

The Influence of Job Stress on the Intention to Change Jobs Through Employee Engagement (A Study on Millennial Generation Employees)

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ABSTRACT

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This study investigates the impact of work stress on turnover intention, with employee engagement as a mediating variable. Employing a quantitative approach, the research utilizes a structured questionnaire for data collection. The population comprises 120 millennial employees, and the study adopts a non-probability sampling technique, specifically purposive sampling, to select respondents. Data analysis is conducted using Smart PLS 4.0, a robust statistical tool for examining complex relationships between variables. The findings reveal a significant relationship between work stress and employee engagement, indicating that increased work stress levels directly affect employee engagement. However, the analysis shows that employee engagement does not significantly influence turnover intention, suggesting that engaged employees may still consider leaving their organizations under certain conditions. Furthermore, there is a direct and significant relationship between work stress and turnover intention, underscoring the critical role of stress in driving employees' decisions to exit their workplace. The mediation test indicates that employee engagement does not effectively mediate the relationship between work stress and turnover intention. This implies that while engagement is influenced by stress, it does not sufficiently buffer the negative impact of stress on employees' intention to leave. These findings provide valuable insights for organizations aiming to mitigate turnover by addressing workplace stressors effectively.

1. Introduction

Human resources are the most important assets of a company that play a role in the sustainability of a company. Having quality human resources can make a company survive and have high competitiveness and be able to compete with other companies. Based on this, the organization must have control in managing, maintaining and retaining its employees. Management must run well so that the company is able to compete and not lose its best employees. However, if the organization does not manage it well, several challenges or problems will arise that the company must face, and one of the things that often arises is the desire of employees to move jobs.

Currently, the desire to change jobs has become a serious problem in the field of management related to high employee turnover. The emergence of the desire to change jobs is usually followed by employee behavior that begins to look for job opportunities in better places. If employee turnover is caused by retirement factors, the company can anticipate by preparing replacement candidates for the positions left, but if employee turnover is caused by resignation, it will make it difficult for the company to find new employees. The desire to change jobs is considered as behavior that is still a

desire or intention to leave the company, but has not yet reached the point of being able to move from the workplace, so that the behavior of the desire to change jobs tends to occur because it is the result of the intention to leave the company (Hung et al., 2018). Such behavior is a form of withdrawal in the world of work, but it is also the right of every employee to stay or leave the company they work for. The intention to move jobs cannot always be considered bad, because every employee has the desire to get a much better opportunity to work elsewhere. (Ramadhan et al., 2019).

The desire to change jobs is basically normal, but it is necessary to understand the causes so as not to make it difficult to achieve company goals. The causes of the desire to change jobs are organizational commitment, job satisfaction, satisfaction with salary, satisfaction with working conditions, workload, and work stress. (Hung et al., 2018). If employees start to feel uncomfortable with their work, it can trigger stress which can also have an impact on employee productivity. Stress can be a bad thing if productivity decreases due to factors such as workload, employee conflict, and employee environment. They feel more concerned about the company by often being involved in company activities. Companies must be more understanding in terms of managing millennial needs, their potential is considered very large for the company and it is a shame if they leave the company.

Job stress is related to a person's view of whether it can hinder the achievement of goals or as a challenge and motivation to complete the work. Stress can be something productive and counterproductive. (Vijayan, 2018). Stress can be productive if it can motivate employees to work better and show higher performance. Conversely, it can be counterproductive when external factors provide work pressure but do not provide real results. In the process of achieving organizational goals, conflicts often occur between members of the organization or members with the organization itself. The emergence of conflict can stem from personal values that differ from the collective values that apply in the organization, so that conflict occurs and has an impact on the emergence of stress.

Research from Kurniawaty et al., (2019) gives the result that work stress has a positive and significant influence on the desire to change jobs, where the desire to change jobs can be overcome by reducing the workload, reducing conflict, giving appropriate responsibility, and improving career development policies. High stress levels can put pressure on employees emotionally which causes a decrease in work quality. The Mercer Indonesia Career Business Leader Survey found that 17% of employees who chose to leave the company were due to high stress levels, on the other hand 1 in 4 employees who changed jobs were the company's best talents (Mohammad et al., 2021). Losing quality employees has a big impact on the stability of the organization, especially if the employee holds an important position. The company is required to prepare employees who are commensurate to fill the position left behind in order to avoid high recruitment costs. However, different results were presented by ((Suswati, 2020) where work stress does not have a significant effect on the desire to change jobs.

Employees must be able to manage the sources of stress they face in order to avoid the desire to leave the company, but work stress will not arise without a sense of employee attachment to their organization. Employee engagement is characterized by employees who have commitment, great desire, work hard and enthusiasm to exceed what is expected. The presence of employee engagement is a stronger predictor of positive organizational performance that clearly shows a two-way relationship between employees and employers. Employee engagement occurs when employees truly enjoy their work and are enthusiastic in doing it. (Sumathi et al., 2020). The construct of employee engagement is built on the foundation of concepts such as job satisfaction and employee commitment. (Sumathi et al., 2020). The researchers added that employees who are emotionally engaged are attached to their organization and highly invested in their work with a great deal of enthusiasm for their employer's success and will go beyond the scope of their employment contract.

