. The sampling technique used in this research is the Non-Probability Sampling approach. The method used is a saturated sample (census), which is a sampling method when all members of the population are used as samples. This is done when the population is small. In this study used is an interval scale and uses a Likert scale, this scale is used to measure whether respondents will agree or disagree with this study. Specifically, this scale uses five interval choice scales, namely: strongly agree, agree, neutral, disagree, and strongly disagree according to (Sekaran, Uma. Bougie, 2017).

Test the quality of the instrument used in this study by using the validity test and reliability test. Also the Validity test is used to measure the accuracy of a concept, to test whether or not each indicator is valid. It can be said to be valid if the significance value $<$ value = 5% or the significance value \leq 0.05. Reliability test is used to measure which can show that an instrument is trusted enough to be used for data collection, because the instrument can be used properly or not. Technical analysis of data Researchers will use an analysis system that is path analysis. So that the results of the analysis are more focused, the researcher uses the help of the SPSS (Statistics Product and Service Solution) software program. To test the mediation, the researcher used the Sobel test.

IV. Results And Discussion

The validity test was carried out before showing that all statement indicators were worthy of being used as research instruments by conducting a large sample test of 40 respondents. The significance level is 5% if the value of r count $>$ r table then the statement is valid.

Table 2
Validity Test Result

Variable	Item Question	R count	r table	Description
Job demands	X.1	0,812	100,0	Valid
	X.2	0,708	100,0	Valid
	X.3	0,779	100,0	Valid
	X.4	0,780	100,0	Valid
	X.5	0,808	100,0	Valid
	X.6	0,710	100,0	Valid
	X.7	0,866	100,0	Valid
	X.8	0,930	100,0	Valid
	X.9	0,892	100,0	Valid
	X.10	0,762	100,0	Valid
	X.11	0,689	100,0	Valid
	X.12	0,742	100,0	Valid
	X.13	0,864	100,0	Valid
	X.14	0,762	100,0	Valid
	X.15	0,766	100,0	Valid
	X.16	0,378	100,0	Valid
Work Engagement	Z.1	0,910	100,0	Valid
	Z.2	0,879	100,0	Valid
	Z.3	0,935	100,0	Valid
	Z.4	0,950	100,0	Valid
	Z.5	0,919	100,0	Valid
	Z.6	0,885	100,0	Valid
	Z.7	0,861	100,0	Valid
	Z.8	0,793	100,0	Valid
	Z.9	0,899	100,0	Valid
	Z.10	0,913	100,0	Valid
	Z.11	0,936	100,0	Valid
	Z.12	0,910	100,0	Valid
Turnover Intention	Y.1	0,907	100,0	Valid
	Y.2	0,881	100,0	Valid
	Y.3	0,954	100,0	Valid
	Y.4	0,892	100,0	Valid
	Y.5	0,867	100,0	Valid
	Y.6	0,923	100,0	Valid
	Y.7	0,876	100,0	Valid
	Y.8	0,917	100,0	Valid
	Y.9	0,866	100,0	Valid

Source: Validity test (2021)

Based on the results of the validity test above with a total of 31 respondents, it can be seen that all statements regarding Job Demands, Work Engagement and Turnover Intention submitted for respondents are employees of PT. Wasfa Anjani Persada is valid because it is seen from the value of $r \text{ count} > r \text{ table}$, so it can be concluded that all statements in the questionnaire can be said to be feasible as instruments to measure research data.

Reliability test to see if the instrument is worthy of research. In this study, researchers conducted a sample test of 31 respondents. From this statement, it is proven to be reliable if the Cronbach's Alpha value > 0.6 .

Table 3
Reliability Test Results of Research Variable Items

Variabel	Cronbach's Alpha	Keterangan
Job demands	0,953	Reliabel
Work Engagement	0,978	Reliabel
Turnover Intention	0,970	Reliabel

Based on the results of the reliability test of 31 respondents, it can be seen that the Cronbach's Alpha value of the Job Demands variable is 0.953, Work Engagement is 0.978 and Turnover Intention is 0.970, so it can be concluded that all variables in the statement are declared reliable because they have met the required value, namely the Cronbach value. $\text{Alpha} > 0.6$.

Descriptive analysis aims to find out how the frequency distribution of the answers that have been given by respondents to the questions in the questionnaire distributed is so that it can describe in greater depth the variables of Job demands, Work Engagement, and Turnover Intention.

Table 4
Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Job Demands	31	24	75	51.32	14.391
Work Engagement	31	21	60	41.87	12.540
Turnover Intention	31	11	43	25.19	11.262
Valid N (listwise)	31				

In this study, measurements were carried out quantitatively by scoring the respondents' perceptions of the various questions that had been given to the respondents according to the existing indicators. The results of the overall perception of respondents on the variables Jobdemands, Work Engagement, Turnover Intention can be seen in table 4.

