

Determinants of Performance and Civil Servant Intention to Leave: A Study of Mahakam Ulu Regency

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ABSTRACT

This study is aimed at analysing the effect of Emotional Intelligence, Quality of Work Life and Stress on civil servants of Mahakam Ulu Regency and their intention to leave. It uses descriptive verification method based on quantitative analysis of 100 civil servants. A Structural Equation Modelling (SEM) technique is used for analysis. Results show negative job performance is significantly associated with job stress and intention to leave; however, good job performance is significantly associated with Quality of Work Life (QWL) and emotional intelligence. The results also show a positive association between emotional intelligence and QWL to performance, with a negative relationship to intention to leave. Therefore, to improve the performance of employees, emotional intelligence, quality of work life and lowering work stress will reduce likelihood of employee's intentions to leave.

Keywords: Civil servants, emotional intelligence, intention to leave, performance, quality of work life, stress

INTRODUCTION

It is well known that Human Resources (HR) is one of the determinants of success of an organisation. Human resources

are important to ensure success of an organisation by effectively and efficiently creating human-driven excellence.

Civil servants are responsible for the successful implementation of governance and national development so that the position and role of civil servants are very important as executor of the business activities of the Government in the framework of development. Performance is essential. In other words, civil servants have a decisive role, namely as thinkers, implementers, planners, and development controllers.

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According to the Secretary of Mahakam Ulu Regency, the number of civil servants in the regency of Mahakam Ulu Regency is 901, while in TKK and PTT there are 2,469 civil servants in the village, sub-district and district capitals (Avun, 2016). The differences between civil servants and contract labour (TKK) this is due to natural conditions and logistical issue. The cost of living is very expensive, especially for civil servants, therefore making it difficult for them to stay in the job. From the researchers' observation, the number of employees in Mahakam Ulu District with intentions to leave is quite high.

Intention to leave is the result of an individual's evaluation of continuation of his or her relationship with the organisation that has not yet been manifested in concrete action to leave the organisation. Tett and Meyer (1993) stated that intention to leave is the strongest precursor of actual turnover. This proves that before the employees actually leave the organisation, they have the intention to leave the company. Therefore, the identification of factors that influence intention to leave becomes an important consideration in determining effective methods to reduce actual turnover rates. Some researchers (Chikwe, 2009) use the term *turnover intention* or *intention to quit*, in lieu of *intention to leave*. The term *intention to leave* is used based on Social Exchange Theory. Social exchange theory is a concept used to understand workplace behaviour developed by Blau. It explains

the intention to leave (Rifmawati & Suyasa, 2016).

It can be concluded performance, emotional intelligence, quality of work life, and stress all play a role in intention to leave. Several studies suggested intention to leave is negatively associated with performance (Das, 2012; Rusyandi, Sule, Joeliaty, & Muizu, 2016) emotional intelligence (Jang & George, 2011; Trivellas, Gerogiannis, & Svarna, 2011), and quality of work life (Huang, Lawler, & Lei, 2007; Lee, Dai, Park, & McCreary, 2013), while stress has a positive effect on intention to leave (Chiang & Chang, 2012; Luthans, 2007; Midina & Moegni, 2016; Wagner & Hollenbeck, 2010).

A number of studies: Afolabi, Awosola and Omole (2010); Chaudhry and Usman (2011); Cote and Miners (2006); Lopes, Grewal, Kadis, Gall and Salovey (2006); O'Boyle and Ernest (2010) showed the relationship between emotional intelligence and job performance is positive and significant. Other studies produced inconsistent findings in terms of the relationship between emotional intelligence and job performance (Bradberry, 2006; Meskhat, 2011; Shahzad, Sarmad, Abbas, & Khan, 2011) and the relationship between stress and performance (Midina & Moegni, 2016).

Therefore, this research will conduct an in-depth study on the factors or components that affect employees level of performance and intention to leave.

LITERATURE REVIEW

Relationship of Emotional Intelligence with Intention to Leave

Goleman (2009) explains that emotional intelligence is the ability to: analyse one's own feelings and emotions, motivate oneself, and manage emotions in their interaction with others. Employees with high emotional intelligence tend to be firm, optimistic, tolerant, and flexible because they are adept at understanding themselves and usually have a positive outlook (Griffeth et al., 2000). Emotional intelligence, in particular, has a negative relationship with intention to leave. This happens because emotional intelligence affects employees' interpersonal relationships with their bosses, peers, and jobs, so intention to leave is not likely to occur (Jang & George, 2011; Trivellas et al., 2011).

H1: Emotional Intelligence Negatively Affects Intention to Leave

Relationship between Quality of Work Life (QWL) and Intention to Leave

The term QWL was first introduced at the International Labor Conference in 1972, but became popular only after United Auto Workers and General Motors took the initiative to adopt QWL to change work systems. Japan is among the first country to implement QWL.

