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THE ROLE OF ADVERSITY QUOTIENT IN MODERATING THE EFFECT OF WORK STRESS AND WORK MOTIVATION ON EMPLOYEE TURNOVER INTENTION: A CASE STUDY OF BALI ROYAL HOSPITAL DENPASAR

Utama I Kadek Andika Budi*, Wibawa I Made Artha

Faculty of Economics and Business, University of Udayana, Bali, Indonesia

*E-mail: andikautamaa@gmail.com

ABSTRACT

This study aims to explain the role of adversity quotient in moderating the relationship of work stress and work motivation on employee turnover intention. The population taken from this study is all health workers who work at Bali Royal Hospital Denpasar who are directly involved in company activities. The method of determining the sample in this study used non-probability sampling with purposive sampling technique as many as 93 respondents. Data collection methods used are interviews and questionnaires. In this test, the analysis used is the partial test (t), and the Moderated Regression Analysis (MRA) analysis uses SPSS. The results of this study indicate that job stress has a positive and significant effect on turnover intention of employees at the Bali Royal Hospital Denpasar Bali, work motivation has a negative and significant effect on turnover intention of employees of the Bali Royal Hospital Denpasar Bali, the adversity quotient does not moderate the effect of stress. Work motivation on employee turnover intention of Bali Royal Hospital Denpasar Bali, and adversity quotient did not moderate the effect of work motivation on employee turnover intention of Bali Royal Hospital Denpasar Bali.

KEY WORDS

Turnover intention, work stress, work motivation, adversity quotient.

Employees are a vital part of a company's operational activities in order for the vision and mission of the company or organization to be properly implemented. One of the challenging problems in the field of Human Resource Management, according to Kumar and Yacob (2012), is the problem of turnover intention, which is linked to excessive labor turnover. Turnover can be defined as a situation in which employees or workers quit their current employer in search of better opportunities. The high level of turnover in the organization can be utilized as a predictor of turnover intentions for the future year. When an employee intends to move to another location, the focus of his or her work will be disrupted (turnover intention). Employees whose hearts and souls have left the company can be guaranteed that their performance will be poor, and that their absence will be very costly to the organization.

High turnover can have a negative impact on the company's morale, finances, and even operations. Turnover is especially vulnerable after the holidays, at the end of the year, and during worldwide pandemics like COVID-19. Employees are particularly vulnerable to leaving the organization during the COVID-19 pandemic, especially during the COVID-19 pandemic. Hospitals are companies with a high level of employee mobility in and out, which is strongly tied to HR or the hospital workforce. Of course, many people work in hospitals. Workplace stress and lack of motivation during the pandemic era, as well as one's resilience to work pressure during the COVID-19 period, are all contributing variables, therefore the hospital's human resources play a significant role for the company itself. The problem of turnover intention is considered a negative and detrimental thing by the company. The higher the desire to leave the employee, the higher the employee turnover that will occur, which results in the need for re-hiring to replace the position of employees who leave the company.

Research conducted by Wahyuni et al (2014), revealed that the factors that influence turnover intention can be grouped into two, namely internal factors and external factors. Internal factors consist of variables of motivation, educational background, work experience,



geographical conditions, social support, job satisfaction, commitment and social relations. External factors consist of variables such as salary/wages, incentives, supervisor's attitude, support for places and tools, promotions, career opportunities from outside the company, there are several other variables that affect turnover intention within a company. One of them is work stress.

Stress is defined as a state of strain experienced by a person that affects their emotions, manner of thinking, and physical state (Siagian, 2014: 300). The level of anxiety and stress is rising as a result of the current isolating scenario induced by the COVID-19 epidemic. Stress is defined by the World Health Organization (WHO) as a person's emotional condition and mental health that impacts their ability to be productive at work (WHO, 2004, p. 3). High stress levels can be detected during times of crisis or adversity. The presence of the COVID-19 pandemic outbreak is an unfortunate circumstance that has a variety of unexpected consequences and effects on people's lives. Not only does this have an impact on physical health, but it also has an impact on people' and society's psychological well-being.

Brooks (2020) mentions various psychological effects that happened and were felt by the population throughout the pandemic, including post-traumatic stress disorder (PTSD), disorientation, worry, frustration, fear of affection, insomnia, and a sense of powerlessness. According to Castro-de-Araujo and Machado (2020), the high level of uncertainty has a significant impact on people's mental health. When COVID-19 was proclaimed a pandemic by WHO, people felt scared. The stress level is rising, especially when businesses and factories collapse, forcing many employees to lose their jobs. This is undoubtedly a problem that causes employees to be concerned about the changing economic situation, which will have an influence on their income.

