The Influence of Stress Management on Work Motivation and Turnover Intention for Nursing Managers in Rsud Krt. Setjonegoro Wonosobo

Soni Budiyono, & Qurratul Aini
Hospital Management Study Program,
Graduate Program, Universitas Muhammadiyah Yogyakarta
Indonesia.
sonibudiyono1701@gmail.com, q.ainiumy&gmail.com

Abstract
Nursing manager has important roles and responsibilities in carrying out the duty in a hospital, by which high stress level is inevitable. Stress management plays significant role so that work stress is not negatively affecting the nursing manager. Low stress management is potentially increasing the turnover intention. Furthermore, stress management has effect on the nursing manager's work motivation, which eventually affects the turnover intention. This research aims to analyze the effect of stress management on work motivation and turnover intention. This research was quantitative with cross sectional design. The subjects of this research involved 33 nursing managers in RSUD KRT. Setjonegoro Wonosobo. The data collection technique was conducted by questionnaire distribution. The analysis technique was regression and path analysis. The research result shows that there is effect of stress management on work motivation, with t-count of 2.300 and p of 0.028 (p<0.05). There is effect of stress management on turnover intention, with t-count of -2.441 and p of 0.021 (p<0.05). There is effect of work motivation on turnover intention, with t-count -3.437 and p 0.002 (p<0.05). The direct effect of stress management on turnover intention is higher than the indirect effect through work motivation (-0.346 > -0.186). Therefore, the effect of stress management on turnover intention is direct.

Keywords: Stress Management, Work Motivation, Turnover Intention

Introductıon

Stress related to jobs commonly leads to an increased turnover level and burnout level among employees (Garrosa, Rainho, Moreno-Jimenez, & Monteiro, 2010; Johannsson, Sandahl & Hasson, 2013). Nurse Managers play an important role in health service. However, due to their position as managers, they tend to be stressful (Pickett, 2014). Nurse managers work in a more complex working environment, being in big pressure when attempting to enforce nursing standards, implement organization initiative, recruit and maintain nursing staff (S.A.Udod, G. G. Cummings, et al., 2017)

More pressure and demand along with stress require good skill of stress management. However, with these existing conditions, nearly all nurse managers have not ever known or received any trainings on stress management skill (Pickett, 2014; S.A. Udod, G.G.Cummings, et al., 2017). Stress management is an ability to alter negative stress into positive stress bringing positive effects so that the employees' working outcome becomes optimal (Hakim & Sugiyanto, 2017). Good stress management will impact the work motivation of the employees. Stress management will minimalize negative stress, and according to Pertiwiningsing and Puspitasari (2014) continuous negative stress will lead to employees' decreasing work motivation.

Work motivation owned by the nurse managers will also give impact on the turnover intention as shown by a research of Tjendra (2019). Work motivation owned by employees empower them to willingly work harder. Moreover, motivation causes the employees to work more persistently and per severely and attempt to solve problems in their jobs.

Method
Participants
The research data were obtained from the nursing managers in RSUD KRT. Setjonegoro Wonosobo consisting of the head of nursing department, the head of nursing ward, the head of inpatient care facility, the head of outpatient care facility, the coordinator of emergency unit (UGD), the coordinator of ICU, the coordinator of Hemodialisys dan each team chief in nursing ward, as many as 33 respondents.

Measurement
The research variable measurement was carried out by using questionnaire, made by the researchers themselves. The questionnaire on stress management has 18 question items. The work motivation questionnaire is from Herzberg theory with 12 question items. Meanwhile, the questionnaire on turnover intention has 23 question items.

Data Analysis
Before conducting the data analysis, the instrument used in this research was first checked with validity and reliability tests. Validity is an index showing that the measurement tool really measure what is measured, while reliability is the similar result of measurement result of the observation if the fact or the life reality is measured and observed in different times (Notoatmodjo, 2010). The validity test was carried out by using product moment correlation, and the reliability test was conducted by using Cronbach's Alpha. Sekaran (2003) states that in general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over to 0.80 good.

