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## Evaluating the Influence of Work Attitudes on Work Stress and Turnover Intention in Ecology Industry: Empirical Study

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### Abstract

Along with the transformation from traditional labor intensive to ecology industry centered capital and technology intensive industries, individuals, groups, and even enterprises have to enhance the competitiveness in the international and global competition. For personal achievement, an individual has to constantly search for better stages. "People" are the major assets of a company. An enterprise has to recruit excellent talents to create larger value and stabilize the status. The competitive advantages of an organization in ecology industry is not the promotion of new products, the pursuit of excellent service, or excellent information technology, but the competition of human resource management. However, a lot of enterprises have to face the employee turnover. Although employee turnover could provide new vitality and technology, increase promotion opportunities, and offer shift opportunity for dissatisfactory workers, frequent employee turnover would enhance personnel reallocation costs, strike existing employees' morale and climate, and increase workload. Frequent labor turnover would lose and waste work resources and result in vicious cycle in practice to weight workload burden. Stable labors allow workers developing the work profession as well as stabilizing and promoting the expertise. The correlations among work attitudes, working pressure, and turnover intention of employees in ecology industry are therefore discussed in this study. Employees of ecology industry in Fujian Province are proceeded the questionnaire survey, and the statistical analysis are used for testing the research hypotheses.

**Keywords:** work attitudes, working pressure, turnover intention, ecology industry

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### INTRODUCTION

Along with the transformation of traditional labor intensive in to ecology oriented capital and technology intensive industries, high technology seems to be coated with gold that all favors are concentrated, e.g. high stock prices, investors (easily raising funds, gathering talents, and good welfare. From the aspect of an ecology industry, the major task of organizational management lies in the achievement of ecology industry objectives, which rely on the cooperation of all personnel in the ecology industry. Nevertheless, a lot of ecology companies have to face the willfulness of "new generation" employees in the organization or sigh for the younger generation not concentrating on the work nor working hard, and even not identifying with the organization or showing no loyalty to the organization. Although employee flow could provide new vitality and technology, enhance promotion, and increase transfer opportunities for ones not satisfying with current work, frequent employee flow would increase personnel

replacement costs, strike existing employees' morale and climate, and enhance the workload. Manpower is often in short supply that frequent manpower flow would lose and waste work resources and result in vicious circle to increase workload. For workers, stable manpower could stably develop the work profession and promote the specialty.

From the aspect of an ecology industry, an employee, after entering an ecology industry, should make efforts for the organization. However, the conditions of collective quit or quit before and after New Year have never stopped. It is wondered why employees do not work hard to keep the job. Is it the reason of rising individual awareness or an organization not being identified by the employees? There are various factors in employee turnover, such as low pay, bad welfare, bad working conditions, incorrect leadership, outward development of employees, family factors, lack of good training and guidance, heavy workload, no hope for promotion, insecure work, and

no concerns from supervisors. Some even do not adapt to new environments, or do not get well along with colleagues or supervisors. Such factors might result in employee turnover. The other employees might not voluntarily quit, but because of some company factors causing the loss of the job. Accordingly, this study intends to discuss the correlations among work attitudes, working pressure, and turnover intention of employees in ecology industry.

## LITERATURE REVIEW

### Work Attitudes

Attitudes are the product of socialization, gradually formed by the environment, directly or indirectly accumulated from learning; and, persistent psychological responses would affect individual cognition, evaluation, affection, and thinking about people, affairs, and objects (Chu et al. 2014). Tsukamoto et al. (2015) proposed that attitudes covered “negative”, “positive”, “good and bad”, “correct”, and “deviation” to further affect people generating positive and negative ideas and certain specific behavioral intention. Ahmad and Afgan (2016) regarded it as the satisfaction with various operations in the organization and the prerequisite of organization coherence; therefore, organizational commitment and job satisfaction were the key factors in organizational effectiveness and could stand for the performance of work attitudes. MacCann et al. (2016) mentioned that work attitudes were the positive and negative feelings of an individual executing certain objective behaviors, behaviors and attitudes derived from individual personality, and the concern of human resource management. For this reason, taking human nature into the consideration of management could efficiently plan the organization for the optimal allocation between personnel and organization to achieve win-win work quality (Türker 2016).

