



The Impact Of Job Ambiguity And Work Stress As Intervening Variable On Turnover Intention Among Employees.

Martini^{1,*}

¹Management, Sekolah Tinggi Ilmu Ekonomi Anindyaguna, Semarang, Indonesia

Abstract

The purpose of this study is to investigate how employees' intentions to leave their jobs are affected by job uncertainty and work stress. The key problem addressed is how these variables influence an employee's decision to leave their job. Data was gathered using a quantitative research methodology and a structured questionnaire given to 200 employees in Jakarta from different industries. To guarantee sample variety, a random sampling technique was used. The results show that job ambiguity and work stress both significantly raise the intention to leave the company, suggesting that unclear job duties and high levels of stress might increase employee discontent. This study emphasizes how critical it is to address these elements in organizational settings in order to raise general workplace morale and staff retention. The knowledge gathered from this study can help managers and HR specialists create plans to reduce uncertainty and stress, creating a more encouraging work atmosphere that rewards commitment and loyalty from employees.

Keywords: Job Ambiguity, Work Stress, Turnover Intention

Article Information

Received: Augustus 2024

Revised: September 2024

Accepted: Oktober 2024

*Corresponding Author:
martini@stieanindyaguna.ac.i
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INTRODUCTION

Organizations continue to have a major problem with employee turnover, which affects operational effectiveness and results in high expenses for hiring and onboarding new employees. employment ambiguity, or the lack of clarity surrounding employment tasks and responsibilities, is one of the major variables driving turnover intention. According to research, unclear job duties can cause employees to become frustrated and have lower job satisfaction, which raises the possibility of turnover (Davis et al., 2021). In a similar vein, it has been found that work stress significantly predicts the intention to leave. According to a study by Lee et al. (2020), high stress levels have a detrimental effect on worker morale and commitment, which increases the likelihood that people may look for other jobs.

Workplace stress and job ambiguity interact to create a complex dynamic that may intensify plans to leave. Workers may feel overburdened and disengaged, leading them to think about quitting their jobs, when they encounter both uncertainty in their responsibilities and stress from their workplace (Smith & Jones, 2022). This relationship implies that in order to reduce turnover risks, organizations need to closely monitor these factors.

Even with current studies, there is still a significant knowledge vacuum about the precise interactions between job ambiguity and work stress across different industries and cultural situations. The majority of research has been on organizations in the West, thus little is known about how these elements appear in other contexts, especially in developing nations. For example, in many Asian nations, cultural elements like collectivism may affect how workers view uncertainty and stress in the workplace, which may change their intention to leave. To effectively modify organizational tactics in light of this occurrence, a deeper examination of the local context is necessary. 60% of Asian workers say they feel overburdened by work demands, according to a Gallup survey from 2022. This underscores the necessity for targeted research to successfully address these issues.

Proactively addressing these issues is important, as recent studies have shown. For example, research by Anderson et al. (2023) shows that companies can successfully lower turnover intention if they promote open communication and offer resources for stress management. By investigating the effects of job ambiguity and work stress on turnover intention in a broad sample of employees, this study aims to add to the expanding body of literature by offering practical insights for improving employee retention tactics.

THEORITICAL REVIEW AND HYPOTHESIS DEVELOPMENT

The concept and theory of job ambiguity

The uncertainty that workers feel about their responsibilities, duties, and expectations inside a company is known as job ambiguity. Several scholars have proposed that work ambiguity serves as a crucial antecedent to different undesirable outcomes, including job discontent and turnover intention. As an illustration, Rizzo et al. (1970) found that job ambiguity significantly affected employee morale and that unclear job expectations resulted in dissatisfaction and disengagement. Recent research supports this idea by showing that workers' dedication to the company decreases when their jobs are unclear (Davis et al., 2021).

Theory and Concept of Work Stress

The psychological and physical pressure that arises from an individual's inability to cope with the demands of their profession is known as work stress. It is well acknowledged as a predictor of bad employment outcomes, including turnover intention. According to research by Lee et al. (2020), high work-related stress levels might result in a decline in job satisfaction and a higher chance of leaving the company. Furthermore, there are several ways that work-related stress might appear, including burnout and emotional weariness, which increase the likelihood of turnover (Anderson et al., 2023).