Before the analysis and hypothesis test were carried out, the classic assumption test was conducted first. It consists of normality test, collinearity test, and heteroscedasticity test. The data that have normal distribution is one of parametric statistical analysis assumptions. (Winarno, 2017). Meanwhile, the normality testing was with Kolmogorov-Smirnov test. Collinearity means there is a complete or certain linear correlation between two independent variables of multiple regression model (Setiawan & Kusrini, 2010). Collinearity testing in this research refers to VIF (Variance Inflation Factor). If VIF > 10, it shows that there is a multicollinearity in the research model (Widarjono, 2007). The other linear regression assumption that is supposed to be fulfilled is variance homogeneity of error (homoscedasticity). Homoscedasticity means that the variance of error is constant or called as identical. The opposite is the heteroscedasticity case that is if the condition of its error variance is not identical (Setiawan & Kusrini, 2010). The heteroscedasticity testing in this research used Glejser test. After obtaining the e_i residual from OLS regression, Glejser suggests to do the regression on absolute of e_i residual, $|e_i|$ on X variable (Winarno, 2017).

The data analysis in this research used regression and path analysis. There are two regression models in this research. Regression model I is the influence of stress management on work motivation. Regression model II is the influence of stress management and work motivation on turnover intention.

Result
Validity and Reliability Tests of the Instrument
Validitas Test
Validity Test of the Stress Management Instrument
The result of validity test of the stress management instrument can be described in the table as follows:

Table 1. Validity Test Result of Stress Management Instrument

Item	r-count	p	Note
MS1	0.484	0.002	Valid
MS2	0.537	0.001	Valid
MS3	0.453	0.004	Valid
MS4	0.428	0.006	Valid
MS5	0.025	0.446	Failed
MS6	0.428	0.006	Valid
MS7	0.488	0.002	Valid
MS8	0.538	0.001	Valid
MS9	0.537	0.001	Valid
MS10	0.526	0.001	Valid
MS11	0.542	0.001	Valid
MS12	0.406	0.010	Valid
MS13	0.495	0.002	Valid
MS14	0.413	0.008	Valid
MS15	0.436	0.006	Valid
MS16	0.164	0.180	Failed
MS17	0.413	0.008	Valid
MS18	0.488	0.002	Valid

Table 4.2 shows that there are 2 items which are not valid, namely MS5 and MS8, because they have p value > 0.05.

Validity Test of the Work Motivation Instrument
The result of validity test of stress management instrument can be described in the table as follows:

Table 2. Validity Test Result of Stress Management Instrument

Item	r-count	p	Note
MK1	0.550	0.000	Valid
MK2	0.716	0.000	Valid
MK3	0.506	0.001	Valid
MK4	0.627	0.000	Valid
MK5	0.651	0.000	Valid
MK6	0.758	0.000	Valid
MK7	0.850	0.000	Valid
MK8	0.634	0.000	Valid
MK9	0.739	0.000	Valid
MK10	0.781	0.000	Valid
MK11	0.779	0.000	Valid
MK12	0.618	0.000	Valid

Table 2 shows that all of the items has p value < 0.05, so that it can be concluded that all of the items are valid.

Validity Test of the Turnover Intention Instrument
The result of validity test of the turnover intention instrument can be described in the table as follows:

Table 3. Validity Test Result of the Turnover Intention Instrument

Item	r-count	p	Note
TI1	0.094	0.300	Failed
TI2	0.542	0.001	Valid
TI3	0.452	0.004	Valid
TI4	0.496	0.002	Valid
TI5	-0.072	0.345	Failed
TI6	0.690	0.000	Valid
TI7	0.509	0.001	Valid
TI8	0.475	0.003	Valid
TI9	0.671	0.000	Valid
TI10	0.509	0.001	Valid
TI11	0.740	0.000	Valid
TI12	0.662	0.000	Valid
TI13	0.731	0.000	Valid
TI14	0.739	0.000	Valid
TI15	0.678	0.000	Valid
TI16	0.676	0.000	Valid
TI17	0.618	0.000	Valid
TI18	0.367	0.018	Valid
TI19	0.409	0.009	Valid
TI20	0.408	0.009	Valid
TI21	0.364	0.019	Valid
TI22	0.534	0.001	Valid
TI23	0.468	0.003	Valid

Table 3 shows that there are two items which are not valid, namely TI1 and TI5, because of p value > 0.05.