According to Mosadeghrad (2013), QWL is negatively associated with the

intention to leave. Thus, it can be interpreted the higher the perception of QWL, the lower the intention to leave, and vice versa. This concept was developed by Huang et al. (2007). Lee et al. (2013) stated that the quality of work life has a significant effect on Intention to Leave. Therefore, the following hypothesis is proposed:

H2: QWL Negatively Affects Intention to Leave

Relationship of Stress with Intention to Leave

Stress is a psychological or physiological phenomenon that is an outcome of a mismatch between job demands and skills possessed by employees (Drenth, Thierry, & Wolff, 1998). There is evidence from previous research that shows the relationship between job stress and employees' intention of leaving an organisation. Work stress increases absenteeism, followed by an increased intention to leave and actual turnover, both of which are detrimental to the organisation (Luthans, 2007). Job stress does not only cause indirect losses to the organisation (i.e, the cost of a health restoration programme), but it is also a direct source of loss - especially in the form of absenteeism and the desire to leave the workplace (Chiang & Chang, 2012; Midina & Moegni, 2016; Wagner & Hollenbeck, 2010). Hence, the following hypothesis is developed:

H3: Stress Positively Affects Intention to Leave

Relationship of Performance with Intention to Leave

Harnoto (2002) states the intention to leave is the desire to move that has not yet resulted in the stage of realisation that is to move from one workplace to another. With the intention of changing jobs, employees will tend to generate negative-impact attitudes for companies such as finding more lucrative employment alternatives, frequently complaining and feeling unhappy with their work to the point they begin avoiding their responsibilities. Das (2012) identified performance variables on intention to leave, stating that performance acts as a moderating variable against the intention to leave variable, but Rusyandi et al. (2016) stated that the intention to leave directly affects performance. Thus, the following hypothesis is proposed:

H4: Intention to Leave Negatively Affects Performance

Relationship between Emotional Intelligence and Performance

A number of studies that investigated the relationship between emotional intelligence and job performance have found a positive and significant link (Afolabi et al., 2010; Chaudhry & Usman, 2011; Cote & Miners, 2006; Lopes et al., 2006; O'Boyle & Ernest, 2010). Other studies indicate

inconsistencies in the relationship between emotional intelligence and job performance (Bradberry, 2006; Meskhat, 2011; Shahzad et al., 2011). Therefore, the following hypothesis is developed:

H5: Emotional Intelligence Positively Affects Performance

Relationship between QWL and Performance

According to Jamal (2007) and Springer (2011), job performance is an essential part of the relationship between organisation and management of human resource.

A number of studies indicate Quality of Work Life (QWL) positively and significantly affects employee's performance (Fallah, 2006; Pribowo, 2015); likewise, Arifin (2012), and Gayathiri and Ramakrishnan (2013) state that QWL greatly influences performance. Therefore, the following hypothesis is proposed.

H6: QWL Positively Affects Performance

Relationship of Stress with Performance

According to Robbins (2008), stress is a dynamic condition in which an individual is exposed to opportunities, demands, or resources associated with the individual's desires and the results are deemed uncertain and important. Many studies have investigated the stress-performance relationship. The stress-performance

relationship is an inverted U shape. This means stress at low to moderate levels stimulates the body and improves the ability to act.

The relationship between *stress and performance* is one of the most researched phenomena in the field of psychology. Job stress is a common problem among employees it impacts job *performance*, although most contemporary studies highlight the negative effect of stress on performance. The results of a number of studies suggest that stress negatively and significantly affects employees' performance (Midina & Moegni, 2016).

H7: Stress Negatively Affects Performance

MATERIALS AND METHODS

The type of research used in this study is descriptive and verification.

Descriptive research

Descriptive research is used to analyse data by describing data that has been collected as it is without intending to make general conclusions. Data obtained will be analysed and interpreted in accordance with research objectives based on the following

variables: Emotional Intelligence, Quality of Work Life, and Stress on Civil Servant of Government of Mahakam Ulu Regency.

Verification research

Verification research is used to test the hypothesis in accordance with the purpose of research, namely to determine emotional intelligence, Quality of Work Life, Stress and its effects on Performance and its impact on Intention to leave Civil Servants Government of Mahakam Ulu Regency.

The unit of analysis in this study is Mahakam Ulu District Government and observation unit is an employee of Mahakam Ulu Regency Government. There are 901 employees at the government of Mahakam Ulu District.

The model to be used in this research is the causality or relationship or influence model and to test the proposed hypothesis. The analysis technique used is SEM (Structural Equation Modelling) from LISREL statistician.

RESULTS AND DISCUSSIONS

An assessment of the overall fit of a model can be performed using the goodness of fit indicators.