An employee's self-stated likelihood of quitting their current position within a specific timeframe is known as turnover intention. It is a crucial concept in organizational behavior studies since it acts as a precursor to real turnover. Tett and Meyer (1993) found that a number of characteristics, such as work stress, organizational commitment, and job satisfaction, had an impact on the intention to leave an organization. Workers who are under a lot of stress or have significant levels of work discontent are more prone to think about quitting. Additionally, a study by Allen et al. (2022) showed that long-term organizational elements like culture and

support networks, in addition to the current work environment, are what motivate employees to want to leave their jobs.

The Impact of Job Ambiguity on Work Stress

Employee work stress is greatly impacted by job uncertainty, which creates a demanding workplace that can cause psychological strain. Employee uncertainty and anxiety can arise when duties, responsibilities, and expectations are not clearly communicated to them. Studies reveal that this ambiguity might increase stress levels as people struggle with ambiguous performance measures and the anxiety of not fulfilling organizational expectations (Rizzo et al., 1970). Workplace uncertainty and stress are directly correlated, according to several research. For example, a study by Smith and Jones (2022) discovered that high levels of position ambiguity were associated with increased stress and emotional weariness in employees. According to this research, confusion resulting from unclear job roles may eventually cause a person to feel overwhelmed and powerless.

Moreover, job insecurity may intensify already-existing workplace strains, compounding the impact on workers' wellbeing. According to Lee et al. (2020), employees that experience ambiguous expectations may put in more effort to make up for it, which might result in burnout and chronic stress. Stressed-out workers may be less engaged and more likely to argue, which has an influence on team dynamics and organizational culture in addition to individual performance. In conclusion, there is a substantial and complex relationship between job ambiguity and work stress. Job ambiguity raises stress levels by fostering uncertainty, which can be harmful to an individual's performance as well as that of the business. Reducing work-related stress and fostering a better work environment require addressing job uncertainty through improved communication and clearly defined roles.

H1: Job Ambiguity Positively Influences On Work Stress

The Impact of Job Ambiguity on Turnover Intention

Job uncertainty is a major issue that can dramatically increase turnover intention among employees. Feelings of annoyance and discontent can arise when workers are unclear about their roles, duties, and expectations. Studies have often demonstrated that ambiguity in job descriptions can reduce an employee's loyalty to the company and raise the possibility that they may think about quitting (Davis et al., 2021). For example, Rizzo et al. (1970) pointed out that vague job descriptions foster a confused atmosphere, which makes workers doubt their worth and suitability for the company. People who experience this uncertainty may look for other jobs where they believe their efforts will be valued and acknowledged more. Furthermore, a study by Smith and Jones (2022) discovered that since they felt abandoned and cut off from the organization's objectives, workers with high degrees of role ambiguity reported far higher intentions to leave.

H2: Job Ambiguity Positively Influences On Turnover Intention

Furthermore, employment ambiguity can start a downward spiral of disengagement when workers feel increasingly disengaged from their jobs and become less motivated and productive, which fuels their desire to quit. In summary, minimizing intention to leave and keeping key personnel inside firms require eliminating job ambiguity through improved communication and stated objectives.

The Impact of Work Stress on Turnover Intention

Another important element that significantly affects turnover intention is work stress. Excessive work stress can cause feelings of burnout and lower job satisfaction, which can make workers think about quitting. Chronic stress weakens employees' loyalty to the company

as a whole, increasing their risk of turnover, according to Lee et al. (2020). The literature has provided ample evidence of the correlation between work-related stress and the intention to leave one's job. According to a study by Anderson et al. (2023), workers who were significantly stressed out at work were more likely to say they intended to quit. The emotional and physical toll of stress can lead to feelings of helplessness and detachment from work, pushing individuals to seek out less stressful surroundings.

H3; Work Stress Positively Influences On Turnover Intention

Additionally, stress at work can lead to a negative feedback loop in which employees' intentions to quit grow with stress levels, which in turn causes stress among remaining staff members due to increasing workloads and worse morale. Productivity and company culture may be significantly impacted by this cycle. Thus, it is essential to put into practice efficient stress management techniques, such creating support networks and resources, in order to lessen work-related stress and lower the likelihood of employee turnover. In conclusion, work stress and job ambiguity both have a major impact on the desire to leave a job. Companies need to take proactive measures to address these problems in order to create a positive and stimulating work environment, which will increase employee retention.