Reliability Test
The result of reliability test of the instrument can be described as follows:

Table 4. Reliability Test Result of the Instrument

Instrument	Number of Item	Cronbach's Alpha	Note
Stress Management	16	0.764	Reliable
Work Motivation	12	0.894	Reliable with good category
Turnover Intention	21	0.889	Reliable with good category

Table 4 shows that the stress management instrument is reliable because it has Cronbach's Alpha value more than 0.7. Meanwhile, the work motivation and turnover intention instruments are reliable with good category because they have Cronbach's Alpha value more than 0.8.

Classic Assumption Test
Normality Test of the Data
The result of normality test of the data is described in table 4.12 as follows:

Table 5. Normality Test Result Summary of the Data

Variable	KS-Z	p	Note
Stress Management	0.108	0.200	Normal
Work Motivation	0.134	0.138	Normal
Turnover Intention	0.112	0.200	Normal

In the table 6, it can be seen that all of the data variables have normal distribution because of p value > 0.05.

Collinearity Test
Collinearity test is carried out only in Regression Model II. Multicollinearity test is conducted by seeing the Variance Inflation Factor (VIF) value. Meanwhile, the result is as follows:

Table 6. Collinearity Test

Variable	VIF	Note
Stress Management	1.171	No collinearity
Work Motivation	1.171	

Table 6 shows that the VIF value is 1.171 meaning it is less than 10. Based on it, it can be concluded that in model II there is no collinearity.

Heteroscedasticity Test
Heteroscedasticity test in this research was carried out with Glejser test, both in model I and in model II.

Heteroscedasticity Test on Model I
The result of heteroscedasticity test on model I can be described in the table as follows:

Table 7. Heteroscedasticity Test Result on Model I

Model	Reg. Coef.	SE	β	T	p
Constant	7.892	4.325		1.825	0.078
Stress Management	-0.126	0.217	-0.104	-0.581	0.566

Dependent Variable = |ei|

Table 7 shows that from the result of the test, t test is not significant proven from p value > 0.05, so it can be concluded that there is no heteroscedasticity in pada model I.

Heteroscedasticity Test on Model II
The result of heteroscedasticity test on model II can be described in the table as follows:

Table 8. Heteroscedasticity Test Result on Model II

Model	Reg. Coef.	SE	β	t	p
Constant	3.298	7.948		0.415	0.681
Stress Management	-0.136	0.424	-0.062	-0.320	0.751
Work Motivation	0.215	0.178	0.233	1.209	0.236

Dependent Variable = |ei|

In table 8, the result of the test shows that all of the t tests are not significant proven by p value > 0.05. So, it is concluded that there is no heteroscedasticity in model II.

Data Analysis and Hypothesis Test

There were 2 regression models in this research. The first model is the effect of stress management on work motivation, and the second model is the effect of stress management on turnover intention. The regression test result of model 1 is described as follows:

Table 8. Regression Test Result of Model I

Model	Koef. Reg.	SE	β	t	p
Constant	7.919	7.895		1.003	0.324
Stress Management	0.909	0.395	0.382	2.300	0.028
R = 382					
R^2 = 146					
F = 5.290					0.028

Dependent Variable=Work Motivation

The regression test result of model 2 is described as follows.

