Stress and Turnover in the Ed-Tech Industry

Piyush Raj[*]

Abstract

This research aims to explore the relationship between job stress and intention to leave in the Educational Technology (EdTech) industry, with a specific focus on how job commitment mediates this relationship. The study involved conducting surveys among EdTech employees to gather quantitative data. The results show a significant positive correlation between stress and intention to quit, as well as a negative correlation between job stress and job commitment. Additionally, it was found that commitment partially mediated the impact of stress on intention to quit. The findings highlight the importance of promoting job commitment to reduce turnover intentions resulting from job stress in the EdTech industry.

Keywords: educational technology industry, job commitment, job stress, turnover

Introduction

The phenomenon of job stress has become a major concern for organizations worldwide. Job stress can be defined as the psychological and physical strain that employees experience as a result of work demands that exceed their abilities and resources. An employee's inclination to leave their current job is termed as turnover intention. High levels of job stress have been shown to increase the likelihood of employees experiencing turnover intention, which can have negative consequences for the organization.

Nonetheless, not every worker who encounters workplace stress chooses to quit. It has been demonstrated that job commitment, or

[*] officialcomwithpiyush@gmail.com

an employee's degree of devotion and loyalty to their work and the company, mediates the effect of stress on the employee's intention to leave. Workers with strong job commitment levels may be better able to handle work-related stress and stick with their jobs in spite of difficulties.

The objective of the current study is to assess the association between job stress and turnover intention as well as the potential moderating function of job commitment in this relationship. In addition to adding to the body of knowledge already available on job stress, turnover intention, and job commitment, the study's findings should help organisations better understand how to manage employee stress and boost job commitment, which will lower turnover intention and foster happier, more productive workplaces.

Literature Review

In-depth organisational study has been done on the connection between job stress and intention to leave. The term "job stress" describes the physical and mental strain that employees endure as a result of their jobs' responsibilities and the workplace itself. The intention of an employee to leave their current work and look for employment elsewhere is referred to as turnover intention, on the other side.

It has been suggested that a possible mediator of the link between job stress and turnover intention is job commitment, which is defined as an employee's attachment to and loyalty to their job and organisation. The theory is that prolonged job stress might decrease commitment to the job, which in turn increases the likelihood of leaving. There is evidence for this mediation effect of job commitment from several research. Salleh et al. (2017) found that in Malaysian nurses, career commitment influenced the relationship between job stress and the intention to leave the profession. Similarly, Zeng et al. (2020) showed that in China, job commitment played a role in moderating the relationship between job stress and employees' intention to leave their jobs. As a result, the suggested master's thesis may look at how job stress and desire to quit affect a particular group of people (such as healthcare workers, IT professionals, etc.) and how job commitment functions as a

moderator in this connection. This might entail employing statistical analytic tools to examine the hypothesised correlations after gathering data through surveys or interviews. The study's conclusions may be relevant to businesses trying to keep workers and lower turnover rates. Despite its importance, the connection between job stress, job commitment, and intentions to leave has not been thoroughly examined. As a result, this study seeks to delve deeper into this relationship by exploring the mediating effect of job dedication, using the following research question.

Job stress and turnover intention are key concepts in organizational research. Job stress pertains to the physical and mental strain employees experience due to job demands and the workplace environment. Turnover intention, on the other hand, relates to an employee's inclination to leave their current job and find a new one. Job commitment, indicating an employee's loyalty and dedication to their job and organization, has been suggested as a possible mediator in the link between job stress and turnover intention.

In a study conducted by Ab Hamid et al., (2014), the researchers evaluated the impact of job stress on turnover intention among academic staff in a Malaysian private higher education institution. The findings of their study suggest that the levels of stress can have a significant impact on the employee satisfaction levels. The authors suggest that this can be attributed to factors such as lack of job security, poor working conditions, and low salary levels. In a similar study, Ahmad et al. (2015) studied the impact of stress, among hotel employees in Malaysia. Again the findings suggested that the levels of stress could significantly predict the turnover intentions of the individual. Akhtar et al. (2015) investigated the relationship between job stress, turnover intention, organizational commitment, and perceived organizational support among nurses in Pakistan. The study found that job stress had a significant positive impact on turnover intention, and that organizational commitment and perceived organizational support acted as mediators in this relationship. However, organizational commitment and perceived organizational support were proposed as variables that could reduce turnover among nurses.