Waspodo et al (2013), revealed that work stress has a significant effect on turnover intention. These results are also supported by the results of research conducted by Lee Fong and Matsura (2013), where it is stated that job stress has a positive and significant effect on turnover intention. The positive effect shows that when work stress increases, turnover intention in the company will also increase. Different research results are shown in the study conducted by Tziner et al (2014) which revealed that work stress has a positive but not significant effect on turnover intention.

High work stress experienced by employees, resulting in perceived job satisfaction will decrease. This will lead to the emergence of an employee's desire to leave the company. This is in accordance with the results of research conducted by Tziner et al (2015), Yuhui (2011), and Fitria (2015) who obtained the results that if employee work stress is high, then employee satisfaction will decrease and increase employee turnover intention in a company. Another variable that affects turnover intention is employee work motivation. In general, work motivation can be interpreted as an impulse that causes someone to want to do something in accordance with the goals to be achieved. Employees who have high work motivation tend to have good performance in a company.

In work stress and work motivation there are factors that weaken and strengthen, one of these factors is the fighting power or adversity quotient (AQ) is the ability of an individual to overcome difficulties and obstacles in his life (Phoolka and Kaur, 2012). There are 4 dimensions that make up fighting power, namely Control, Origin, Ownership, Reach, and Endurance which is commonly abbreviated as CO2RE. According to Stolz (1997) can predict who will be able to overcome difficulties and who will be crushed. Adversity quotient is also able to predict who gives up and who survives. In addition, the adversity quotient can also predict who will exceed expectations for their performance and potential and who will fail.

Bali Royal Hospital certainly can't be separated from various problems, especially during the COVID-19 pandemic, based on pre-research results, it shows that there are still many employees who state that they experience stress. As stated by an employee of the Bali Royal Hospital, the inability of an employee to complete tasks on time, the lack of clarity in tasks, and also the fear that the corona virus can attack anyone, creates serious anxiety for the individual employee himself and Anxiety for companies, of course, will have an impact on



individual psychology when someone is unable to control stress and lack of motivation will certainly decide to leave the company.

Another problem found at Bali Royal Hospital is the lack of employee motivation, so employees easily give up in dealing with problems so they are easy to get pressure or time pressure, causing work stress to employees and causing employees to easily turn over (Leiter and Maslach, 1988).

The pre-research results also show another problem, namely the problem of low motivation for a job being done during the COVID-19 pandemic at Bali Royal Hospital causing pressure on individual employees so that employees are very burdened by the demands of professional work even though it is dangerous for them, so motivation is very highly needed by every individual employee of Bali Royal Hospital when stress occurs in a person and also lacks motivation, the role of Adversity Quotient is very much needed in individuals during this COVID-19 Pandemic.

Based on this background, the following hypothesis is formulated:

H1: Work stress has a positive and significant effect on turnover intention;

H2: Work motivation has a negative and significant effect on turnover intention;

H3: The role of Adversity Quotient (AQ) weakens the effect of Job Stress on Turnover Intention;

H4: The role of Adversity Quotient (AQ) strengthens the influence of Work Motivation on Turnover Intention.

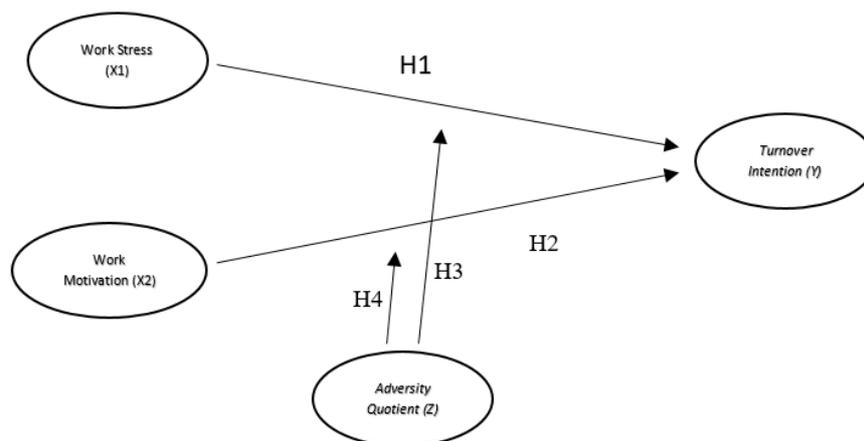


Figure 1 – Conceptual Framework for the Role of Adversity Quotient in Moderating the Effect of Work Stress and Work Motivation on Turnover Intention