### Working Pressure

Working pressure is the process when an individual feels the environment not matching with the ability to further influence the physical and mental health and behaviors (Cox and Mainiero 2017). Olckers and Enslin (2016) defined stressors as various stimuli, which might be regarded as the potential source of stress, to generate stress. Working pressure could be divided into different sources; all work environments might exist in stressors. Intrinsic factors in an individual contained personal attributes, work, supervisor-subordinate relationship and career development process, which were related to working pressure and could be the major source of

working pressure (Ali et al. 2015). Working pressure was evolved from the model of pressure. Working pressure referred to a worker’s ability and existing resources not matching work needs, after the interaction with working environment, to generate a gap (Ramin and Erhan 2015). The formation of working pressure would result in hidden emotional crises on psychological conditions and appear collapse and unbalance. All unpleasant, nervous, depressed, and uneasy factors came from working pressure to present physical protest (Malik and Noreen 2015).

### Turnover Intention

Siu et al. (2015) pointed out turnover as an employee, after being at certain position in an organization for a period of time and going through individual considerations, deciding to leave the unit; in this case, he/she did not simply lose the position and the benefits but also separated from the organization. Bogossian et al. (2014) regarded turnover as an individual leaving from the organization or enterprise. Park et al. (2017) indicated that turnover was the process when an individual entered and left an organization, rather than the behavior of leaving the organization. Hayes (2017) revealed that an employee being dissatisfied would appear the idea of turnover, and turnover intention was the last step before the actual turnover behavior. Turnover intention therefore presented large predictability on real turnover behavior that understanding an employee’s turnover intention showed better preventive meaning and function than the actual turnover behavior (McGilton et al. 2014). Kim et al. (2016) considered that “turnover intention” was the total performance of job dissatisfaction, turnover idea, intention to seek for other job, and the possibility to find other job. Ruzungunde et al. (2016) revealed that “turnover intention” was the withdrawing behavior of an employee after experiencing dissatisfaction.

### Research Hypothesis

Huang et al. (2016) proposed the higher job autonomy, the lower turnover intention; job opportunity referred to an individual being aware of the external job opportunities; and, an individual perceiving more external opportunities would appear higher turnover intention. Research discovered that the higher turnover intention would result in higher turnover rate, and “turnover intention was the most effective indicator to predict turnover rate”. From a different aspect to see job identity, Breau and Rheume (2014) indicated that job alienation would appear when job involvement reduced to a certain degree. On the contrary, Ahmad

and Afgan (2016) mentioned that job involvement would appear when job alienation reduced to certain degree. The study focused on job alienation, where job alienation and job involvement were regarded as two extremes of the same work attitudes. In this case, an employee, when enhancing job involvement, would reduce job alienation to reduce turnover intention (Türker 2016). The following hypothesis is therefore established in this study.

**H1:** Work attitudes present notably negative correlations with turnover intention.

Zheng and Jin (2016) discovered that, with proper role pressure, the higher job involvement and higher pressure of “role ambiguity” and “role overload” would result in worse work attitudes and involvement of teachers. Olckers and Enslin (2016) found out significant effects of pay and retirement systems on working pressure and work attitudes, and the effect of working pressure on work attitudes. Ruzungunde et al. (2016) found out low perceived pressure of teachers and positive work attitudes towards cognition and affection. Meanwhile, it was discovered that perceived pressure would slightly affect work attitudes, while teaching environment would indirectly affect work attitudes due to perceived pressure. Hayes (2017) pointed out negative correlations between role pressure and work attitudes of married female teachers, and “conflict among multiple expectations” of seniority and role pressure would affect work attitudes (Ramin and Erhan 2015). Accordingly, the following hypothesis is established in this study.

**H2:** Working pressure shows significantly negative correlations with work attitudes.

Lee (2015) indicated that an employee with constant work and without pressure for a long period would lack work motivation. Under proper working pressure, an employee might appear some stimulation to more easily generate new creativity and indirectly enhance team morale. Nevertheless, high working pressure might enhance employee turnover. Working pressure therefore was directly correlated with turnover intention. Aiming at working pressure and turnover intention of personnel in tourism industry, Kim et al. (2016) found out the positive correlation between working pressure and turnover intention. Park et al. (2017) argued that, in various industries, distinct personal factors, environment, position and status, specialty, and interpersonal interaction would generate working pressure to result in job dissatisfaction. Not being able to exclude difficulties or release pressure

could easily result in turnover intention (Cox and Mainiero 2017). For this reason, the following hypothesis is established in this study.

