



The Effect of Job Involvement and Job Stress on Organizational Commitment and Turnover Intention

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Abstract. The purpose of this study is to investigate the following relationships: the relationship between job involvement and organizational commitment; the relationship between job stress and organizational commitment; the relationship between job involvement and turnover intention; the relationship between job stress and turnover intention; the relationship between job involvement and turnover intention through organizational commitment; and the relationship between job stress and turnover intention through organizational commitment. This research is classified as explanatory research, and aims to test the influence between variables. PT Stechoq Robotika Indonesia's 143 permanent employees served as the sample for the research, which was selected using a basic random sampling technique. Data were analysed with descriptive and inferential statistical analysis with SEM (Structural Equation Modeling) method through Smart PLS 4.0. The findings demonstrated that Job Involvement (X1) has a significant and positive effect on Organizational Commitment (Z), while Job Stress (X2) has a significant and negative effect on Organizational Commitment (Z). Job Involvement (X1) has a significant and negative effect on Turnover Intention (Y), while Job Stress (X2) has a significant and positive effect on Turnover Intention (Y). Additionally, through organizational commitment (Z), job involvement (X1) has a negative impact on turnover intention (Y). Job Stress (X2), through Organizational Commitment (Z), positively influences Turnover Intention (Y).

Keywords: Job Involvement, Job Stress, Organizational Commitment, Turnover Intention.

1 Introduction

Indonesia currently has various start-up companies commonly referred to as start-ups. The large number of start-ups has earned Indonesia the nickname unicorn country. The nickname unicorn is a term for start-up companies with high market capitalisation and valuation values greater than US\$ 1 billion or 14 trillion rupiah and can show a contributive effect or solve problems while providing solutions to the needs of the surrounding environment. [1].

According to the Start-up Ranking report, Indonesia will have 2,346 start-ups per year by 2022. This means that Indonesia has a great opportunity to realise independence by entering the creative industry 4.0 economic era and bringing Indonesia towards advanced and dynamic economic development. The rise of start-ups in Indonesia along with the opening of job opportunities is also a solution to the concern of increased competition among job seekers caused by the demographic bonus.

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Demographic bonus occurs when the ratio of productive age is greater than non-productive age. According to the National Population and Family Planning Agency (BKKBN), the demographic bonus will occur in the period 2020-2030. This demographic bonus is inseparable from the millennial generation which is entering productive age and is the second highest percentage of the total population so that it acts as the backbone of the Indonesian economy.

The Central Bureau of Statistics (BPS) notes that there are different views on the birth year range of the millennial generation. Some parties define the millennial generation as those born between 1982 and 2000 [2]. BPS ultimately concluded that millennials are those born between 1980 and 2000. In Indonesia, millennials dominate startups and play an important role in helping companies achieve their goals. Their presence in startups can increase productivity, as millennials are often passionate and ambitious in pursuing their life goals.

Millennials dominate start-ups in Indonesia. Millennials play an important role as human resources in achieving company goals. The presence of millennials in startups can optimise productivity, as this generation is known to be ambitious in achieving goals. [4].

Millennials love new challenges, and this is due to the role of start-ups as contributors or problem solvers in society. In addition, BPS states that the millennial generation is very suitable for start-up management which has creative and innovative characteristics. From various empirical studies, it appears that millennials as workers in start-up companies are inseparable from the phenomenon of employee turnover.

Deloitte [5] states that the millennial generation is a generation that wants flexibility of workplace and working hours, feedback on performance, adequate facilities to support job completion and open communication on training and training. If this is not fulfilled, it will have an impact on job dissatisfaction, increase job stress, and lead to turnover intention. [6] Stating that millennials tend to choose turnover intention rather than survive and adapt to a work environment that feels rigid and boring.

The high turnover intention in the millennial generation in Indonesia, one of the factors that cause turnover intention is job involvement. Research by [6] states that start-up companies dominated by millennials have high turnover intention and one of them is caused by job stress.

PT Stechoq Robotika Indonesia is a start-up company whose entire workforce falls into the millennial generation category, having a birth year of 1980 - 2000. The company, which was established in 2015, is engaged in Research and Development (R&D) which develops innovative robotics products and industrial technology. 4.0. To date, PT Stechoq Robotika Indonesia has 143 employees.