Al-Hussami (2008) examined the relationships between the educational attainment, job satisfaction, organisational commitment, perceived support from the organisation, and transactional and transformational leadership styles of Jordanian nurses. The study found that organisational commitment and perceived organisational support, along with transactional and transformational leadership ideologies, all had an impact on work satisfaction. The author proposes that the higher the levels of perceived support from the organization and commitment, the more the level of nurses' satisfaction. Altarawneh and Alsmadi (2020) examined the relationship between job stress and employees' intentions to leave their jobs in Jordan. In addition, they also studied the role of satisfaction and commitment. The study discovered that job satisfaction and organisational commitment served as mediators in the relationship between stress and intention to turnover, with stress having a considerable positive impact on intention to leave. The authors contend that enhancing organisational commitment and work happiness can lessen the likelihood of employee turnover. In Shiraz, Iran, nurses' intention to leave, job satisfaction, and job stress were all evaluated by Arshadi and Damiri (2012). The results of the study showed that job stress significantly lowered job satisfaction and that job satisfaction significantly lowered intention to quit. According to the authors, nurses who experience less job stress report feeling more satisfied with their jobs and having less plans to quit. The acquired data were carefully examined, graded in accordance with the corresponding scoring keys, and then put through the subsequent statistical analyses.

Aziz and Adnan (2016) looked into how employees in Pakistan's banking industry felt about their jobs and whether they intended to leave their jobs due to stress at work. According to the study, occupational stress significantly reduced job satisfaction while significantly increasing turnover intention. According to the authors, banking employees who experience less job stress are more likely to be satisfied with their jobs and are less likely to want to leave. Information technology professionals were the subject of a study by Bhatia and Singh (2018) to look into the connections between job stress, job satisfaction, organisational commitment, and intention to leave. According to the study, job stress significantly reduced organisational commitment and job satisfaction while significantly

increasing turnover intention. According to the authors, increasing organisational commitment can be beneficial.

Demir (2016) studied the relationship between stress, job satisfaction and intention to quit; among accounting professionals in Turkey. The study utilized a sample of 211 accounting professionals, and data were analyzed using regression analysis. The results indicated a significant negative impact of job stress on job satisfaction and a significant positive impact on turnover intention. Elangovan and Xie (1999) investigated the effects of perceived power of supervisors on subordinate stress and turnover intention. The study utilized a sample of 121 employees from two manufacturing organizations in the United States. Results indicated that perceived power of supervisors had a significant positive relationship with subordinate stress.

The literature suggests that job stress is positively related to turnover intention, and that job commitment partially mediates this relationship. Therefore, organizations looking to reduce turnover rates may benefit from addressing job stress and fostering employee job commitment.

Employee turnover is a major concern for organizations worldwide, as it can negatively impact productivity, morale, and financial performance. Turnover intention, or the desire to leave one's current job, has been identified as a key predictor of actual turnover behavior (Brockner, Grover, Reed, & Dewitt, 1992). Understanding the antecedents of turnover intention is critical for organizations to develop effective strategies to reduce turnover and retain valuable employees.

Job stress, or the psychological and physiological reactions to job demands, has been found to be positively related to turnover intention (Lee & Ashforth, 1996). Employees who experience high levels of job stress may feel overwhelmed and burn out, leading to a desire to leave the organization. Job stress can be influenced by factors such as workload, time pressure, interpersonal conflict, and role ambiguity (Spector, 1997).

Theoretical Framework

The Job Demands-Resources (JD-R) model can be used to explain how job stress affects an employee's desire to leave their job. According to this model, job demands such as workload, time pressure, and emotional demands can lead to job stress, which can then lead to negative outcomes such as a greater likelihood of wanting to quit. On the other hand, job resources such as social support, autonomy, and feedback can reduce job stress and increase job satisfaction and commitment, which can decrease the desire to leave a job. The Social Exchange Theory can be used to explain how job commitment mediates the relationship between job stress and the intention to quit. This theory suggests that employees develop social relationships with their organization, and these relationships are based on a give-and-take exchange of resources. When employees feel that they have received more resources than they have given, they develop a sense of obligation and commitment to the organization, which can reduce the likelihood of wanting to quit. Job stress can undermine this exchange by reducing the perceived value of the resources received from the organization. The Job Embeddedness Model can be used to further explain the role of job commitment in reducing the desire to quit. This model suggests that employees are embedded in their job and organization through various factors such as links (connections with others in the organization), fit (compatibility between personal and organizational values), and sacrifice (what the employee would lose by leaving the job). When employees have high levels of job embeddedness, they are less likely to leave their job even if they experience job stress, as the benefits of staying outweigh the costs of leaving.   JD-R model, Social Exchange Theory, and Job Embeddedness Model provide a comprehensive understanding of the relationships between job stress, intention to quit, and job commitment.