**H3:** Working pressure reveals remarkably positive correlations with turnover intention.

## DEFINITION OF RESEARCH DIMENSION AND RESEARCH METHOD DESIGN

### Definition of Research Dimension

#### *Work attitudes*

Referring to Huang et al. (2016), work attitudes contain three dimensions.

1. Cognitive component refers to the belief in an event or an object. Such a belief develops from concepts, concerns, thoughts, attitudes, knowledge, and logic exchange, including the opinions and comprehension of people, affairs, and objects that it is the mood of reason or thought.
2. Affective component refers to emotional feelings attached to attitudes, involving in happiness, love, and hatred as well as friendly, tolerant, and amiable attitudes. Such responses contain individual preference and emotion about people, affairs, and objects.
3. Behavioral component refers to an individual starting the emotion with distinct reactions and action intention to the attitude object. Some psychologists believed that certain attitudes might lead to predictive behaviors, including individual action or adaptation to people, affairs, and objects.

#### *Working pressure*

Referring to Zheng and Jin (2016), working pressure covers three dimensions in this study.

1. Organizational policy: such as performance management, pay system, interpersonal relationship, position rotation, uneven workload, overtime work being mutually affected.
2. Environmental factor: The influence of work environment and economic pressure has double career family become common. Although it could release economic pressure, it also deprives individual strength and time and causes bad communication; besides, external environmental conditions would affect the perception of environmental pressure.

**Table 1.** Regression analysis of work attitudes to working pressure

independent variable: work attitudes	dependent variable: turnover intention			
	Beta	ρ	Beta	ρ
cognitive component	-0.237**	0.000		
affective component	-0.218**	0.000		
behavioral component	-0.243**	0.000		
working pressure				
organizational policy			0.247**	0.000
environmental factor			0.233**	0.000
personal factor			0.251**	0.000
F	31.752		37.826	
P	0.000***		0.000***	
R2	0.283		0.345	
adjusted R2	0.251		0.311	

Note: \* stands for  $p < 0.05$ , \*\* for  $p < 0.01$

3. Personal factor: Personal attributes of gender, education, age, and seniority might result in unstable emotion of an individual for work; and, not achieving the performance would cause pressure at work.

**Turnover intention**

Referring to Lee (2015), turnover intention is used for the measurement in this study. According to the turnover intention scale, it aims to measure the intensity of an employee’s turnover intention in ecology industry

**Research Object**

Employees of ecology industry in Fujian Province, as the research samples, are distributed 420 copies of questionnaire. After deducting invalid and incomplete ones, 323 copies are valid, with the retrieval rate 77%.

**ANALYSIS AND DISCUSSION**

**Factor Analysis**

**Work attitudes**

Through factor analysis, the work attitudes scale is extracted three factors of “cognitive component” (eigenvalue=2.663,  $\alpha=0.84$ ), “affective component” (eigenvalue=2.188,  $\alpha=0.87$ ), and “behavioral component” (eigenvalue=1.735,  $\alpha=0.82$ ). The accumulative covariance explained achieves 72.551%.

**Working pressure**

The work attitudes scale, after factor analysis, is extracted three factors of “organizational policy” (eigenvalue=2.346,  $\alpha=0.86$ ), “environmental factor” (eigenvalue=1.971,  $\alpha=0.88$ ), and “personal factor” (eigenvalue=1.351,  $\alpha=0.83$ ). The accumulative covariance explained reaches 77.643%.

**Turnover intention**

With factor analysis, the work attitudes scale shows the eigenvalue=4.251,  $\alpha=0.91$ , and the accumulative covariance explained achieves 82.436%.

**Correlation Analysis of Work Attitudes and Working Pressure to Turnover Intention**

Regression analysis is applied to test the hypothesis and the theoretical structure in this study. The first regression result, **Table 1**, reveals that the regression equation reaches the significance ( $F=31.752$ ,  $p < 0.001$ ). Work attitudes present significant effects on turnover intention, where “cognitive component”, “affective component”, and “behavioral component” in work attitudes show remarkably negative effects on turnover intention (Beta=-0.237,  $p < 0.01$ ; Beta=-0.218,  $p < 0.01$ ; Beta=-0.243,  $p < 0.01$ ). H1 is therefore supported.