Employee engagement is considered an important factor that can reduce the level of desire to change jobs. (Vijayan, 2018). This is related to the research results Purnama et al., (2022) which found that employee engagement has a significant negative effect on turnover intentions. The results of this

study are supported by (Behavior & Engagement, 2021) who found that employee engagement showed a negative relationship with negative affect and turnover intentions. In addition to being a predictor of turnover intentions, employee engagement also plays a mediating role. The mediating role was also found in the study (Maryati & Kusumayuda, 2021) which states that work stress has a negative and significant effect on the desire to change jobs with employee involvement as an intervening variable. So the higher the employee engagement a person has, the lower the desire to leave the organization, conversely, the lower the employee's attachment to the organization, the higher the desire to leave the organization.

The phenomenon of the desire to change jobs is related to the generational transition in the world of work. According to Praduswara et al., (2021) Currently, there are several generations in the company, including the traditionalist generation (born before 1943), baby boomers (1943 - 1960), generation X (1960 - 1980), and generation Y or millennials (1980 - 2000). The millennial generation grew up along with the development of communication and internet progress, this is what makes the millennial generation consider speed and practicality as part of a lifestyle. Therefore, they are able to create various new opportunities along with the development of technology. This generation has the characteristics of open communication, fanatical social media users, their lives are greatly influenced by technological developments, and are more open to political and economic views. So, they seem very reactive to environmental changes that occur around them.

According to the Central Statistics Agency of Indonesia (2022), the millennial generation will take control of the wheels of development, especially in the economic sector, which is expected to lead the Indonesian nation towards more advanced and dynamic development. However, on the other hand, 42% of the millennial generation have the desire to change jobs because of basic considerations of the work environment. (Mohammad et al., 2021). This can be caused by changes in needs and globalization, so that the character and desires of millennial workers change. Companies must be able to know the hopes, aspirations, values and organizational attitudes of the millennial generation in order to influence their involvement and attachment in the company. (Samuel et al., 2018). Meanwhile, data from the Indonesian Central Statistics Agency in 2024 is as follows:

Table 1. Central Bureau of Statistics of Indonesia 2024

Generation	Amount
Generation Z	74.93 Million People
Millennial Generation	69.38 Million People
Generation X	58.65 Million People
Baby Boomer Generation	31.01 Million People

Source: Central Bureau of Statistics of Indonesia, 2024

According to the results of the Population Census (2024), out of 270.2 million people in Indonesia. According to the Central Statistics Agency of Indonesia (2024), generation Z reached 74.93 million people (27.94%), followed by the millennial generation 69.38 million people (25.87%), generation X reached 58.65 million people (21.88%), and the baby boomer generation reached 31.01 million people (11.56%). And based on the results of the Population Census (2024) in Sorong City will be presented below:

Table 2. Central Statistics Agency of Sorong City 2024

Generation	Amount
Millennial Generation	87,288 thousand People
Generation Z	79,878 Thousand People
Generation X	54,064 thousand People

Baby Boomer Generation

24,897 thousand People

Source: Central Statistics Agency of Sorong City, 2024

Currently, the Sorong City job market is dominated by the millennial generation. According to the Central Statistics Agency of Sorong City (2024), the millennial generation dominates the job market. The results of the 2024 Population Census, out of 284.41 thousand people in Sorong City, the millennial generation reached 87,288 thousand people (30.69%), followed by generation Z reaching 79,878 thousand people (28.09%), generation X reaching 54,064 thousand people (19.01%), and the baby boomer generation reaching 24,897 thousand people (8.75%).

In terms of work, the millennial generation has different characteristics from the previous generation. They work not only to receive a salary, but also to pursue goals, not so much pursuing job satisfaction but rather wanting self-development (new skills, new insights, opportunities and so on), and they think more about developing their strengths rather than fixing their weaknesses. The advantages of millennials in working are familiarity in communication, media and digital technology which makes them better understand the latest technology, more creative in generating new ideas, informative, and productive. Millennials want something that is fast, short time, dynamic, creative, close to social media and easy to change jobs in a short time. Success based on technological innovation lies in its human resources which include founder characteristic factors such as personality character, experience, and education. HR in technology-based companies need to always remind their abilities and need to continue to innovate. However, in the process, many companies must be able to solve various problems, one of which is related to the engagement of millennial generation employees because they are often associated with mottos.(Mohammad et al., 2021).

2. Literature Review

Organizational Behavior

According toKustiawan et al., (2022), organizational behavior is the study of how individuals think, feel, and do things in organizations. So what is studied is everything related to cognitive (thought aspects), affective (emotional aspects), and behavior (action aspects). Meanwhile, according toThe Last Supper (2021), organizational behavior is a field of study that investigates the impact of individuals, groups, and structures on behavior in organizations with the intent of applying such knowledge to improve organizational effectiveness. And according toVictory (2017), organizational behavior is a discipline that studies individual and group-level behavior in an organization and its impact on performance (both individual, group, and organizational performance). Organizational behavior is concerned with how people act and react in all types of organizations.

Stimulus, Response and Transactional Theory of Stress

According toThe Fate of Old Lumban Gaol, (2017)stress stimulus model is a stress model that explains that stress is an independent variable or the cause of human stress. Or in other words, stress is an environmental situation that someone feels is so pressing and the individual only directly receives stress stimuli without any assessment process. The causes of stress play a role in determining how much stress will be received. Therefore, pressure originating from environmental situations can act as a cause and determinant of health disorders if it occurs frequently and in dangerous amounts. According to(Samuel et al., 2018), stress response model is a reaction or response of the body that is specific to the cause of stress which affects a person. The results of stress also include changes in psychological, emotional, and psychological conditions. For example, when someone experiences a worrying situation, the body spontaneously reacts to the threat. The threat includes a source of stress, and the body's response to the threat is a stress response. Stress does not only occur in individuals or the environment but there is a relationship between the two. In general, the transactional model of stress theory focuses on the cognitive processes and emotional reactions that underlie a person's interaction with their environment. Or it can be concluded that this stress model emphasizes the role

of the individual in assessing the cause of stress which will determine the individual's response to the cause of stress (Bassey and Out, 2021).