PT Stechoq Robotika Indonesia in 2021 and 2022, showed an increase in the turnover rate and even reached a high average of above 10%. Employee turnover is said to be normal if it shows an average of 5%-10% per year and high if the average

is above 10%. [8]. So, the employee turnover rate at PT Stechoq Robotika Indonesia in 2021 of 5.6% is considered normal, but in 2022 the employee turnover rate is high, namely 18.2% per year. This turnover phenomenon in 2022 is interesting to be studied further in this research.

This research is important to conduct because there are gaps in previous research. Some studies, such as those conducted by [9], [10], found that job Involvement has a significant influence on organizational commitment, while other studies, such as those revealed by [11], [12], stated that job Involvement has no significant influence on organizational commitment. In addition, [13] showed that job Involvement can help reduce high turnover intention. According to research by [14], [15], job involvement has a negative and significant impact on the intention to leave a job. On the other hand, [16] reported a positive and significant association between job involvement and intention to leave the company.

2 Literature Reviews

Job Involvement

The degree to which an employee can relate to and actively participate in their work, and consequently perceives performance as critical to their feeling of self-worth, is known as job involvement. [17] According to [17], *job involvement* is the extent to which an employee can identify with, participate in, and regard his performance as something valuable as a way to value himself. Workers with a high level of *job involvement* will have a strong attachment so that they show a very caring attitude towards the work they do. [13] stated *job involvement* as the level at which an employee can be cognitively involved, bound, and have a relationship with his work.

Job involvement affects organizational commitment, when employees show high *job involvement* it will be followed by high organizational commitment as well. *Job involvement* also has a role in minimising the desire to move or *turnover intention*. [18].

Job stress

Job stress is a dynamic condition experienced by individuals, influenced by opportunities, demands, and resources, as well as expectations and outcomes, thus creating uncertainty in their work. According to [18], stress is a response to adjust to various factors shaped by individual differences and psychological processes, arising from environmental actions, situations, or events that place significant psychological and physical demands on a person. Occupational stress manifests as pressure felt by employees, which can result in emotional instability, restlessness, tendency to isolate, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, high blood pressure, and digestive problems [19]. Methods to manage stress include individual and organizational approaches.

Organizational Commitment

The degree to which a member feels obligated to and aligns with the objectives of the organization is referred to as organizational commitment. [13]. Organizations benefit greatly from this mentality since highly committed personnel are more driven to put in long hours to accomplish company objectives. Organizational commitment is defined by Robbins and Judge in "Organizational Behaviour" as the degree to which staff members connect with the organization and its objectives and wish to stay a part of it. Furthermore, there are three different kinds of commitment: continuance commitment, which stems from rewards that employees perceive; affective commitment, which comes from strong emotional ties between employees and the organization; and normative commitment, which stems from an employee's sense of duty to the organization [19]. Reduced turnover rates are also linked to organizational commitment [18].

Turnover Intention

The term "turnover" describes the permanent departure of workers, whether through voluntary or involuntary means, from an organization [17]. According to Robbins and Judge, employee attitudes toward their occupations, such as job satisfaction, level of involvement, and dedication to the company, have an impact on turnover. According to Zeffane [20], an employee's intention to leave their position is known as their turnover intention or intention to leave their job. Turnover intention is defined by Tet and Meyer, likewise in [20], as an employee's consciously chosen decision to depart the company. Similarly, Mobley defines turnover intention as behaviors that are perceived as evidence of resignation or a wish to depart, such as lethargy and absenteeism (20).

Hypothesis

- H1: Job involvement significantly affects organizational commitment
- H2: Job stress significantly affects organizational commitment
- H3: Job involvement significantly affects turnover intention
- H4: Job stress significantly affects the turnover intention
- H5: Organizational commitment significantly affects turnover intention
- H6: Job involvement significantly affects turnover intention through organizational commitment
- H7: Job stress significantly affects turnover intention through organizational commitment

3 Research Methodology

This study uses a quantitative methodology and is classified as explanatory research. The millennial generation, including 143 permanent employees of PT Stechoq Robotika Indonesia, was defined as having been born between 1983 and 2000. Simple random sampling was the method of sampling that was employed. Surveys were given out to participants in order to gather data. Responses from respondents were rated on a Likert scale from 1 to 5

Job Involvement: The measurement of this variable refers to research by [15] and [10] as follows: active participation in work, work as important, work as self-esteem

Job stress: Robbins and Judge define the measurement of this variable through three main factors, namely task-related demands, role demands, and demands from interpersonal relationships.