The second regression result, **Table 1**, shows the regression equation reaching the significance ( $F=37.826$ ,  $p < 0.001$ ). Working pressure reveals notable effects on turnover intention, where “organizational policy”, “environmental factor”, and “personal factor” in working pressure appear significantly positive effects on turnover intention (Beta =0.247,  $p < 0.01$ ; Beta=0.233,  $p < 0.01$ ; Beta=0.251,  $p < 0.01$ ). As a result, H3 is supported.

**Correlation Analysis of Working Pressure and Work Attitudes**

With regression analysis to test the hypothesis and the theoretical structure, the first regression result, **Table 2**, presents the regression equation achieving the significance ( $F=25.183$ ,  $p < 0.001$ ). Working pressure shows remarkable effects on cognitive component, where “organizational policy”, “environmental factor”, and “personal factor” in working pressure reveal notably negative effects on cognitive component in work attitudes (Beta=-0.226,  $p < 0.01$ ; Beta=-0.213,  $p < 0.01$ ; Beta=-0.241,  $p < 0.01$ ).

**Table 2.** Regression analysis of working pressure to work attitudes

independent variable: working pressure	dependent variable: work attitudes					
	cognitive component		affective component		behavioral component	
	Beta	$\rho$	Beta	$\rho$	Beta	$\rho$
organizational policy	-0.226**	0.000	-0.196**	0.006	-0.244**	0.000
environmental factor	-0.213**	0.000	-0.207**	0.000	-0.235**	0.000
personal factor	-0.241**	0.000	-0.239**	0.000	-0.202**	0.000
F	25.183		29.433		33.637	
P	0.000***		0.000***		0.000***	
R2	0.224		0.287		0.325	
adjusted R2	0.186		0.249		0.281	

Note: \* stands for  $p < 0.05$ , \*\* for  $p < 0.01$

The second regression result, **Table 2**, appears the regression equation reaching the significance ( $F=29.433$ ,  $p < 0.001$ ). Working pressure presents significant effects on affective component, where “organizational policy”, “environmental factor”, and “personal factor” in working pressure show remarkably negative effects on affective component in work attitudes (Beta=-0.196,  $p < 0.01$ ; Beta=-0.207,  $p < 0.01$ ; Beta=-0.239,  $p < 0.01$ ).

The third regression result, **Table 2**, reveals that the regression equation achieving the significance ( $F=33.637$ ,  $p < 0.001$ ). Working pressure appears notable effects on behavioral component, where “organizational policy”, “environmental factor”, and “personal factor” in working pressure present significantly negative effects on behavioral component in work attitudes (Beta=-0.244,  $p < 0.01$ ; Beta=-0.235,  $p < 0.01$ ; Beta=-0.202,  $p < 0.01$ ). Consequently, H2 is partially supported.

### CONCLUSION

The research findings show remarkable correlations between 1. work attitudes and turnover intention, 2. working pressure and work attitudes, and 3. working pressure and turnover intention. Human resources are considered as the most precious asset in a unit as well as the key in the survival and development of ecology businesses. In regard to working pressure in ecology industry, high stressors of employees come from responsibility systems, high working hours, and pay, which could easily cause pressure to employees who consider the actual returns not equal to the efforts. As employees in ecology industry are often requested for

overtime work as the responsible spirit, the devotion is not equal to the returns that the heavy duty caused by long working hours and high workload could easily result in the turnover intention.

### SUGGESTION

According to the research findings, the following suggestions are proposed in this study.

1. When practicing organizational policies, an ecology business should encourage the participation of the employees to give challenging work, enhance work duty, offer the senses of being appreciated and achievement, enhance team coherence, and sense of honor as well as reduce employees' turnover intention and the resistance to organizational policies.
2. A leader in an ecology business should be able to create good working climate, provide employees with powerful support, and be willing to listen to employees' voice to timely offer support and reduce the working pressure. It would result in good work attitudes as the feedback.
3. Most work in ecology industry is preceded with responsibility systems, which require large amount of spirit and time for maintaining the quality of work that it often results in long working hours. It is suggested that the work should focus on the quality, not the quantity; and, a reasonable evaluation and promotion system should be constructed according to seniority and work performance to reduce employees' turnover intention.

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