Social Exchange Theory

According to Choi et al., (2018) The definition of relationship satisfaction based on the perspective of social exchange theory is a state where someone receives a return that is in accordance with their expenses. This means that it is a state where someone gets a reward that is in accordance with their expectations when they have made many sacrifices (costs), in this case in the world of work. Meanwhile, according to (Ozkan et al., 2020), social exchange theory is a theory that assesses the satisfaction of the interests of two people involved. Evaluation of this form of relationship is when people calculate the value of their relationship and make a decision whether to stay in the relationship or leave. Social exchange theory is a theory in social science that states that in social relationships there are elements of rewards, sacrifices, and benefits that influence each other. Sacrifice (cost) is an element of a relationship that has a negative value. Rewards are elements in a relationship that have a positive value (Kustiawan et al., 2022).

Job Stress

Job stress is defined as any discomfort experienced and seen at a personal level as a result of incidents, events, or situations that are too severe or frequent to be managed properly through coping mechanisms. Job stress is defined as the result or response of a person to certain stimuli in their environment. Stress occurs when the workload they have does not match a person's abilities. Job stress is considered an employee's response to adjust to external conditions that can result in physical, psychological, and behavioral deviations of members of the organization.

Work stress is a condition of dependency that affects a person's emotions and thought processes, so that employees who experience work stress will experience behavioral changes. There are three types of effects caused by work stress; physiological symptoms, psychological symptoms, and behavioral symptoms (Mohammad et al., 2021). While there are four factors of work stress, namely; physical environmental factors, individual factors, group factors, and organizational factors. (Muslim, 2021). Several studies have found that work stress influences employees' desire to change jobs. (Mohammad et al., 2021), (Rindu et al., 2020), And (Basori et al., 2023).

Desire to Change Jobs

Turnover intention can be defined as the willingness to leave an organization. Turnover intention is a person's conscious and directed desire to leave an organization voluntarily and permanently. Turnover intention rate is the proportion of employees a business must replace within a specified time period. (De Winne et al. 2019). There are eight factors of turnover intention; organizational commitment, organizational culture, job satisfaction, physical work environment, compensation, employee relations, work stress, and work life balance. (Halim & Antolis, 2021). Involuntary turnover is when someone is fired for poor performance or misconduct or if an employee dies.

Employee Engagement

Employee engagement is the emotional attachment that employees feel towards their workplace, job role, position within the company, colleagues, and culture, and the impact of this attachment on well-being and productivity. (Sumathi et al., 2020). Engaged employees have a more positive mindset at work and demonstrate creative behavior in their work such as solving problems in different ways, providing customer service in creative ways. (Ali et al., 2022). Employee engagement is considered to act as a mediating variable. (Mohammad et al., 2021). Employees are a

step forward from commitment, employee engagement is defined as a positive attitude shown by employees towards organizational values, where employees are aware of the business context and strive to improve work and organizational effectiveness.(Bakker & Albrecht, 2018). Employee engagement has significant consequences for employees and organizations. There are three consequences of employee engagement; intra role, extra role, and personal development and growth(Van & Nafukho, 2020).

3. Methodology

Quantitative research is used to determine the relationship between work stress, employee engagement, and turnover intentions. This study uses a purposive sampling technique and the calculation of the number of samples is based on the formula of Hair, et al (2014), the population size is not yet known for sure and suggests that the minimum sample size is 5-10 times the indicator variable. The number of indicators is 12 indicators multiplied by 10 ($12 \times 10 = 120$). Respondents in this study were 120 millennial generation employees working in Sorong City.

The questionnaire was given directly and all respondents answered according to the questionnaire instructions. Respondent characteristics were categorized based on gender, age, last education, length of service, and occupation. Figure 1 illustrates the research framework showing the direction of influence of each variable.

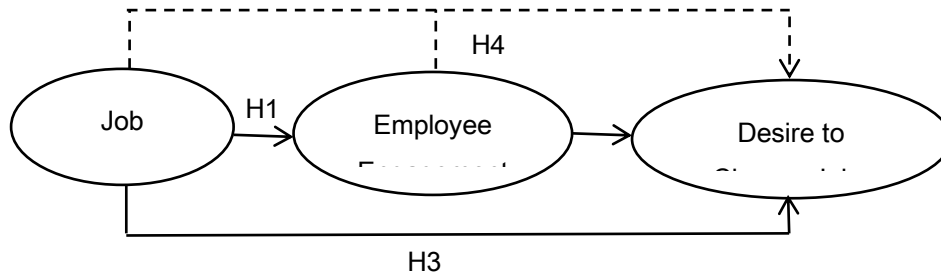


Figure 1. Conceptual Framework

Work stress was measured using an instrument from(Mohammad et al., 2021)consisting of six indicators, personal behavior, social support, role conflict, poor environment, work underload, and work-home conflict. The variable of desire to change jobs was measured using an instrument from(Gasic & Berber, 2023)with three indicators, thoughts of quitting, intention to seek alternatives, and intention to quit. The mediating variable of employee engagement was measured using an instrument from(Erwina, 2020)with three indicators of vigor, dedication, and absorption.

