

Influence of Turnover Intention on Job Performance in IT Industry

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Turnover intention has been a crucial management concern, and it is currently a significant issue for businesses. Workplace stress affects workers' job satisfaction, which in turn causes poor performance and the desire to quit. The research attempts to identify the influence of turnover intention on job performance in IT industry. The data has been collected from 130 employees of IT industry in Chennai. Hence, it is concluded that job stress significantly positively influences turnover intention among the employees in IT industry. The analysis found that job stress significantly negatively influences performance among the employees in IT industry. It is identified that turnover intention significantly negatively influences performance among the employees in IT industry. To reduce turnover intentions and boost job performance, managers in the IT sector can enable employees to pick coping mechanisms for work-related stress and establish unofficial guidelines for acceptable workplace conduct. A larger population can be studied to analyse the turnover intention on job performance.

Keywords: Job Stress, Turnover Intention, Employee Performance, and IT Industry.

1. Introduction

Stress at work is a result of or reaction to specific environmental factors. Stress at work has grown increasingly noticeable these days, and it lowers employee morale. Technological advancements, competitive lifestyles, and other societal variables are the causes of occupational stress. Workplace stress has two sides: it can be beneficial or detrimental. When it encourages or supports people to put forth more effort and perform well, it can be productive. They will be able to investigate options, which will result in increased productivity at work. When outside forces increase the pressure to labour without producing tangible results, it can be counterproductive. Every employee experiences job stress daily, which affects how well they perform at work.

For many years, turnover intention has been a crucial management concern (Chen, et al. 2010), and it is currently a significant issue for businesses. According to Tett and Meyer (1993), turnover intentions are the deliberate desire to look for new options in another organization. According to Applebaum, et al. (2010), workplace stress affects workers' job satisfaction, which in turn causes poor performance and the desire to quit. Numerous researchers have discovered that employees' intention to leave will increase with the level of stress they experience (Chen, et al. 2010; Applebaum, et al. 2010). Noor and Maad (2008) also discovered

a positive correlation between stress, work-life conflict, and turnover intentions. Examining the connection between job stress, turnover intention, and job performance was the aim of the study.

2. Review of Literature

Job Stress and Turnover Intention

According to Nainggolan & Gunawan (2021), employee turnover intention was positively and significantly impacted by job stress. Job satisfaction had no detrimental effect on employee turnover intention, while workload had a positive and considerable impact. Workplace stress and workload have a beneficial impact on turnover intention, according to Bina Hardi, et al. (2018). Turnover intention is negatively impacted by work stress and job satisfaction, according to Tziner, et al. (2015).

These findings are consistent with Amri, et al. (2017)'s research, which found that employee turnover intention is significantly positively impacted by the work stress variable. Workplace stress has a negative and considerable impact on turnover intentions, according to Anastasia, et al. (2022). Job happiness is positively and significantly impacted by work stress. Turnover intentions are negatively and negligibly impacted by job satisfaction.

Job Stress and Job Performance

Vijayan Mathangi (2017). discovered that characteristics associated to job stress, such as workload, job security, and shift work, influence workers' job performance. To improve employees' job performance, management might take the required actions to reduce their stress levels. Incentives, meditation programs, counselling, and other services may be offered, all of which eventually raise employee performance.

Using motivation as a mediator, Rana and Munir (2011) examined the relationship between work stressors such as role ambiguity, workload pressure, the interface between work and home life, performance pressure, interpersonal relationships, role conflicts, and job performance. The study found that stressors were positively correlated with "role conflict" and "role ambiguity." On the other hand, job performance was negatively correlated with other stressors. Employee performance and productivity are significantly impacted by job stress. It has a severe impact on workers' health (Mimura & Griffiths, 2003).

Workload, role conflict, and insufficient monetary reward were identified by Warraich, Ahmed, Nawaz, and Khoso (2014) as the main causes of job stress in workers, which lowers worker productivity. Robertson, et al. (1990) examined the causes of stress in connection to workers' well-being and job satisfaction. They discovered a negative relationship between employee work satisfaction and occupational stress inducers (OSI).

In a similar vein, Shah, et al. (2012) investigated the effects of stress on teaching faculty members' job performance and discovered that, contrary to expectations, rewards had a positive correlation with employee efficiency while organizational structure had a negative relationship. Ahmed and Ramzan (2013) also discovered a negative relationship between stress and job performance, meaning that job performance decreases when stress levels rise and vice versa. In several medical specialties, Michie and Williams (2003) examined

personality traits that indicated a greater propensity for job stress, anxiety, and other occupational health effects. These traits ultimately fuelled emotions of job discontent and stress.