Research Methodology

The study used a quantitative research method and a range of surveying techniques to ensure that participants could understand the questions and provide accurate responses. The study was able to collect numerical data, which was analyzed to draw meaningful

conclusions. This approach provided an unbiased and comprehensive understanding of the topic being studied. The study selected 164 employees working in ed tech companies across the country using a non-probability sampling method called convenience sampling.

The data for the study was gathered through a self-administered questionnaire. The questionnaire included questions about job stress, job commitment, turnover intention, and demographic variables such as age, gender, education, and work experience. The data collected was analyzed using various statistical techniques. The researchers used descriptive statistics such as means, standard deviations, and frequencies to provide an overview of the sample and variables being studied. The reliability and significance of the questionnaire and variables were tested using the KMO Bartlet test. Finally, correlation analysis was conducted to examine the relationships between the variables.

Data Analysis & Interpretation
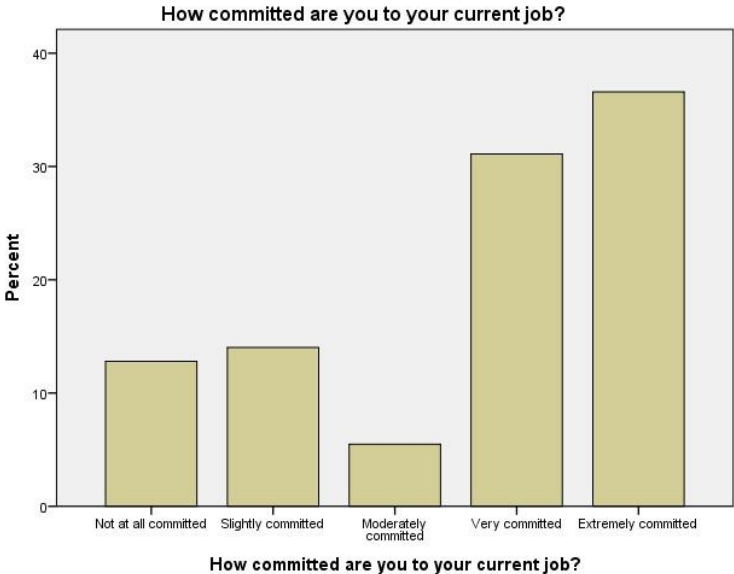
On the commitment front, it was being seen that the most of the employees feel that they are extremely committed towards their work.

Correlations

	Job stress	Turnover intention
Job stress	1	-.044
Turnover Intention	-.044	1

In this case, the correlation coefficient between these two variables is -0.044. This indicates that there is a weak negative correlation between feeling stressed at work and the likelihood of leaving a job in the next 6 months. However, the p-value is 0.575, which is greater than the commonly used threshold of 0.05. This means that there is no statistically significant correlation between feeling stressed at work and the likelihood of leaving a job in the next 6 months.

Correlations

	Commitment	Turnover intention
Commitment	1	-.449**
Turnover intention	-.449**	1

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient between the two variables is 0.449, which suggests a moderate negative correlation. This means that if an employee's commitment to their current job increases, their probability of leaving the job in the next six months decreases. The significance value of 0.000 indicates that the correlation is statistically significant at the 0.01 level (two-tailed), implying that the probability of this correlation occurring due to chance is highly unlikely.