Organizational Commitment: The [18] criteria, which include a strong desire to stay in the organization, sincerity in helping to achieve organizational goals, and conviction in the organization's vision and values, are used to measure the organizational commitment variable.

Turnover Intention: The measurement of this variable is based on research [21], which includes considerations such as thoughts of quitting, seeking alternative employment opportunities, and plans to resign from the current position.

Data Analysis: In this study, partial least squares (PLS) were employed for data analysis. Being a subset of SEM, PLS is used to comprehensively analyze latent construct, indicator variable, and errors of measurement.

4 Finding and Discussion

Hypothesis Test

The hypotheses can be checked by analyzing the relevance of the relationships between the constructs according to path coefficients, the p-values extracted from the analysis. Both the direct and indirect effects between variables are derived from the outcomes of PLS-based hypothesis testing.

Table 1. Hypothesis Test

	Relationship variables	Coefficient	P Values	Description
H1	JI - OC	0.373	0.006	Sig
H2	JS - OC	-0.549	0.000	Sig
H3	JI - TI	-0.284	0.005	Sig
H4	JS-TI	0.209	0.077	Sig
H5	OC - TI	-0.479	0.000	Sig
H6	JI - OC - TI	-0.179	0.024	Sig
H7	JS - OC - TI	0.263	0.003	Sig

JI : Job Involvement

JS: Job Stress

OC: Organizational Commitment

TI: Turnover Intention

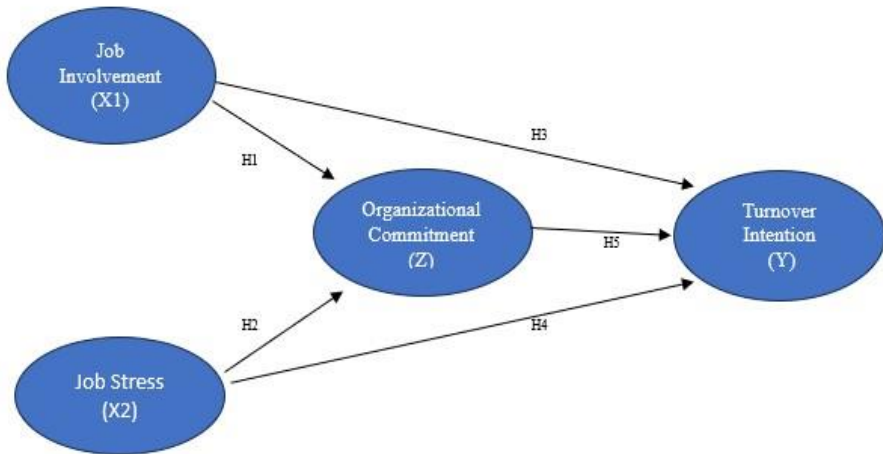


Figure.1. Model of Research

1. The Effect of Job Involvement on Organizational Commitment

Job Involvement significantly and positively influences organizational commitment. This finding is in coherence with the study conducted by Khan and Rashid [13], where a more engaged worker is probably going to be more devoted to the company, since research has shown that a higher level of workplace involvement is associated with a stronger organizational commitment. Also, the finding has supported Sunyoto's [22] assertion that the engagement of employees in company activities is highly influential on the commitment of employees towards the organization. Engaged employees start developing more commitment and the intention to stay on with the company. This result is also reinforcing the findings of the study by [9] which states that job Involvement positively and significantly influences organizational commitment by increasing employee participation and commitment. As a result, it was also agreed upon by [10] that employees' organizational commitment increases with more job involvement.

2. The Effect of Job Stress on Organizational Commitment

The research's hypothesis test result demonstrates that job stress has a negative and substantial impact on organizational commitment. Therefore, the result supports Gibsons et al.'s model, emphasizing that through stress the level of employee commitment could be reduced. This study is also in agreement with findings from Wahyuni and Hariasih demonstrating that employees' dedication to the company decreases as their stress levels rise. A lack of job direction, unclear responsibilities or

inappropriate work delegation, and high workloads are some of the things that contribute to stress, which lowers employee commitment to the organization.