The classical assumption test used in this study is the normality test, heteroscedasticity test and multicollinearity test.

Table 5
Normality test

		Unstandardized Residual
N		31
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.05807399
Most Extreme Differences	Absolute	.062
	Positive	.048
	Negative	-.062
Kolmogorov-Smirnov Z		.347
Asymp. Sig. (2-tailed)		1.000

Based on the table above, it can be seen that the asymp.sig value is 1,000 > 0.05 so it can be concluded that the data is normally distributed.

Table 6

Heteroscedasticity Test

Variable	Probability	Description
Job Demands	0,915	There is no heteroscedasticity
Work Engagement	0,172	There is no heteroscedasticity

Source: Classical Assumption Test (2021)

Based on the table above, it can be seen that the probability value is greater than 5% (0.05), thus the variables proposed in the study do not occur heteroscedasticity.

Table 7
Multicollinearity Test

Variable	Tolerance	VIF	Description
Job Demands	0,523	1.913	There is no multicollinearity
Work Engagement	0,523	1.913	There is no multicollinearity

Source: Classical Assumption Test (2021)

Based on the table above, it can be seen that the tolerance value > 0.10 or the VIF value < 10, then there is no multicollinearity. The results of the path analysis of this study are to examine the effect of job demands on turnover intention through work engagement as a mediating variable. used regression analysis. The summary of the results of the regression analysis that has been carried out is as follows:

Partial t test was conducted to determine the partial effect between the independent variable, namely Job Demands and the dependent variable, namely Turnover Intention. If probability (p) 0.05, it means that Job Demands partially have a significant effect on Work Engagement.

Table 8
T Test Results (Equation 1)

Variable	Beta	t count	Prob	Description
<i>Job Demands – Turnover Intention</i>	0,377	4.006	0,000	Signifikan
<i>R square</i>	0,477			

Source: Simple Regression Test (2021)

Based on the partial regression test, the t-count value is 4.006 regression coefficient (b) 0.377 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) 0.05, it can be concluded that Job Demands have a positive and significant effect on Turnover Intention. Hypothesis 1 is accepted.

Table 9
T Test Result (Equation 2)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	72.764	6.229		11.681	.000
Job Demands	-.602	.117	-.691	-5.145	.000

a. Dependent Variable: Work Engagement

Source: Multiple Regression Analysis Test (2021)

Based on the partial regression test, the t-count value is -5.145 regression coefficient (b) -0.691 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) 0.05, it can be concluded that Job Demands have a negative and significant effect on Work Engagement. Hypothesis 2 is accepted.

Table 10
Partial Test

Variabel	Beta	t hitung	Sig t	Keterangan
<i>Work Engagement – Turnover Intention</i>	-0,631	-6,704	0,000	Signifikan

Based on the partial regression test, obtained a t-count value of -6.704 regression coefficient (b) -0.631 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) 0.05, it can be concluded that it has a positive and significant effect on Turnover Intention. Hypothesis 3 is accepted
Simultaneous significance test (Test - F) basically shows whether all independent variables (Y) in the model have the same effect on the dependent variable (X).

Table 11
F Test Result

Persamaan	F	R Square	Sig.
1	96,281	0,839	0,000

Source: Multiple Regression Analysis Test (2021)

From the results of the F test in the table above, the calculated F is 93,821 and the probability is 0.000. Because sig Fcount <5% (0.000 < 0.05), it can be concluded that Work Engagement, Job Demands together have an effect on Turnover Intention. The coefficient of determination (R2) essentially measures how far the model's ability to apply variations in the dependent variable.

Table 12
T Test Result

Variabel	Beta	t hitung	Sig t	Keterangan
Job Demands	-0,691	-5,145	0,000	Signifikan
R Square	0,477			

Source: Simple Regression Test (2021)

Based on the table above, it shows the magnitude of the coefficient of determination (R square) = 0.477, meaning that the independent variables jointly affect the dependent variable by 47.7%, the remaining 52.3% is influenced by other variables not included in the research model.

Table 13
Coefficient of Determination Test Results

Variable	Adj. R Square	Std. Coefficient	Sig.
Transformasional Leadership	0,830	0,333	0,012
Knowledge Sharing		0,651	0,000

Source: Multiple regression test (2021)

Based on the table above, it shows the magnitude of the coefficient of determination (Adjusted R2) = 0.861, meaning that the independent variables jointly affect the dependent variable by 86.1%, the remaining 13.9% is influenced by other variables not included in the research model.