Turnover Intention and Job Performance

According to Duffour, et al. (2021), work performance (JP) and emotional tiredness (EE) were found to be positively and significantly correlated. Workplace incivility and turnover intention were found to be positively correlated with Job Stress (JS), while job performance was found to be significantly correlated with JS. Additionally, there was no significant correlation between workplace incivility and job performance, but there was a positive and substantial association between workplace incivility (WI) and turnover intention (TI). To enhance job performance, managers should encourage staff members to pick coping mechanisms for work-related stress and establish unofficial guidelines for acceptable workplace conduct.

Arshadi and Damiri (2013) found that job stress had a positive correlation with turnover intention and a negative correlation with job performance. Furthermore, the association between job stress, turnover intention, and job performance was strongly modulated by organization-based self-esteem (OBSE). As a result, the following hypotheses have been formulated for the present study:

H_{A1}: Job stress significantly and positively influences turnover intention.

H_{A2}: Job stress significantly and negatively influences employee performance.

H_{A3}: Turnover intention significantly and negatively influences employee performance.

3. Framework

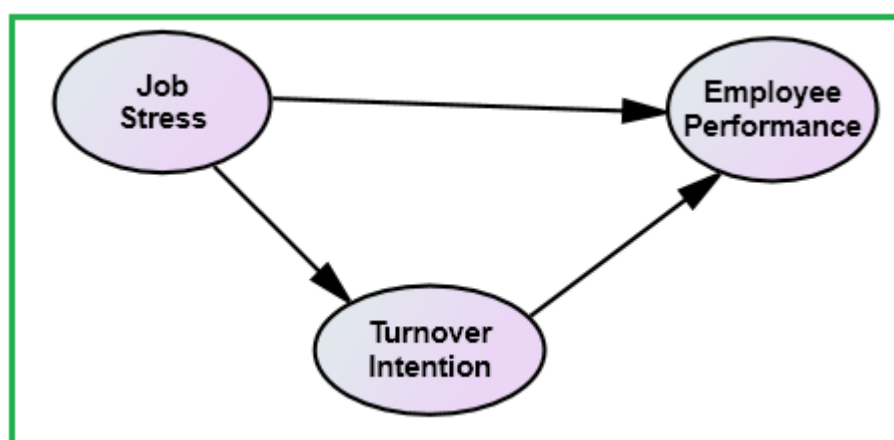


Figure 1: Conceptual framework

4. NEED FOR THE STUDY

The findings of this study will help IT authorities and policy makers. This study will help the *Nanotechnology Perceptions* Vol. 20 No. S16 (2024)

influence of job stress on job performance with mediating role of turnover intention in IT industry. Findings from this study can help IT industry authorities reduce their employee turnover intention and enlarge employee performance.

5. OBJECTIVES

- To discover the influence of job stress on employee turnover intention.
- To find the influence of job stress on employee performance.
- To identify the influence of turnover intention on employee performance.

6. Research Methodology

RESEARCH DESIGN

To explore the influence of job stress on job performance with mediating role of turnover intention in IT industry a descriptive research design is employed by the researcher. Data is collected from employees of IT industry in Chennai through a structured and standard questionnaire. This descriptive research design is employed to explore the relationship between job stress, employee turnover intention, and employee performance.

QUESTIONNAIRE DESIGN

Data is collected from employees of IT industry in Chennai through a well-designed questionnaire. The questionnaire construction for this study is divided into four parts. The first part of the questionnaire is arranged in such a way to know the demographics profile of IT employees, the second part is job stress, the third part is employee turnover intention, and the fourth part is employee performance. Except first part, all the four sections are constructed with multiple choice questions. The first part is set up as a category and the other three as a measuring scaling technique.

Table 1: Questionnaire Construction

S.No.	Variable	Items	Author
I	Demographic Profile	8	---
II	Job Stress	11	Developed by the Researcher
III	Turnover Intention	04	
IV	Employee Performance	12	

RELIABILITY

Pilot study was done to confirm that the results of this study questionnaire are reliable. The questionnaires are verified by involving 130 employees of IT industry in Chennai. Based on the employees of IT industry opinion, some changes are made in the questionnaire. Cronbach’s alpha tool is employed to test the reliability of the research variables. All the variables of this questionnaire are above 0.70 which shows that it is reliable. This means that the set of questionnaire has a high reliability value. Based on this result, it is statistically recommended

that the questionnaire set can be implemented for final data collection of the research.