5. Discussion

Respondents in this study were employees of the Sorong City Millennial Generation with a sample of 120 people. The questionnaire was given directly and all respondents answered according to the instructions for filling out the questionnaire. Respondent characteristics were categorized by gender and age. Based on the results of the research conducted, the characteristics of the respondents were obtained as follows:

Table 3. Respondent Characteristics

Respondent Characteristics		Frequency	Percentage
Gender	Woman	58	48.3%
	Man	62	51.7%
Age	25 – 30	75	62.5%
	31 – 35	39	32.5%

	36 – 40	6	5%
	41 – 43	0	0
Last education	SD	0	0
	JUNIOR HIGH SCHOOL	0	0
	High School/Vocational School	82	68.3%
	Bachelor	38	31.7%
Years of service	1 year	51	42.5%
	2 years	35	29.2%
	3 years	18	15%
	4 years	16	13.3%
Work	Private	85	70.8%
	State-owned Enterprises	35	29.2%

Respondents in this study were 120 millennial generation employees currently working in Sorong City. The gender is quite balanced, 48.3% female and 51.7% male. Employees aged 25-30 years dominate (62.5%). Employee education is dominated by high school/vocational high school education at 68.3% and bachelor's degree (31.7%). The length of service is dominated by 1 year (42.5%). And private companies dominate the work by (70.8%), followed by employees working in BUMN by 29.2%.

Convergent validity evaluation is conducted by examining the outer loading coefficient of each indicator against its latent variable. The results of the outer loading value in the convergent validity test are shown in the following table:

Table 4. Loading Factor Results

Variables	Indicator		<i>Outer Loading</i>	<i>t - statistics</i>	Note
Job Stress	Personal behavior	X1	0.765	15,970	Valid
		X2	0.725	15,517	Valid
		X3	0.768	15,464	Valid
		X4	0.816	19,939	Valid
		X5	0.742	14,443	Valid
	Social support	X6	0.743	15,400	Valid
		X7	0.768	12,344	Valid
	Role conflict	X8	0.690	10,693	Invalid
		X9	0.767	14,720	Valid
	Bad environment	X10	0.730	13,745	Valid
		X11	0.758	14,036	Valid
	Work under load	X12	0.708	12,896	Valid
		X13	0.680	11,376	Invalid
	Home Work Conflict	X14	0.836	15,419	Valid
		X15	0.572	8.021	Invalid
Employee Engagement	Vigor	Z1	0.781	17.103	Valid
		Z2	0.718	11,485	Valid
		Z3	0.726	14,563	Valid

Desire to Change Jobs	Dedication	Z4	0.711	13.181	Valid
		Z5	0.644	9,940	Invalid
		Z6	0.742	12,764	Valid
	Absorption	Z7	0.642	8,819	Invalid
		Z8	0.836	26.124	Valid
		Z9	0.793	14,623	Valid
	Thoughts of quitting	Y1	0.950	144,955	Valid
	Intention to seek alternatives	Y2	0.883	29,528	Valid
	Intention to quit	Y3	0.683	9.158	Invalid
		Y4	0.707	10,849	Valid

Source: Processed data, 2024

Based on table 4. above, it can be seen that all indicators are due to the outer loading coefficient above 0.7 and the significance of t-statistics > 1.96. The indicator is declared invalid to measure its variables and the calculation results of the outer loading can be seen in the following figure:

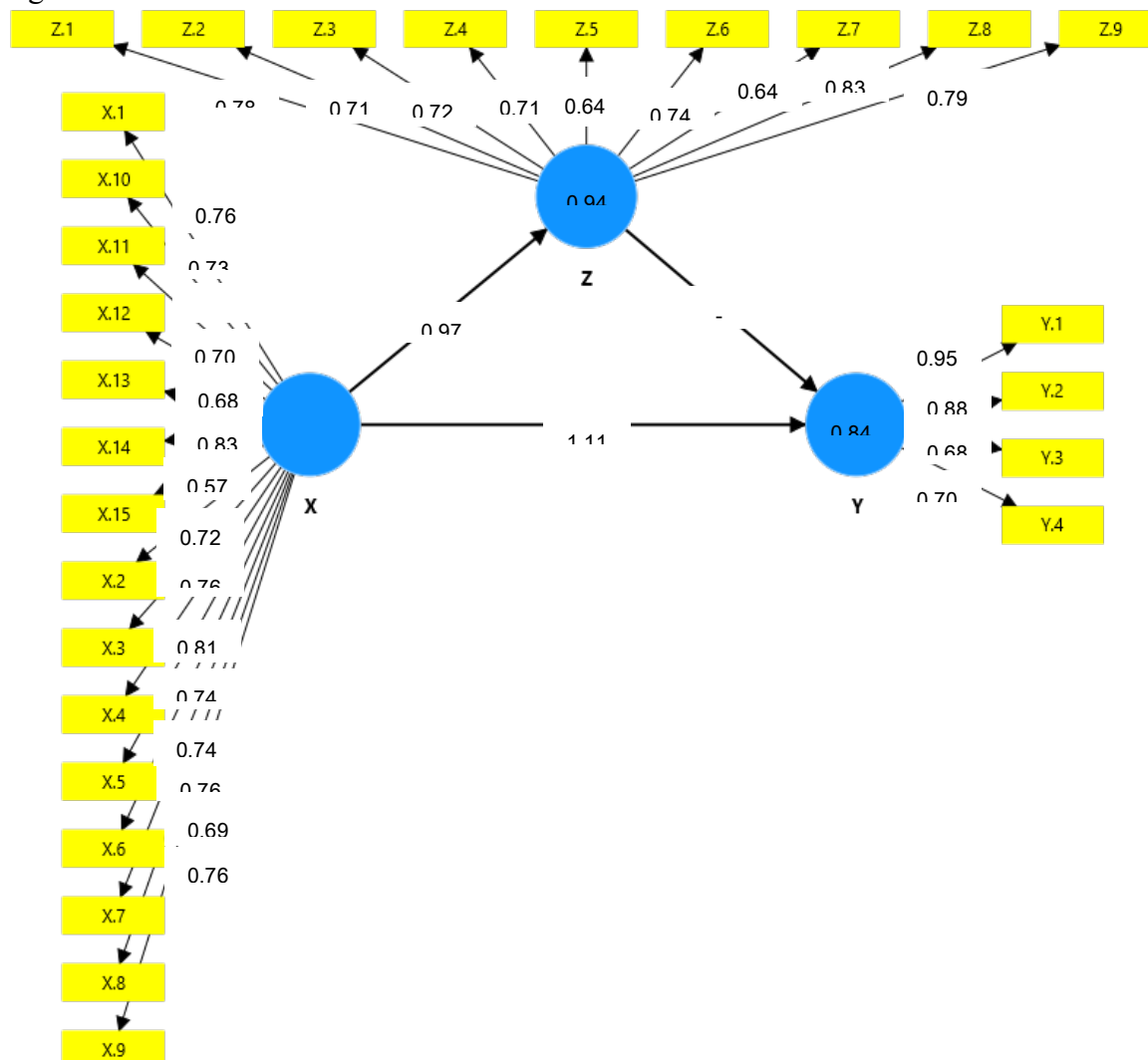


Figure 2. Outer Loading

Based on table 4.6, it can be seen that indicators X8, X13, X15, Z5, Z7, and Y3 have values less than 0.7, which means that the indicators are declared invalid to measure their variables. Thus, indicators that are declared invalid can be removed or deleted for the next test stage. The results of the bootstrapping significance test calculations can be seen in the following image:

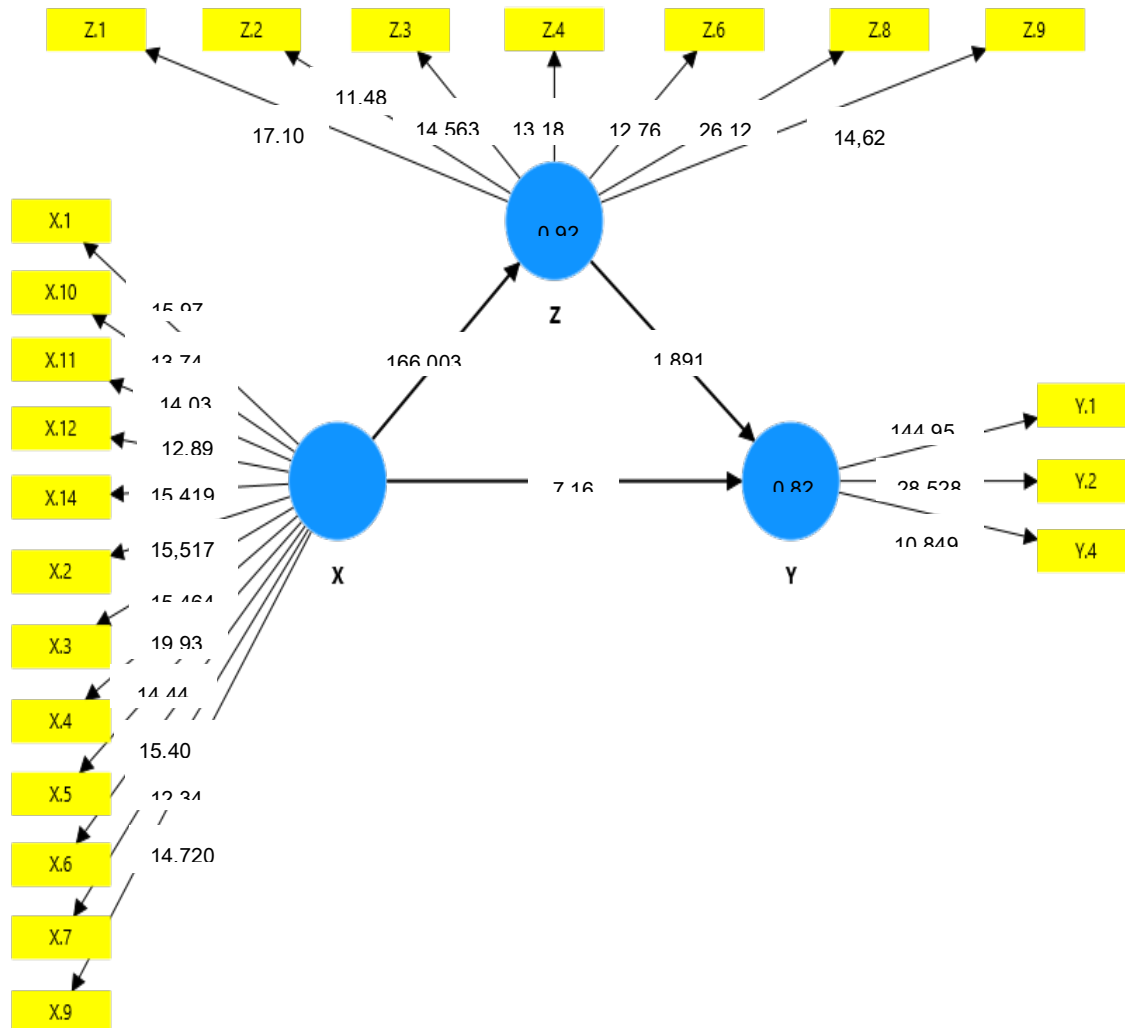


Figure 3. Bootstrapping Test

Discriminant validity can be measured using the cross correlation approach with the criteria that if the loading factor value of the corresponding latent variable is greater than the correlation value of the indicator on other latent variables, then the indicator is declared valid in measuring the corresponding latent variable. The results of the cross correlation calculation can be seen in the following table:

Table 5. Cross Correlation Results

Indicator	Job Stress	Desire to Change Jobs	Employee Engagement
X1	0.765	0.615	0.738
X2	0.725	0.641	0.687
X3	0.768	0.525	0.745
X4	0.816	0.776	0.730

X5	0.742	0.631	0.741
X6	0.743	0.516	0.721
X7	0.768	0.725	0.656
X9	0.767	0.593	0.765
X10	0.730	0.706	0.611
X11	0.758	0.657	0.730
X12	0.708	0.656	0.701
X14	0.836	0.746	0.646
Y1	0.848	0.950	0.802
Y2	0.790	0.883	0.673
Y4	0.660	0.707	0.687
Z1	0.744	0.560	0.781
Z2	0.667	0.546	0.718
Z3	0.683	0.639	0.726
Z4	0.649	0.459	0.711
Z6	0.741	0.631	0.742
Z8	0.800	0.725	0.836
Z9	0.738	0.738	0.793

Source: Processed data, 2024

Based on table 5 above, it can be seen that all latent construct correlations produce higher loading factors compared to loading factors in other latent constructs. This shows that the latent construct predicts indicators in a block better than indicators in other blocks, so the instrument/questionnaire that has been designed has good discriminant validity. Another method to assess discriminant validity can be seen by comparing the square root of the average variance extracted (\sqrt{AVE}) for each construct with the correlation between the construct and other constructs in the model. To meet the convergent validity test of 0.5. the model has sufficient discriminant validity if the AVE root for each construct is greater than the correlation between the construct and other constructs. The comparison can be seen in the following table:

Table 6. Discriminant Validity

Construct	AVE	\sqrt{AVE}	Desire to Change Jobs	Employee Engagement	Job Stress
Desire to Change Jobs	0.727	0.853	0.853		
Employee Engagement	0.561	0.849	0.843	0.849	
Job Stress	0.547	0.963	0.803	0.863	0.963

Source: Processed data, 2024

Based on table 6, it can be concluded that the AVE roots of the constructs on Y (intention to move jobs), Z (employee engagement) and X (job stress) have higher values than the AVE values. The construct reliability test can be measured by two criteria, namely cronbach's alpha and composite

reliability. The construct is declared reliable if the composite reliability and cronbach's alpha values are > 0.7 . The calculation of composite reliability and cronbach's alpha can be seen in the following table:

Table 7. Instrument Reliability

Construct	Cronbach's Alpha	Composite Reliability
Job Stress	0.925	0.925
Employee Engagement	0.869	0.873
Desire to Change Jobs	0.805	0.835

Source: Processed data, 2024

Based on table 7, it is known that all constructs have composite reliability and Cronbach's alpha values above 0.7, so it can be stated that the constructs have good reliability. Structural model evaluation (inner model) is conducted to evaluate the godness – fit model or the level of model accuracy in the overall research by forming several constructs along with their indicators. In this structural model evaluation, several approaches will be conducted including determination coefficient (R – Squares or R²), Predictive Relevance (Q – Square or Q²), and Goodness of Fir (GoF). R – Square (R²) shows how much the exogenous construct can explain the variability of the endogenous construct. In addition, R – Squares also shows the strength or weakness of a research model. The R – Squares value is shown in the following table:

Table 8. R – Square (R²) Value

Endogenous Construct	Exogenous Construct	R - Square
Desire to Change Jobs	Job Stress	0.824
	Employee Engagement	
Employee Engagement	Job Stress	0.927

Source: Processed data, 2024

Table 8 shows the R-Square of the turnover intention construct with a value of 0.824. This shows that the diversity of constructs can be explained by the work stress and employee engagement constructs by 82.4%, or in other words, the contribution of the work stress and employee engagement variables is 82.4%, while the remaining 17.6% is the contribution of other variables not discussed in this study. Then the R-square of the employee engagement variable is 0.927. This shows that the diversity of employee engagement variables can be explained by the work stress variable by 92.7%, or in other words, the contribution of the work stress variable to employee engagement is 92.7%, while the remaining 7.3% is the contribution of other variables not discussed in this study. Q – Squares (Q²) is a measure of how well the observations made can provide results for the research model. The Q – squares value ranges from 0 (zero) to 1 (one). The results of the Q – Squares calculation are as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\
 &= 1 - (1 - 0.824)(1 - 0.927) \\
 &= 0.987
 \end{aligned}$$