Sobel test can be done in two ways, namely using the manual method and by using the free software test calculator for the significance of mediation as follows:

$$Pa = -0,691 \quad Sea = 0,117$$

$$Pb = -0,631 \quad Seb = 0,085$$

The calculation of the standard error of the indirect effect coefficient (Seab) is as follows:

$$\begin{aligned} Seab &= \sqrt{Pa^2 \cdot Seb^2 + Pb^2 \cdot Sea^2 + Sea^2 \cdot Seb^2} \\ &= \sqrt{(-0,691)^2 \cdot (0,085)^2 + (-0,631)^2 \cdot (0,117)^2 + (0,117)^2 \cdot (0,085)^2} \\ &= \sqrt{0,00345 + 0,00545 + 0,000099} \\ &= \sqrt{0,008999} \\ &= 0,0948 \end{aligned}$$

Thus the t test value can be obtained is 4,59. From these calculations, it is known that the resulting t value is 4.59, which is greater than the t table with a significance level of 0.05, which is 2.039. So it can be concluded that there is an effect of Work Engagement which mediates the job Demands variable on Turnover intention, Hypothesis 4 is accepted.

V. Conclusion

The results of the path analysis in this study Job demands have a significant positive effect on Tunover Intention. This is evidenced by the path coefficient value (β) of 0.377 with probability (p) = 0.000. where the figure is significant because ($p < 0.05$).

The positive effect means that the higher the job demands of the employee, the higher the employee's turnover intention. The results of this study support the research of Bon, Shire (2017) which states that turnover intention is high if employees have high job demands.

The results of this study have similarities with research conducted by. Bon et. al. (2017) showed that there was a significant relationship between job demands and employee turnover intention. Reliability refers to "the degree to which a variable or set of variables is consistent in its determination" (Hair et al., 2014). In other words, reliability refers to the level of the latent variable that reflects the true value with free error. To find out more about the reliability of the proposed construction, Cronbach's Alpha reliability measurements and composite analysis were analyzed and can be taken from (PLS-SEM). And reinforced by research conducted by Proost et. al. (2014) show that organizational justice is adjusted to the positive impact of job demands on turnover intention and the negative impact of job demands on job satisfaction. Furthermore, the results show that fairness serves as an important prerequisite for the moderating role of job control on the effect of job demands on job satisfaction and turnover intention.

Referring to the results of the study, job demands have a positive impact on turnover intention because if employees feel heavy and burdened in their work in a department, employees tend to feel like moving to look for other alternative jobs. In job demands there are work scheduling, work load and work pace, job control, and job content where the higher the job demands, the higher the employee's turnover intention.

The results of the path analysis in this study Job Demands have a significant negative effect on Work Engagement. This is evidenced by the path coefficient value (β) of -0.691 with probability (p) = 0.000. where the figure is significant because ($p < 0.05$).

The negative effect means that the higher the job demands of an employee, the lower the employee's work engagement. The results of this study are supported by research conducted by Rothman, Jordan (2006), Upadyaya et. al. (2016), Coetzer et. al. (2006) which shows that job demands lead to low work engagement.

Based on the hypothesis testing, job demands lead to low work engagement of academics in higher education institutions. Referring to the results of the study, job demands have a negative influence or impact on work engagement, therefore companies should make it easier for employees to carry out a task or job, and support from both superiors and co-workers is very important to foster work engagement for employees. In job demands there are work scheduling, work load and work pace, job control, and job content where the higher the job demands, the lower the level of employee work engagement.

The results of the path analysis in this study Work Engagement has a significant positive effect on Turnover Intention. This is evidenced by the path coefficient value (β) of 0.631 with probability (p) = 0.000. where the figure is significant because ($p < 0.05$).

The results of this study are strengthened by research conducted by Thirapatsakun et. al. (2014) where in this study there is a Work Engagement variable which has the effect of mediating the relationship between job demands and Turnover Intention. Good work engagement reduces employee turnover intention. . Lu Lu et. al. (2015) showed that the three dimensions of work engagement were found to have a significant negative impact on turnover intention, regardless of position. Among the three dimensions of work engagement, the main influence is to reduce employee turnover intention, followed by enthusiasm and absorption. Malik et. al. (2016) show that there is a negative relationship between work engagement and employee turnover intention. Work engagement is negatively correlated with employee turnover intention. Work engagement partially mediates the relationship between psychological contract violations and turnover intention.

Referring to the results of this study, work engagement has a negative impact on turnover intention because if employees feel bound to their work, it is difficult for employees to leave their jobs or move from their jobs. Employees at PT. Wasfa Anjani Persada feel quite attached to their work so that they do not have the desire to move from work.

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