Table 2: Reliability of the research

S.No.	Variable	Items	Cronbach's Alpha
I	Job Stress	11	0.87
II	Turnover Intention	04	0.88
III	Employee Performance	12	0.84

SAMPLING TECHNIQUE

In this study, convenience sampling technique has been applied to collect the primary data from the employees of IT industry in Chennai. In this way 130 employees of IT industry are approached to collect the primary data in Chennai.

STATISTICAL TOOLS

Path analysis is used to estimate model by probing the relationship between job stress, turnover intention, and employee performance. The researcher has employed the path analysis for impact of job stress on employee performance with respect to turnover intention.

7. Results and Discussion

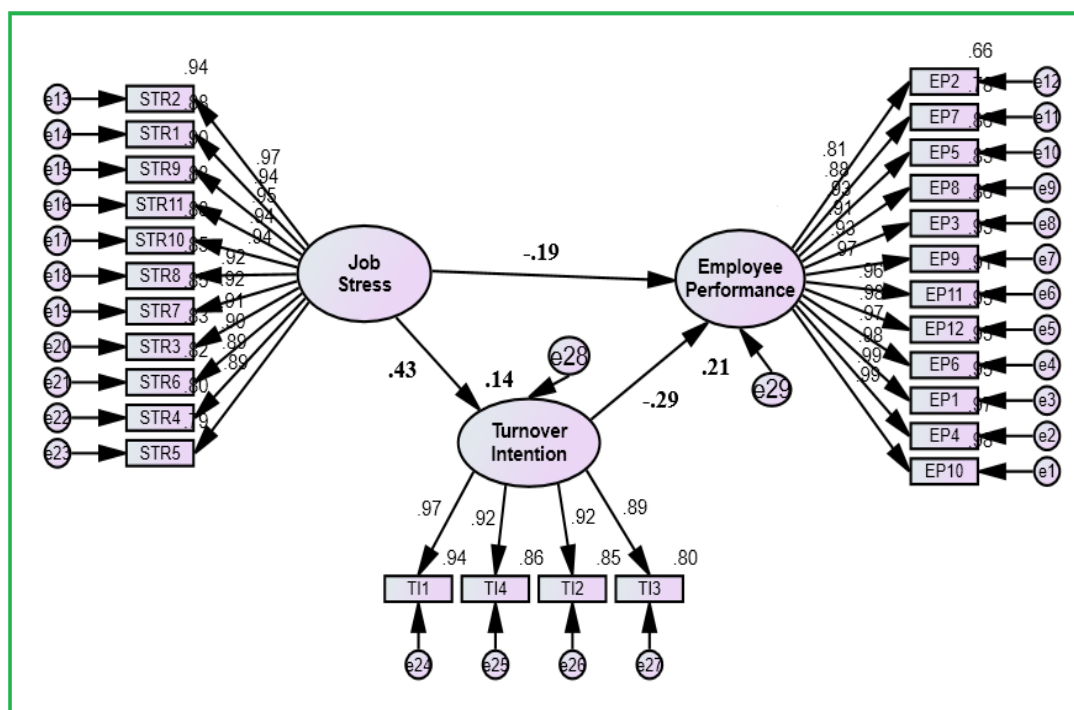


Figure 2: Impact of job stress on employee performance with respect to turnover intention
The table 3 presents the mode summary of impact of job stress on employee performance with
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respect to turnover intention in IT industry. The path model presented, along with mode summary to verify the model fitness. The Chi-square statistic is 3.454 with $p > 0.05$. The table illustrates the model fit statistics such as RMSEA, RMR, NFI, CFI, AGFI and GFI. RMR and RMSEA are within than the recommended limit i.e., RMR and RMSEA is less than 0.08 (Indra, Balaji and Velaudham, 2020; Velaudham and Baskar, 2016). NFI, CFI, AGFI and GFI are within than the recommended limit i.e., NFI, CFI, AGFI and GFI is greater than 0.90 (Kantiah Alias Deepak and Velaudham, 2019; Velaudham and Baskar, 2015). All the model fit statistics imply a better model fit (Premapriya, et al. 2016; Victor and Velaudham, 2020).