Table 1
Overall fit of empirical model

No	Indicators	Cut-off	Calculate	Conclusion
1	Chi-Square	< 279,287 df 242	274,641	Good
2	Probability	≥ 0.05	0,073	Good
3	RMSEA	≤ 0.08	0,027	Good
4	GFI	≥ 0.90	0,890	Marginal
5	AGFI	≥ 0.90	0,863	Marginal
6	CMIN/df	$\leq 2,00$	1,135	Good
7	TLI	≥ 0.95	0,989	Good
8	CFI	≥ 0.95	0,990	Good

Of the 8 indicators, only 2 showed the model has a poor fit (marginal). Hence, it can be concluded the model has a good fit. The cut off value of the determination of a fit model

is 6 from 8 criteria. Hypothesis testing of this research is done based on Critical Ratio (CR) value of a causality relationship from SEM.

Table 2
Regression weight of structural equation model

			Estimate	S.E.	C.R.	P
Performance	<---	Emotional intelligence	.307	.107	2.859	.004
Performance	<---	Quality of work life	.266	.104	2.547	.011
Performance	<---	Stress	-.808	.118	-6.874	***
Performance	<---	<i>Intention to Leave</i>	-.225	.064	-3.495	***
<i>Intention to Leave</i>	<---	Stress	.203	.100	2.020	.043
<i>Intention to Leave</i>	<---	Quality of work life	-.163	.082	-1.983	.047
<i>Intention to Leave</i>	<---	Emotional intelligence	-.178	.085	-2.098	.036

Hypothesis tests are done by looking at the value of significance of each variable to see the effect of independent variables on the dependent variable. If the value of significance < 0.05 , the influence of independent variables on the dependent variable can be accepted.

The following will present the results of the analysis of the direct and indirect effects of each of the independent variables, dependent variables and intervening variables.

Table 3
Direct and indirect variable effects

Hypotheses	Direct	Indirect	Total
Emotional intelligence – <i>Intention to Leave</i>	-0,141	-0,052	-0,193
Quality of work life– <i>Intention to Leave</i>	-0,153	-0,060	-0,213
Stress – <i>Intention to Leave</i>	0,175	0,157	0,332
<i>Intention to Leave</i> – Performance	-0,268	-	-0,268
Emotional intelligence – Performance	0,192	-	0,192
Quality of work life– Performance	0,222	-	0,222
Stress – Performance	-0,585	-	-0,585

The table above shows the results of testing the direct effect that occurs between latent variables exogenous and endogenous intervening and endogenous depending on it.

From the result, it can be described much influence directly (direct effects) of the latent variable exogenous to endogenous latent variables. The direct effects are the intention to leave on performance that is equal to 0.268. This means the latent variables contribute most directly to influence the performance of employees.

Besides aiming to see the direct effects, the present study also tried to see an indirect relationship that occurs between latent variable exogenous emotional intelligence, quality of work life and stress with a latent variable endogenous intervening intention of leave and latent variables endogenous depending on intention of leave in the hope of unknown significance path affects performance the from Mahakam Ulu employee. Testing indirect effect was done

by looking at the test results of pathways through which, if all paths are significant then the indirect effect is also significant.

The results of the indirect relationships that occur between emotional intelligence, quality of work life and stress with a latent variable endogenous intervening intention of leave and latent variables endogenous depending on performance. It can be explained much influence indirectly (indirect effects) of the latent variable exogenous to endogenous latent variables. Indirect effects of emotional intelligence, QWL and stress on performance through the mediation of intention of leave are 0.052, 0.060 and 0.157 respectively. From the results of calculations, it can be seen the indirect effect between emotional intelligence, quality of work life and stress on intention of leave due to mediation by an intervening variable of performance

Results of conformity and statistical test are shown in Figure 1.