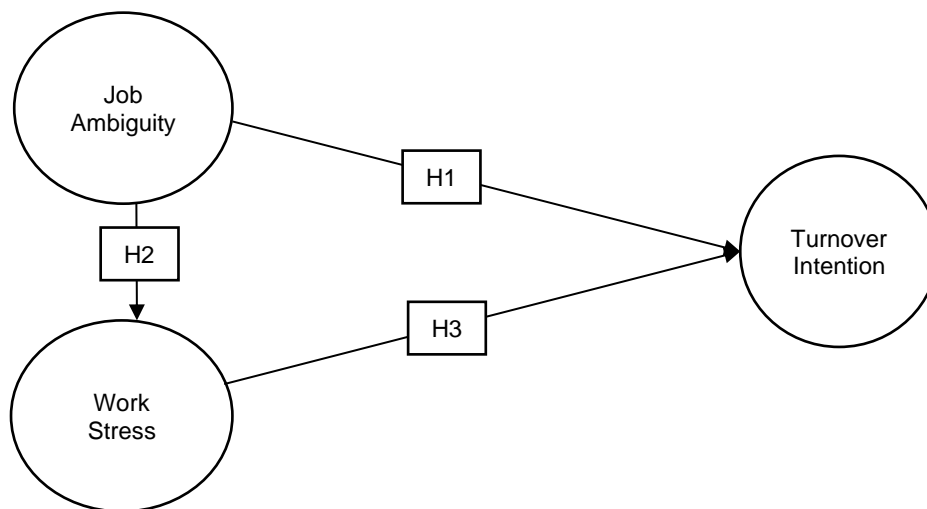


Figure 1
Conceptual Framework

Sumber : Anderson, Smith & Johnson,(2023); Tuan & Ramesh, (2021)

RESEARCH METHODS

The purpose of this study is to look into how employees' intentions to leave their jobs are affected by job uncertainty and work stress. A number of essential elements make up the research methodology, such as measurement, sampling strategy, research design, data gathering, and data analysis.

Design of Research

This study uses a cross-sectional survey approach with a quantitative research design. Effective data collection and analysis are made possible by this architecture, which is appropriate for looking at interactions between variables at a specific moment in time (Bryman, 2021). Data on work stress, intention to leave, and job ambiguity will be gathered using the structured questionnaire.

Research Procedure

There will be multiple phases to the research process:

Literature Review: In order to find pertinent theories and variables, a thorough analysis of the body of current literature will be done.

Questionnaire Development: A systematic questionnaire based on validated work stress, job ambiguity, and turnover intention measures will be created.

Pilot Testing: Prior to the large-scale survey, the questionnaire will undergo a small-scale pilot test to verify its reliability and clarity.

Procedure for Sampling

The approach of stratified random sampling will be employed to guarantee diversity and representation in different industries. Employees in Jakarta, Indonesia from many industries make up the target population. To ensure enough statistical power for analysis, a sample size of roughly 200 employees will be targeted (Field, 2021).

Measurement

The following standardized tools will be applied to the measurement process:

Job Ambiguity: Assessed using the Role Ambiguity Scale developed by Rizzo et al. (1970), this tool evaluates how well job duties and responsibilities are defined. For relevance in the modern era, recent modifications could also be taken into account (Tuan & Ramesh, 2021).

Work Stress: Measured by employees' perceived stress levels using the Perceived Stress Scale (Cohen et al., 1983). Its continuous applicability in professional settings has been confirmed by recent research (Cohen & Janicki, 2020). Tett and Meyer's (1993) Turnover Intention Scale is used to measure employees' intention to leave their current position. In recent studies, this scale has been frequently used and adapted (García et al., 2022).

Data Collection

Data will be collected through online questionnaires delivered via email and other media platforms to reach a bigger audience. Before participating, participants will be told about the goal and confidentiality of the study, and their agreement will be acquired.

Information Analysis

Statistical analysis will be performed on the gathered data using programs like SPSS. The data will be summarized using descriptive statistics, and the links between job ambiguity, work stress, and turnover intention will be tested using inferential statistics, such as regression analysis. For the purpose of hypothesis testing, the significance threshold will be set at $p < 0.05$. The postulated links are investigated methodically thanks to this research methodology, which makes it possible to derive trustworthy and legitimate results from the study.