Table 3: Model Fit Indication

S.No.	Model Indicators	Fit	Calculated Values in the Analysis	Recommended Values (Premapriya, et al. 2016)
1	Chi-Square		3.454	---
2	p		0.289	> 0.050
3	GFI		0.990	> 0.90
4	AGFI		0.922	
5	CFI		0.996	
6	NFI		0.995	
7	RMR		0.008	< 0.080
8	RMSEA		0.004	

Source: Primary data

H_{A1}: Job stress significantly and positively influences turnover intention among the employees in IT industry.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 9.248; β value is 0.430 and p value is significant. The value of β is 0.430 that job stress explains 43 percent of the turnover intention among employees in IT industry. Therefore, the hypothesis is accepted. Hence, the result demonstrated that job stress significantly positively influences turnover intention among the employees in IT industry. Ulil Anastasia, et al. (2022); Nainggolan & Gunawan (2021); Bina Hardi, et al. (2018); Amri, et al. (2017); Aharon Tziner, et al. (2015) found that work stress negatively and significantly affects turnover intentions.

Table 4: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p-Value
Turnover Intention	<---	Job Stress	0.401	0.076	9.248	0.430	0.001
Employee Performance	<---	Job Stress	-0.112	0.099	-2.132	-0.193	0.032
Employee Performance	<---	Turnover Intention	-0.249	0.116	-3.147	-0.294	0.001

Source: primary data

H_{A2}: Job stress significantly and negatively influences performance among the employees in IT industry.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is -2.132; β value is -0.193 and p value is significant. The value of β is -0.193 that job stress explains -19.3 percent of the performance among employees in IT industry. Therefore, the hypothesis is accepted. Hence, the result demonstrated that job stress significantly negatively influences performance among the employees in IT industry. Mathangi Vijayan (2017); Warraich, et al. (2014); Ahmed and Ramzan (2013); Shah, et al. (2012); Rana and Munir (2011); Michie and Williams (2003); Mimura & Griffiths (2003); Robertson, et al. (1990) found that job stress negatively and significantly affects employee performance.

H_{A3}: Turnover intention significantly and negatively influences performance among the employees in IT industry.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is -3.147; β value is 0.294 and p value is significant. The value of β is 0.294 that turnover intention explains -29.4 percent of the performance among employees in IT industry. Therefore, the hypothesis is accepted. Hence, the result demonstrated that turnover intention significantly negatively influences performance among the employees in IT industry. Duffour, et al. (2021); Arshadi & Damiri (2013) identified that turnover intention significantly negatively influences performance among the employees.

8. Findings

It is demonstrated that job stress significantly positively influences turnover intention among the employees in IT industry. Ulil Anastasia, et al. (2022); Nainggolan & Gunawan (2021); Bina Hardi, et al. (2018); Amri, et al. (2017); Aharon Tziner, et al. (2015) found that work stress negatively and significantly affects turnover intentions.

The analysis found that job stress significantly negatively influences performance among the employees in IT industry. Mathangi Vijayan (2017); Warraich, et al. (2014); Ahmed and Ramzan (2013); Shah, et al. (2012); Rana and Munir (2011); Michie and Williams (2003); Mimura & Griffiths (2003); Robertson, et al. (1990) found that job stress negatively and significantly affects employee performance.

It is identified that turnover intention significantly negatively influences performance among the employees in IT industry. Duffour, et al. (2021); Arshadi & Damiri (2013) identified that turnover intention significantly negatively influences performance among the employees.

9. Suggestions

The management of the IT sector has the highest duty to establish an environment that allows employees to work without stress daily. The management can take the appropriate actions to reduce workers' job stress levels, which will boost their morale and productivity. Counselling, meditation programs, and additional incentives might be offered to reduce workplace stress and enhance employee performance. To reduce turnover intentions and boost job performance, managers in the IT sector can enable employees to pick coping mechanisms for work-related stress and establish unofficial guidelines for acceptable workplace conduct.

10. Conclusion

The research attempts to identify the influence of turnover intention on job performance in IT industry. The data has been collected from 130 employees of IT industry in Chennai. Hence, it is concluded that job stress significantly positively influences turnover intention among the employees in IT industry. The analysis found that job stress significantly negatively influences performance among the employees in IT industry. It is identified that turnover intention significantly negatively influences performance among the employees in IT industry. To reduce turnover intentions and boost job performance, managers in the IT sector can enable employees to pick coping mechanisms for work-related stress and establish unofficial guidelines for acceptable workplace conduct. A larger population can be studied to analyse the turnover intention on job performance.

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