Q-Square with a value of 0.987 indicates that the diversity of variables of turnover intention can be explained by the model as a whole by 98.7%, or in other words, the contribution of work stress variables and employee engagement to turnover intention as a whole is 98.7%, while the remaining 1.3% is the contribution of other variables that are not discussed in this study. *Goodness of Fit*(GoF) is a measurement of the overall model accuracy, because it is considered as a single measurement of the outer model measurement and the inner model measurement. The GoF values are as follows:

Table 9. Goodness of Fit

<i>Variables</i>	<i>R – Square (R2)</i>	<i>AVE</i>
Job Stress		0.547
Desire to Change Jobs	0.824	0.727
Employee Engagement	0.927	0.561
Average	0.875	0.612

Source: Processed data, 2024

Based on the table, the calculation of Goodness of Fit is as follows:

$$\begin{aligned} \text{Gof} &= \sqrt{(R^2 \times AVE)} \\ &= \sqrt{(0.875 \times 0.612)} \\ &= 0.732 \end{aligned}$$

The results of the calculations conclude that the structural model in this study generally has a predictive nature of 0.732, meaning that the model has a high ability to explain empirical data.

Hypothesis testing can be done to determine the influence of the entire hypothesis both directly and indirectly. Hypothesis testing in PLS analysis can be done by looking at the results of the t-statistics test or its significance value. The hypothesis can be accepted if the p-value is less than 0.05 or the t-statistics value > t-table 1.96. The t-statistics test in PLS analysis is by applying the bootstrapping method. The results of the hypothesis test can be seen in the following table:

Table 10. Hypothesis Test Results

Relationship Between Constructs	Path Coefficient t	t - statistics	P value	Note	Results
Job Stress (X)→Employee Engagement (Z)	0.963	166,003	0.000	Significant	Accepted
Employee Engagement (Z)→Desire to Change Jobs (Y)	-0.358	1,891	0.059	Not Significant	Rejected
Job Stress (X)→Desire to Change Jobs (Y)	1.247	7.169	0.000	Significant	Accepted
Job Stress (X)→Employee Engagement (Z)→Desire to Change Jobs (Y)	-0.344	1,895	0.058	Not Significant	Rejected

Source: Processed data, 2024

Based on the data in table 10, the results of the path coefficient can be explained by the results of the hypothesis test as follows:

a. Hypothesis 1: The Effect of Work Stress on Employee Engagement

Based on the test results listed in the table, it can be seen that the direct coefficient value of work stress on employee engagement is 0.963, the t-statistics value is 166.003 > 1.96 and the p-value is

0.000 < 0.05 which means significant. The test results indicate that work stress has a significant positive effect on employee engagement. This means that the lower the work stress, the higher the employee engagement. The results of the analysis show that hypothesis 1 is accepted.

These results are supported by research conducted by (Maryati & Kusumayuda, 2021). The results of this study indicate that work stress has a significant positive effect on employee engagement. This is also in line with research (Mohammad et al., 2021). Job Stress has a significant positive effect on Employee Engagement. Based on the direct effect test, it can be seen that the path coefficient value is (0.214) with a t-statistics value of (2.040 > 1.96). Employee engagement occurs when employees know what is expected of them, have resources and opportunities for growth, and feel that they contribute significantly to the organization.

b. Hypothesis 2: The Influence of Employee Engagement on the Intention to Change Jobs

Based on the test results listed in the table, it can be seen that the direct coefficient value of employee engagement on the desire to move jobs is -0.358, the t-statistics value is 1.891 < 1.96 and the p-value is 0.059 > 0.05 which means it is not significant. The test results indicate that employee engagement does not have a significant effect on the desire to move jobs. This means that the higher the employee engagement, the lower the desire to move jobs. The results of the analysis show that hypothesis 2 is rejected.

These results are supported by research conducted by (Mohammad et al., 2021) shows that employee engagement does not affect the desire to change jobs. The t-statistics value is 0.792 < 1.96 and the p-value is 0.429 > 0.05, which means it is not significant. This is also in line with research (Basori et al., 2023) shows that the employee engagement variable does not have a significant influence on employee desire to leave the company. The t-count value is lower (1.275) than the t-table value (1.980) and the significance value (sig) is higher (0.205) than the threshold (0.05).

c. Hypothesis 3: The Influence of Job Stress on the Desire to Change Jobs

Based on the test results listed in the table, it can be seen that the direct coefficient value of work stress on the desire to change jobs is 0.903, the t-statistics value is 7.169 > 1.96 and the p-value is 0.000 < 0.05 which means significant. The test results indicate that work stress has a significant positive effect on the desire to change jobs. This means that the higher the work stress, the more likely it is to increase the desire to change jobs. The results of the analysis show that hypothesis 3 is accepted.

According to (Basori et al., 2023) The results of the T-test showed that the work stress variable had a positive and significant impact on the desire to change jobs. This statement can be proven through the T-test where the calculated t value is greater (9.057) than the t table (1.980) and the sig value is smaller (0.000) than the threshold (0.005). This is also in line with research (Junaidi et al., 2022). Job Stress has a positive and significant effect on the desire to change jobs. Based on the test of the effect of job stress on the desire to change jobs, the Chi-Square value is 2,413 with a probability of 0.016. Because the Chi-Square value produced is 0.05 (5%) of 1,998 and the probability value produced (0.016) > 0.05, it can be concluded that the job stress variable is statistically proven to have a positive and significant effect on the desire to change jobs.

d. Hypothesis 4: The Influence of Job Stress on the Intention to Change Jobs through Employee Engagement

Based on the image of the mediation test results through the indirect effect, the t-statistics value is 1.895 < 1.96 and the p-value is 0.058 > 0.05, which means it is not significant. The results of the direct influence test of the work stress variable on employee engagement obtained significant results (H1), and the influence of employee engagement on the desire to move jobs obtained insignificant results (H2). It can be stated that high work stress has an effect on increasing the desire to move jobs.

without the mediation of employee engagement. So it can be said that employee engagement has not been able to become a mediating variable in the indirect influence between work stress and the desire to move jobs. The results of the analysis show that hypothesis 4 is rejected.