3. The Effect of Job Involvement on Turnover Intention

The hypothesis testing results of this study demonstrate that Job Involvement significantly and negatively impacts Turnover Intention. This finding supports Robbins and Judge's assertion that job involvement is inversely related to turnover intention. Specifically, increased job involvement among employees correlates with a lower rate of turnover intention, helping to reduce the likelihood of employees leaving the company. Similarly, Robbins and Coulter [17] notes that high job involvement typically leads to reduced turnover intention. Sunyoto [22] also aligns with this view, suggesting that employees with high job involvement are more likely to stay with the company, resulting in lower turnover intentions. Additionally, this study's results confirm the findings of Huang et. al. [14] and Sugiharjo et. al. [15], which show that job involvement negatively and significantly affects turnover intention, indicating that higher job involvement reduces the tendency for employees to resign. Employees who are more engaged in their work are likely to be more committed, leading to a lower rate of resignation.

4. The Effect of Job Stress on Turnover Intention

The hypothesis testing of the research showed that job involvement had significantly and negatively impacted turnover intention. According to Robbins and Judge's claim, job participation has a negative relationship with turnover intention or the desire to quit. More precisely, when workers are deeply committed to their jobs, they are less likely to plan to leave the company, which lowers their desire to leave. In this sense, Robbins and Coulter [17] emphasized that the desire for turnover is inversely correlated with the inclination for job involvement. Sunyoto concurs that a better level of job involvement among employees will likely result in a higher inclination to stay with the organization, hence reducing the intention of turnover. Furthermore, research from Huang et al. [14] and Sugiharjo et al. [15] supports the current study's findings, which show that job involvement has a significantly negative impact on turnover intention and that the likelihood of an employee leaving an organization decreases with increasing job involvement. Generally speaking, highly engaged workers are more likely to be dedicated to their jobs, which lowers the resignation rate.

5. The Effect of Organizational Commitment on Turnover Intention

The outcomes of experiments verifying the study's hypothesis indicate that turnover intention is significantly impacted negatively by organizational commitment. The study's findings support the claim made by Robbins and Judge that workers who have a stronger organizational commitment are less likely to plan to leave. On the other hand, low organizational commitment is frequently associated with low attendance, which is indicative of a desire to leave. The degree to which workers feel committed to the company's objectives and are in line with them is reflected in their

organizational commitment. Consequently, reduced turnover intention rates are typically the outcome of high organizational commitment. According to Sunyoto [22], there is a greater chance that employees may leave the company when there is a lack of commitment, particularly in the area of continuous commitment. Additionally, organizational commitment has a direct impact on turnover, as shown by Kreitner and Kinicki [13]. This study provides more evidence in favor of studies by Hadi et al. [20] and Sugiharjo et al. [15], which found that organizational commitment has a substantial and negative impact on turnover intention, which lowers the possibility of employee turnover within the firm.

6. The Effect of Job Involvement on Turnover Intention through Organizational Commitment

The results of the hypothesis test indicate that, when mediated by organizational commitment, job involvement has a significant and negative impact on turnover intention. The findings indicate that job involvement, as seen in PT Stechoq Robotika Indonesia personnel, influences turnover intention through organizational commitment. This means that unless it is combined with organizational commitment, job involvement cannot influence the intention to leave one's employment. Therefore, employees who actively participate in business decisions, are task-oriented, and see their work as a part of them are more likely to stick around and contribute to the company's success, which lowers the intention of turnover.

7. The Effect of Job Stress on Turnover Intention through Organizational Commitment

Through organizational commitment, job stress had a large and beneficial impact on turnover intention, as demonstrated by the results of hypothesis testing. Therefore, in the instance of PT Stechoq Robotika Indonesia employees, it is anticipated that job stress has a favorable effect on turnover intention when mediated by organizational commitment. According to this study, if there is organizational commitment, job stress will have an impact on an employee's intention to leave the company. Companies that can maintain or lower employee job stress will also indirectly boost employee organizational commitment, which will lower employee turnover intentions. This result is consistent with research by Wahyuni and Hariasih, which shows that organizational commitment mediates the relationship between intention to leave and job stress. This suggests that since higher organizational responsibilities are associated with lower occupational stress levels, this may lessen the likelihood of turnover.

5 Conclusion

Organizational commitment is an outcome of the way an organization deals with its employees. Organizational commitment does not develop but requires deliberate and comprehensive efforts on the part of the management. Organizational commitment may vary under different conditions; if it decreases, the likelihood of turnover intention may increase. While there was a decline in organizational commitment, there is an urgent need to develop strategies to enhance employee engagement with the job and manage stress at work. An effective approach to minimize the propensity

of turnover intention by sustaining highly committed organizational commitment will be made. Declining organizational commitment needs, therefore, to be combated by boosting the level of engagement in their work and managing an effective level of job stress for employees.

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