Table 9. Regression Test Result of Model II

Model	Koef. Reg.	SE	β	t	p
Constant	116.674	11.266		10.356	0.000
Stress Management	-1.466	0.601	-0.346	-2.441	0.021
Working motivation	-0.867	0.252	-0.487	-3.437	0.002
R = 0.697					
R^2 = 0.485					0.000
F = 14.151					

Independent Variable=Turnover Intention

Table 8 shows the effect of stress management on work motivation shown from t-count of 2.300 and p of 0.028 (P<0.05). The work stress potentially causes various problems, so it must be handled to improve the quality of life, health and employees' productivity (Ariawan & Sriathi, 2018). A research by Pertiwiningsih & Puspitasari (2014) shows that work stress negatively affects the working motivation.

Stress at work is caused by the imbalanced demand from the nurse managers and their ability to fulfill them leading to important consequences in themselves (Pertiwiningsih & Puspitasari, 2014). Work stress balances the high demands of nurse managers and their efforts to fullfill them by creating rational consideration to improve their work motivation.

The research results show the effect of stress management on turnover intention shown by t-count value of-2.441 and p value of 0.021 (p<0.05). Work load and work stress faced by nurses affect their service to their patients particularly their safety (Aini, 2014). Another research by

Lestari and Mujiati (2018) shows that work stress has positive effect on turnover intention. Work stress faced by the employees lead to their lost ability in decision making and their behaviour becomes less organized make them want to quit their jobs. Related to it, stress management becomes an important thing for nurse managers to suppress or get rid of their turnover intention.

The results also show the effect of working motivation on turnover intention shown by t-count value of -3.437 and p value of 0.002 (P<0.05). This is supported by a research from Putrianti, Hamid &Mukzam (2014) showing that work motivation gives effect on turnover intention. Good work motivation of nurse managers shows that all needs are well fulfilled such as rewards received based on their work load and responsibilities, work physical condition, supervision, as well as the phycological needs such as self-actualization, a harmonious relation among co-workers and etc. These circumstances cause the nurse managers to keep devoting themselves in the organization, so the turnover intention is low.
The Path Analysis Test is shown in the following table.

Table 10. Path Analysis Test Result Summary

Effect Direction	Direct Effect	Indirect Effect	Notes
MS → MK	0.382		Significant
MK → TI	-0.487		Significant
MS → TI	-0.346		Significant
MS → MK → TI		0.382 x -0.487 = -0.186	Significant

From the above table, it is concluded that stress management has a significant effect on the work motivation as well as the work motivation on turnover intention. It is then implied that the effect of stress management on turnover intention through work motivation is included in a significant effect. Seen from the path analysis, the direct effect of stress management on turnover intention is bigger than the effect of stress management on turnover intention indirectly through work motivation (-0.346>-0.186). It can be concluded that the effect of stress management on turnover intention is included in a direct effect.

Discussion
The research results show that turnover intention level of nurse managers is in the quite/sufficient category. When not properly handled and well-anticipated, it will become a bigger problem at RSUD KRT. Setjonegoro Wonosobo in the future. Work stress is one factor contributing to turnover intention of nurse managers at RSUD KRT.Setjonegoro Wonosobo. As the most responsible people in the running of patients' treatment in their work units, nurse managers have high workload and work stress. If the work stress is not handled properly, the turnover level will increase.
From the research results, it is also found that nurse managers at RSUD KRT.Setjonegoro Wonosobo are in the less sufficient category becoming one aspect that must be noticed by the management. It is because the lack of stress management indicates that nurse managers are not able to manage the work stress that affects on the increasing turnover intention proven by the research results revealing that stress management has effect on turnover intention.
The increased work motivation of nurse managers should also be noticed by the management. As shown in the research results, the work motivation of nurse managers is in quite/sufficient category. Therefore, the management must give them more motivation by paying more

attention to all their needs. When the motivation increases, the nurse managers will willingly work harder, work more persistently, and attempt to solve all problems they face. It is expected able to decrease the turnover intention level.