These results are supported by research conducted by (Mohammad et al., 2021) shows a t-statistics value of $-0.020 < 1.96$ and p-value $0.476 > 0.05$ at a significance level of 5% which means it is not significant. The results of the direct influence test of employee engagement variables on the desire to change jobs obtained insignificant results (H2), but on the influence of work stress on employee engagement obtained significant results (H3). It can be stated that employee engagement is not able to play a role as a mediator in the influence of work stress on employee engagement through employee engagement.

6. Conclusion

Summarize the main points of the paper, including the problem, methodology, findings, and implications. Emphasize the contribution of this study to the field. This study aims to determine the effect of work stress on turnover intention through the mediation variable of employee engagement. The results of the study indicate that low work stress can reduce turnover intention. Social support plays an important role for employees in overcoming work stress that arises, which has an impact on low turnover intention.

On the other hand, employee engagement does not affect the desire to move jobs. This is due to the respondent's age factor. A relatively young age is considered to be still productive and has a tendency to move jobs because they are looking for new experiences. Young employees still have the opportunity to get jobs according to their capacity, strive for a larger salary range and also have the right to the desire to develop a career. Geographical location considerations can be a factor in the desire to move jobs. Millennial generation employees in Sorong City will consider looking for work in big cities such as Jakarta and Surabaya in the hope of getting a higher salary and faster career advancement. And the absence of the influence of employee engagement on the desire to move jobs, then this variable is unable to act as a mediating variable. In other words, low work stress plays a role in reducing the level of employee desire to move jobs.

7. Recommendation

Based on the conclusions above that have been explained, the author provides the following suggestions: (1) For companies, it would be better if the working time and job demands given to employees are adjusted to their abilities so that employees are not rushed in meeting targets and do not feel pressured, which can harm employee health, which in turn can lead to employee work stress, (2) this research only uses job stress variables, employee engagement, these variable contribute to the desire to change jobs. Thus there are other factors that can provide a greater explanation, for the desire to change jobs, such as: organizational commitment, job satisfaction, compensation, employee relations and others. And then, for future reseachers, its is hoped that this research can be continued by conducting test based on theories from other experts in order to obtain a picture of indicators that contribute more to employee engagement.

Appendix Test SamrtPLS

Outer Loading

Indicator	Job Stress	Desire to Change Job	Employee Engagement
X1	0.765		
X2	0.725		

X3	0.768
X4	0.816
X5	0.742
X6	0.743
X7	0.768
X7	0.725
X9	0.767
X10	0.730
X11	0.758
X12	0.708
X14	0.836
Y1	0.950
Y2	0.883
Y4	0.707
Z1	0.781
Z2	0.718
Z3	0.726
Z4	0.711
Z6	0.742
Z8	0.836
Z9	0.793

	R – Square	
	R – Square	R – Square adjusted
Desire to Change Job	0.824	0.821
Employee Engagement	0.927	0.926

Construct Validity and Reliability				
	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Stress	0.925	0.925	0.935	0.547
Employee Engagement	0.869	0.873	0.899	0.561
Desire to Change Job	0.805	0.835	0.887	0.727

Discriminant validity

	Desire to Change Job	Employee Engagement	Job Stress
Desire to Change Job	0.853		
Employee Engagement	0.843	0.849	
Job Stress	0.803	0.863	0.963

Cross Loadings			
Indicator	Job Stress	Desire to Change Job	Employee Engagement
X1	0.765	0.615	0.738
X2	0.725	0.641	0.687
X3	0.768	0.525	0.745
X4	0.816	0.776	0.730
X5	0.742	0.631	0.741
X6	0.743	0.516	0.721
X7	0.768	0.725	0.656
X9	0.767	0.593	0.765
X10	0.730	0.706	0.611
X11	0.758	0.657	0.730
X12	0.708	0.656	0.701
X14	0.836	0.746	0.646
Y1	0.848	0.950	0.802
Y2	0.790	0.883	0.673
Y4	0.660	0.707	0.687
Z1	0.744	0.560	0.781
Z2	0.667	0.546	0.718
Z3	0.683	0.639	0.726
Z4	0.649	0.459	0.711
Z6	0.741	0.631	0.742
Z8	0.800	0.725	0.836
Z9	0.738	0.738	0.793

Outer VIF Value	
X1	7.489
X2	2.303
X3	6.031
X4	6.413
X5	6.760
X6	2.839
X7	4.031

X9	3.085
X10	6.311
X11	3.670
X12	2.478
X14	7.254
Y1	4.197
Y2	3.331
Y4	1.516
Z1	2.877
Z2	1.619
Z3	1.676
Z4	1.713
Z6	1.804
Z8	3.285
Z9	1.872

	Path coefficient			
	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)
Job Stress→ Employee engagement	0.903	0.904	0.017	52.448
Employee engagement → Employee performance	0.963	0.963	0.006	166.003
Job Stress → Desire to Change Job	-0.358	-0.364	0.189	1.891

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