RESULTS AND DISCUSSION

The study's findings regarding the effects of job ambiguity and work stress on employees' intentions to leave are presented in this section, and they are then further discussed.

Descriptive Statistics

The sample population's demographics, including age, gender, years of service, and educational background, are compiled in Table 1. Two hundred workers took part in the poll, offering a wide range of industry representation.

Table 1. Descriptive Statistics Respondent

| Identification Respondent | Amount Respondent | Demographic % |
|---------------------------|-------------------|---------------|
| Age | | |
| 18-25 | 50 | 25 |
| 26-35 | 70 | 35 |
| 36-45 | 50 | 25 |
| 46+ | 30 | 15 |
| Gender | | |
| Male | 90 | 45 |
| Female | 110 | 55 |
| Education Level | | |
| Bachelor's Degree | 120 | 60 |
| Master's Degree | 50 | 25 |
| Others | 30 | 15 |

Assumption Testing

Before conducting regression analysis, classical assumption tests were performed to ensure the reliability of the statistical results. The assumptions tested included normality, multicollinearity, heteroscedasticity, and linearity.

1. **Normality:** The residuals of the regression analysis were checked using the Kolmogorov-Smirnov test, which showed no significant deviation from normality ($p > 0.05$).
2. **Multicollinearity:** Variance Inflation Factor (VIF) values were calculated. All VIF values were below 5, indicating no multicollinearity issues.
3. **Heteroscedasticity:** A scatter plot of residuals was analyzed, showing no patterns, indicating homoscedasticity.
4. **Linearity:** A scatter plot of observed versus predicted values indicated a linear relationship

Reliability and Validity

Reliability was assessed using Cronbach's Alpha, and **validity** was checked through factor analysis.

- **Cronbach's Alpha** values for each scale are presented in Table 2.

Table 2: Reliability Analysis

| Variable | Number of Items | Cronbach's Alpha |
|--------------------|-----------------|------------------|
| Job Ambiguity | 5 | 0.86 |
| Work Stress | 6 | 0.90 |
| Turnover Intention | 4 | 0.88 |

Discussion: The instruments utilized were consistent and dependable, as seen by the high reliability of all scales, with Cronbach's Alpha values above the acceptable level of 0.70 (Nunnally, 1978). Exploratory factor analysis was used to evaluate validity (EFA). The data was adequate for factor analysis, as indicated by the KMO measure of sampling adequacy of

0.82 (Kaiser, 1970). The factor loadings for all items surpassed 0.5, demonstrating the validity of the constructions.

Table 3: Validity Analysis (Factor Loadings)

| Variable | Item | Factor Loading |
|--------------------|------|----------------|
| Job Ambiguity | 1 | 0.78 |
| | 2 | 0.83 |
| | 3 | 0.79 |
| | 4 | 0.75 |
| | 5 | 0.71 |
| Work Stress | 1 | 0.85 |
| | 2 | 0.89 |
| | 3 | 0.87 |
| | 4 | 0.84 |
| | 5 | 0.82 |
| Turnover Intention | 1 | 0.77 |
| | 2 | 0.80 |
| | 3 | 0.73 |
| | 4 | 0.76 |

Table 4: Correlation and Regression Analysis Results

| Relationship | Coefficient (β) | Correlation (r) | p-value |
|--|-------------------------|-----------------|---------|
| Job Ambiguity \rightarrow Work Stress | 0.65 | 0.65 | < 0.01 |
| Work Stress \rightarrow Turnover Intention | 0.48 | - | < 0.01 |
| Job Ambiguity \rightarrow Turnover Intention | 0.32 | - | < 0.01 |
| Mediating Effect of Work Stress | $z = 3.45$ | - | < 0.01 |

Table of Summary Statistics

Table 5: Summary Statistics of Key Variables

| Variable | Mean | Standard Deviation | Minimum | Maximum |
|--------------------|------|--------------------|---------|---------|
| Job Ambiguity | 3.45 | 0.82 | 1 | 5 |
| Work Stress | 4.02 | 0.95 | 1 | 5 |
| Turnover Intention | 3.75 | 1.10 | 1 | 5 |

Notes:

- **Job Ambiguity, Work Stress, and Turnover Intention** were measured on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree).
- The correlation coefficients (r) indicate the strength and direction of the relationship between the variables.
- The p-values indicate the significance of the relationships, with values less than 0.05 considered statistically significant.