One of the contributing factors of less sufficient work motivation of nurse managers is high stress level and lack of stress management. Trainings on stress management become an important effort to conduct for nurse manager candidates. Therefore, once becoming nurse managers they will be able to manage negative work stress and alter them into positive work stress bringing positive impacts to themselves.

Conclusion

1. There is an effect of stress management in work motivation of the nurse managers at RSUD.KRT.Setjonegoro Wonosobo.
2. There is an effect of stress management on turnover intention of the nurse managers at RSUD.KRT.Setjonegoro Wonosobo.
3. There is an effect of work motivation on turnover intention of the nurse managers at RSUD.KRT.Setjonegoro Wonosobo.
4. The effect of stress management on turnover intention of the nurse managers RSUD.KRT.Setjonegoro Wonosobo is a direct effect.

References

Aini, Q. (2014). The Influence of Workload and Work Stress to Patient Safety Attitude on Nurses. *Journal of Biology, Agriculture and Healthcare*. 4(28), 93-101.

Ariawan, P. A. Y., & Sriathi, A. A. Y. (2018). Pengaruh Stres Kerja dan Kepuasan Kerja Terhadap Komitmen Organisasi Karyawan PBF. PT. Banyumas Denpasar. *Jurnal Manajemen Unud*, 7(2), 964-992.

Garrosa et al. (2010). The relationship between job stressors, hardy personality, coping resources and burnout in a sample of nurses: A correlational study at two time points. *International Journal of Nursing Studies, 47* (2), 205-215.

Hakim, L., & Sugiyanto, E. (2017). Manajemen Stres Kerja Pengusaha Untuk Meningkatkan Kinerja Perusahaan di Industri Batik Laweyan Surakarta. *BENEFIT Jurnal Manajemen dan Bisnis*, 2(1), 45-61.

Johansson et al. (2013). Role stress among first-line nurse managers and registered nurses–a comparative study. *Journal of Nursing Management, 21* (3), 449-458.

Lestari, N Y.Y. S., & Mujiati, N. W. (2018). Pengaruh Stres Kerja, Komitmen Organisasi, dan Kepuasan Kerja Karyawan Terhadap *Turnover Intention*. *Jurnal Manajemen Unud*, 7(6), 3412-3441.

Notoatmodjo, S. (2010). *Metode Penelitian Kesehatan*. Jakarta: Rineka Cipta.

Pertiwiningsih, H. R., & Puspasari, D. (2014). Pengaruh Stres Kerja Terhadap Motivasi Kerja Karyawan di PT. Telkom Surabaya Metro. *Jurnal Administrasi Perkantoran*, 2(2), 1-17.

Pickett, A. E. (2014). A Correlational Study between Hardiness and the Perceived Stress among Nurse Managers.

Putrianti et al. (2014). Pengaruh Kompensasi dan Motivasi Kerja Terhadap *Turnover Intention* (Studi Pada Karyawan PT. TIKI Jalur Nugraha Ekakurir Pusat Malang). *Jurnal Administrasi Bisnis (JAB)*, 12(2), 1-9.

Sekaran, U. (2003). *Research Methods For Business: A Skill Building Approach*. NewYork: John Wiley & Sons.

Setiawan & Kusrini, D. W. (2010). *Ekonometrika*. Yogyakarta: Andi.

Tjendra, I. W. (2019). Pengaruh Motivasi Kerja dan Komitmen Organisasional Terhadap *Turnover Intention* Pada Karyawan UFO Elektronika Surabaya. *Agora*, 7(1), 1-5.

Udod et al. (2017). Role stressors and coping strategies among nurse managers. *Leadership in Health Services, 30* (1), 29-43.

Widarjono, A. (2007). *Ekonometrika: Teori dan Aplikasi untuk Ekonomi dan Bisnis*. Yogyakarta : Ekonisia FE UII Yogyakarta.

Winarno, W. W. (2017). *Analisis Ekonometrika dan Statistika dengan Eviews*. Yogyakarta: UPP STIM YKPN.