Crosstabs
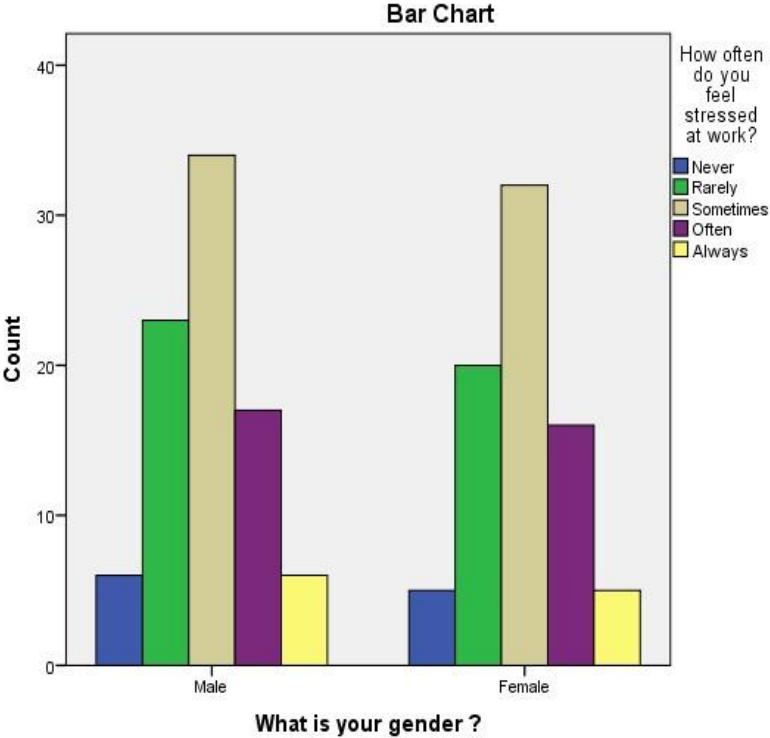
Findings of the Study

The findings of our analysis yielded several noteworthy insights. Contrary to our initial hypothesis, the analysis revealed that job stress does not emerge as a significant factor inducing turnover intention among employees in the EdTech sector. This finding challenges the commonly assumed positive relationship between job stress and turnover intention, suggesting that other factors may play a more prominent role in influencing employees' decisions to leave their jobs.

The rejection of our first null hypothesis, which posited a positive relationship between job stress and turnover intention, indicates the need for a nuanced understanding of the dynamics at play within the EdTech industry. While job stress may still impact employee well-being and job satisfaction, its direct influence on

turnover intention appears to be less pronounced than previously assumed.

On the other hand, our analysis revealed a significant inverse relationship between job commitment and turnover intention. This finding suggests that higher levels of job commitment are associated with lower turnover intentions among employees in the EdTech sector. Employees who exhibit strong dedication and attachment to their jobs are less likely to consider leaving the organisation, even in the face of challenges or stressors.

The acceptance of our null hypothesis regarding the negative relationship between job commitment and turnover intention underscores the importance of fostering a sense of commitment and loyalty among employees within the EdTech industry. Organisations that prioritise initiatives aimed at enhancing job satisfaction, promoting a positive work environment, and fostering employee engagement are likely to experience lower turnover rates and greater employee retention.

While job stress may not directly contribute to turnover intention in the EdTech industry, cultivating job commitment emerges as a crucial strategy for mitigating turnover intentions and retaining valuable talent. These findings highlight the need for organisations to adopt holistic approaches to employee well-being and engagement, recognising the complex interplay between job stress, job commitment, and turnover intention within the unique context of the EdTech sector.

Recommendations

Based on the findings of our analysis, several recommendations can be proposed to address the complex interplay between job stress, job commitment, and turnover intention within the EdTech industry. Firstly, organisations should design and implement a variety of employee engagement activities to foster a sense of belonging and connection among employees. These activities could include team-building exercises, social events, and collaborative projects aimed at enhancing camaraderie and teamwork within the workplace. By encouraging active participation and interaction among employees,

organisations can strengthen relationships and improve overall job satisfaction.

Regular employee surveys provide valuable insights into the factors influencing job satisfaction, job stress, and turnover intention among employees. Organisations should administer surveys at regular intervals to gather feedback and identify areas for improvement. By actively soliciting employee input and addressing concerns in a timely manner, organisations can demonstrate a commitment to employee well-being and foster a culture of openness and transparency.

Given the potential impact of job stress on employee well-being and job satisfaction, organisations should implement stress management programs to help employees cope with stress and build resilience. These programs could include workshops, seminars, and training sessions on stress management techniques such as mindfulness, relaxation exercises, and time management. By equipping employees with the tools and resources to effectively manage stress, organisations can reduce the negative effects of job stress and promote a healthier and more productive work environment.

In conclusion, by implementing these recommendations, organisations in the EdTech industry can effectively address the challenges associated with job stress, job commitment, and turnover intention, ultimately fostering a positive and supportive workplace culture where employees feel valued, engaged, and motivated to contribute to the organisation's success.

Conclusion

Based on the analysis and review of literature, it can be concluded that there is not a significant relationship between job stress and turnover intention in ed tech sector in short run. Employees who experience high levels of job stress are more likely to have a higher intention to leave their current job. However, job commitment has an inverse relationship with turnover intention. High job commitment can mitigate the negative effects of job stress on turnover intention, as it fosters a sense of loyalty and attachment to the organization. Therefore, it is recommended that organizations

invest in strategies to reduce job stress and increase job commitment among employees. This can include providing support and resources to help employees cope with stress, improving communication and leadership practices, and recognizing and rewarding employee commitment and loyalty. By addressing these factors, organizations can create a more positive work environment, improve employee well-being, and reduce turnover intention. Further research is needed to explore these relationships in different contexts and populations, as well as to identify specific interventions that can effectively reduce job stress and increase job commitment.

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