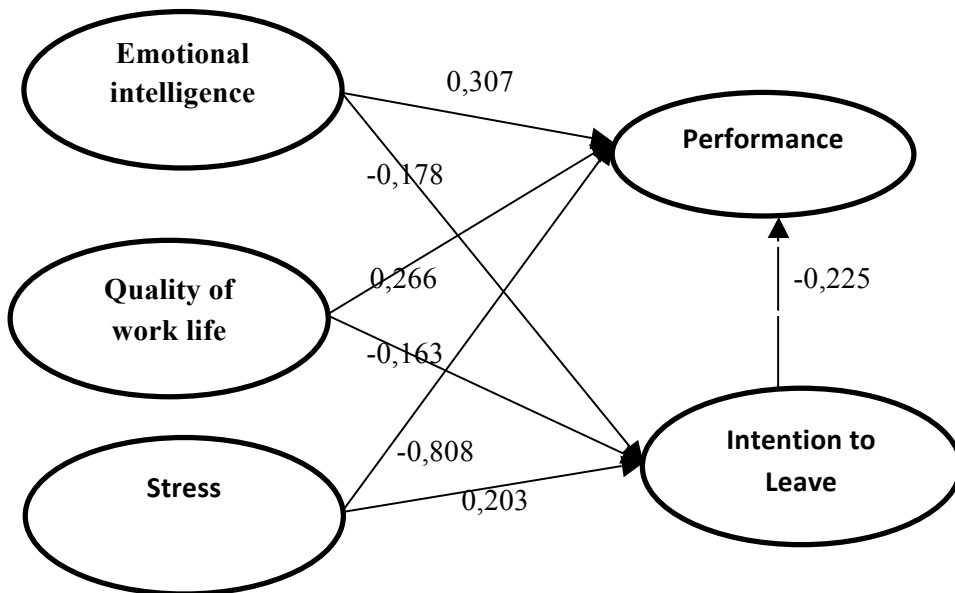


Figure 1. Empirical model

DISCUSSIONS

Parameter estimation of Emotional intelligence on Intention to Leave shows coefficient value with negative direction. Testing significance of the obtained value of $C.R = -2.098$ with probability = $0,036 < 0,05$. Significant values smaller than 0.05 indicate Emotional intelligence has a significant negative effect on Intention to Leave. Thus, it can be said Hypothesis 1 which states Emotional intelligence affects Intention to Leave is acceptable and supported research which is line with Jang and George (2011); Lee and Liu (2007); Trivellas et al. (2011).

Parameter estimation of the influence of Quality of work life to Intention to leave shows coefficient value with negative direction. Testing significance of the obtained value of $C.R = -1.983$ with probability = $0.047 < 0.05$. Significant values

smaller than 0.05 indicate QWL lifestyle has a significant negative effect on Intention to Leave. Thus, it can be said that hypothesis 2 which states Quality of work life influences Intention to Leave is acceptable and is supported by Huang et al. (2007), and Lee et al. (2013).

Parameter estimation of the influence of Work Stress on Intention to Leave shows coefficient value with positive direction. Testing significance of the obtained value of $C.R = 2.020$ with probability = $0.043 < 0.05$. Significant values smaller than 0.05 indicate that Job Stress has a significant positive effect on Intention to Leave. Thus, it can be said that hypothesis 3 that Work Stress affects Intention to Leave can be accepted and this is supported by Chiang and Chang (2012); Midina and Moegni (2016); Wagner and Hollenbeck (2010).

Parameter estimation of the influence of intention to leave shows coefficient value with negative direction. Testing significance of the obtained value of C.R = -3.495 with probability = 0.000 < 0.05. Significant values smaller than 0.05 indicate that performance has a significant negative effect on Intention to Leave. Thus, it can be said hypothesis 4 that Intention to leave effect Performance is acceptable and supported by Rusyandi et al. (2016).

Parameter estimation of the influence of Emotional intelligence on Performance shows coefficient value with positive direction. Testing significance of the obtained value of C.R = 2.859 with probability = 0.004 < 0.05. A value of significance smaller than 0.05 indicates emotional intelligence has a significant positive effect on Performance. Hence, hypothesis 5 that Emotional intelligence affects performance is acceptable and this is supported by Afolabi et al. (2010); Chaudhry and Usman (2011); Cote and Miners (2006); Lopes et al. (2006); O'Boyle and Ernest, (2010).

Parameter estimation of the influence of QWL on Performance shows coefficient value with positive direction. Testing significance of the obtained value of C.R = 2.547 with probability = 0.011 < 0.05, of significance smaller than 0.05 indicates that QWL has a significant positive effect on performance. Hence, it can be said that hypothesis 6 that QWL influences performance is acceptable and this is supported by Arifin (2012); Fallah (2006); Gayathiri and Ramakrishnan (2013); Pribowo (2015).

Parameter estimation of influence of Work Stress on Performance shows coefficient value with negative direction. Testing significance of the obtained value of C.R = -6.874 with probability = 0.000 < 0.05 of significant value smaller than 0.05 indicates that Work Stress has a significant negative effect on Performance. Thus, it can be said hypothesis 7 that Work Stress affects performance is acceptable and is supported by Midina and Moegni (2016).

CONCLUSION

Performance of employees can be improved via emotional intelligence, QWL and reducing stress. High stress leads to Intention to leave and therefore, in order to ensure optimal work performance among employees, emotional intelligence and good QWL are essential

The findings of this study are useful for policymakers and employers to address stress among employees and improve their performance and use it as a predictor for intent to leave. Future research could utilise this study's model to examine the correlation between job stress, emotional intelligence, quality of work life and intention to leave among employees on a broader scale, namely in other work environments, and other regions strengthen generalisability of these findings.

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