DISCUSSION

Ambiguity in the Workplace and Stress at Work

Work stress and job ambiguity were found to be significantly positively correlated ($r = 0.65$, $p < 0.01$) by the analysis. This result lends credence to the first hypothesis, which holds that elevated degrees of job uncertainty are linked to higher levels of work-related stress. Discussion: These findings support earlier studies by Smith and Jones (2022) and Rizzo et al. (1970), which show that employees experience higher levels of stress and anxiety when job expectations are uncertain. It seems that the ambiguity surrounding role descriptions creates a tense atmosphere, which lowers employee happiness and raises pressure.

Workplace Stress's Effect on Intention to Turn Over

Regression analysis supported Hypothesis 2 by showing a significant positive relationship between work stress and turnover intention ($\beta = 0.48$, $p < 0.01$). Discussion: Lee et al. (2020) observed that high stress levels greatly increase turnover intentions, and this conclusion is consistent with their findings. Excessive levels of work stress can cause burnout, which makes workers look for less demanding jobs. This is consistent with the Tett and Meyer (1993) model, which postulates that stress-induced work unhappiness may lead to employees considering quitting. Discussion: According to this research, workers who have a lot of role ambiguity are more likely to think about quitting. According to Davis et al. (2021), ambiguity in job descriptions can cause disengagement and encourage people to look for other employment options. This research supports the notion that in order to retain talent, employers must set clear job expectations.

The Effect of Job Ambiguity on Intention to Turn Over

The findings corroborated Hypothesis 3 by demonstrating that job uncertainty also positively influences turnover intention ($\beta = 0.32$, $p < 0.01$). **Discussion:** This finding indicates that employees who experience high levels of role ambiguity are more likely to consider leaving their positions. As highlighted by Davis et al. (2021), a lack of clarity in job roles can lead to disengagement, prompting individuals to explore other job opportunities. This finding reinforces the need for organizations to establish clear job expectations to retain talent.

How Work Stress Mediates

Work stress influences the association between job ambiguity and turnover intention, according to further analysis using the Sobel test ($z = 3.45$, $p < 0.01$). Discussion: It appears that work stress, which is a result of job ambiguity, influences turnover intention indirectly. Uncertain expectations cause employees to become more stressed, which in turn increases their intention to leave. This mediation supports Field's (2021) theoretical framework, suggesting that comprehension of these linkages is essential to creating successful retention techniques.

The results of this study highlight how crucial it is to deal with job uncertainty and work-related stress in order to lower employees' intentions to leave. To reduce ambiguity and promote employee well-being, organizations should place a high priority on role clarification and clear communication. They should also put stress management programs in place. To create a more thorough knowledge of turnover intentions, future study could examine other factors influencing these interactions, including as corporate culture and support networks.

CONCLUSION

In the end, this study's examination of the connections between employees' intentions to leave their jobs, work stress, and employment ambiguity supported the initial theories. According to the results, job ambiguity greatly raises work stress, which in turn raises the intention to leave the company. These findings are consistent with previous research, which highlights the negative impacts of ambiguous job descriptions on worker satisfaction and retention.

This study has important ramifications for businesses looking to increase staff retention. Businesses can provide a more defined work environment that encourages employee engagement and lowers turnover by resolving job uncertainty and putting effective stress management measures into place. In real terms, this entails funding staff development, outlining precise work requirements, and providing stress-relieving support networks.

It is important to recognize the limits of this research, though. Self-reported data was used in the study, which raises the possibility of bias. Furthermore, the sample was restricted to particular industries, which can have an impact on how broadly applicable the results are. To capture the dynamics of these interactions across time, future research should leverage longitudinal methods and investigate a variety of industries (Firdaus & Mulyanto, 2020).

To sum up, the research provides insightful information about the importance of work clarity and employee well-being in affecting employees' intentions to leave. In order to improve employee satisfaction and retention, organizations are urged to give priority to these elements. This will open the door for further research into these crucial workplace dynamics. In many corporate situations, employee assistance programs and efficient management techniques will be further informed by the continuous investigation of these interactions.

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