METHODS OF RESEARCH

This study uses a quantitative approach which includes the type of associative research. The scope of this research is all health workers or medical service divisions; the location of this research is the Bali Royal Hospital which is located in Renon Denpasar Bali. This place was chosen as the research location because there are phenomena or problems related to the high level of turnover intention at the Bali Royal Hospital, especially during the COVID-19 pandemic, the pressure and quantity of work will increase in the medical service department, this is related to human resources and it is suspected that there are problems associated with turnover intention. The data used in this study are quantitative and qualitative data. Quantitative data from this study is the number of employees at Bali Royal Hospital Denpasar and the results are scores from the answers to the questionnaire from the list of questions in the questionnaire. The qualitative data from this research is the responses of the employees of Bali Royal Hospital Denpasar who answered the questionnaire that had been distributed.



The population taken from this study were all health workers who worked at the Bali Royal Hospital Denpasar who was directly involved in the company's activities with a total of 148 people. The method of determining the sample in this study used non-probability sampling with purposive sampling technique as many as 93 respondents. Data were collected using an instrument in the form of a questionnaire given to healthcare personnel working at Bali Royal Hospital Denpasar. The scale used in this study is a Likert scale. This study uses validity and reliability tests to ensure that the questionnaire produces valid and reliable data before proceeding to the next stage.

In a regression equation, it must have BLUE (Best Linear Unbiased Estimator) properties, meaning that the taking through the F test and t-test should not be biased. To produce a BLUE decision, several basic (classical) assumptions must be met, namely normality test, heteroscedasticity test, and multicollinearity test. Hypothesis testing is a testing process where it will be decided whether the research hypothesis will be accepted or rejected. In this test, the analysis used is the partial test (t), and the Moderated Regression Analysis (MRA).

RESULTS OF STUDY

To test the research instrument, it is necessary to test the validity and test the reliability before the data is analyzed further. Both tests were carried out with the aim of measuring whether the research instrument items used in this study were valid or reliable. Both tests were carried out after the research results were collected. Based on the results of the validity test, all the questions on each variable were declared valid, so all the questions could be used as questionnaire questions. Based on the reliability test, it was shown that all research instruments had a Cronbach's Alpha coefficient of more than 0.60. It can be said that all instruments are reliable so that they can be used to conduct research.

Characteristics of research respondents are described by presenting their characteristics based on gender, age, and length of work. In detail, the characteristics of the respondents are presented in Table 1.

Table 1 – Characteristics of Respondents

No	Distribution of respondents	Total	
		Person	Percentage (%)
	Gender		
1	Man	37	39.78
	Woman	56	60.22
	Total	93	100
	Age		
2	21-26	4	4.30
	27-32	47	50.53
	33-38	23	24.73
	39-44	19	20.44
	Total	93	100
	Length of work		
3	5-10 Tahun	56	60.21
	10-15 Tahun	32	34.40
	15-20 Tahun	5	5.3
	Total	93	100

Source: Primary Data processed, 2021.

To test the hypothesis, the classical assumption test is first performed. Classical assumption test is performed to see whether the assumptions required in linear regression analysis are met. Classical assumption test in this study includes normality test, multicollinearity test and heteroscedasticity test.

The normality test was carried out to see whether the residual value was normally distributed or not. To further confirm whether the residual data is normally distributed or not, the statistical test that can be carried out is the one-sample Kolmogorov-Smirnov test. This



test is used to produce more detailed numbers, whether a regression equation that will be used passes normality. A regression equation is said to pass normality if the significance value of the Kolmogorov-Smirnov test is greater than 0.05. The results of the normality test carried out show that the data is normally distributed. This is indicated by a significance value of > 0.05 . Testing the normality of the data is also done by using a graph, namely a histogram.

Table 2 – One Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		93
Normal Parameters ^{a,b}	Mean	.0528194
	Std. Deviation	1.28773785
Most Extreme Differences	Absolute	.087
	Positive	.077
	Negative	-.087
Kolmogorov-Smirnov Z		.835
Asymp. Sig. (2-tailed)		.489

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary Data processed, 2021.

From Table 2 it can be seen that the significance of the Kolmogorov-Smirnov value is above the 5% confidence level, which is 0.489, which shows that the data is normally distributed.

The multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables, where in this case the analysis on the value of tolerance and VIF are used. If the tolerance value is > 0.10 and $VIF < 10$, it can be interpreted that there is no multicollinearity in the study. If the tolerance value is < 0.10 and $VIF > 10$, then there is a multicollinearity disorder in this study (Ghozali, 2013).

Table 3 – Multicollinearity Test Results

		Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.938	.363		32.846	.000		
	Work Stress	.632	.231	.273	2.738	.007	.458	2.182
	Work Motivatic	-.845	.257	-.366	-3.291	.001	.370	2.704
	Adversity Qoutie	-.447	.238	-.194	-1.883	.063	.432	2.313
	X1.Z	-.409	.170	-.168	-2.410	.018	.945	1.058
	X2.Z	.065	.308	.015	.212	.832	.956	1.047

a. Dependent Variable: Turnover Intention

Source: Primary Data processed, 2021.

Table 3 shows that the tolerance value of all variables is more than 0.10 and the VIF value of all variables is not greater than 10. Based on the results of the multicollinearity test, it can be concluded that the proposed regression model equation is feasible to use and there are no problems or symptoms of multicollinearity between variables.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. To detect the presence of heteroscedasticity can be done by using the Glejser test. The test results will



be presented in the table below, if the significance value is greater than 0.05 then there is no heteroscedasticity, if the significance value is less than 0.05 then heteroscedasticity occurs.

Table 4 – Heteroscedasticity Test Results – Glejser Test

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.098	.172		6.388	.000
	Work Stress	.169	.109	.233	1.547	.125
	Work Motivation	.223	.122	.308	1.837	.070
	Adversity Qoutient	.107	.112	.147	.951	.344
	X1.Z	-.042	.080	-.055	-.527	.599
	X2.Z	.049	.146	.035	.339	.736

a. Dependent Variable: Absres

Source: Primary Data processed, 2021.

Table 4 shows that the probabilities for all independent variables have a significance level above the 0.05 confidence level. So it can be concluded that the regression model does not contain heteroscedasticity.

The analysis technique used to test the H1 and H2 hypotheses, using the t-test (t-test) was used to partially test the hypothesis in order to show the influence of each independent variable (work stress, work motivation) individually on the dependent variable (turnover intention). The t test is a test of the regression coefficients of each independent variable (work stress, work motivation) on the dependent variable (turnover intention) to find out how much influence the independent variable has on the dependent variable, while to test the hypotheses H3 and H4 using moderation analysis with an interaction test approach. or Moderated Regression Analysis (MRA). Testing this hypothesis is assisted by using the SPSS version 25 program.

The analytical technique used in this study is moderated regression analysis (MRA) to determine the effect of the independent variables, namely work stress, and work motivation on turnover intention as the dependent variable by using the adversity quotient as the moderating variable. The results of the regression analysis are as follows:

Table 5 – Moderated Regression Analysis (MRA) Test Results

		Coefficients					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	11.938	.363		32.846	.000		
	Work Stress	.632	.231	.273	2.738	.007	.458	2.182
	Work Motivatic	-.845	.257	-.366	-3.291	.001	.370	2.704
	Adversity Qoutie	-.447	.238	-.194	-1.883	.063	.432	2.313
	X1.Z	-.409	.170	-.168	-2.410	.018	.945	1.058
	X2.Z	.065	.308	.015	.212	.832	.956	1.047

a. Dependent Variable: Turnover Intention

Source: Primary Data processed, 2021.

Based on Table 5 the moderated regression analysis (MRA) equation can be formulated as follows:

$$Y = 11.938 + 0.632X_1 - 0.845X_2 - 0.447Z - 0.409X_1.Z + 0.065X_2.Z$$

The MRA regression equation shows the direction of the independent variable to the dependent variable, where the regression coefficient of the independent variable with a



positive sign means that it has a unidirectional effect on turnover intention, while a regression coefficient that is negative means that it has the opposite effect on turnover intention.

Table 5 also provides results related to the moderation test to determine the type of moderation in this study. The type of moderation can be known by observing the direct effect of the moderating variable, in this case β_3 and the interaction between the independent variable and the moderating variable, namely β_4 and β_5 . The significance value of the moderating variable is as follows:

Table 6 – Significance Value Moderating Variable

No	β Moderating Variables	Level of Significance
1	β_3	0,063
2	β_4	0,018
3	β_5	0,083

Source: Primary Data processed, 2021.

Table 6 shows that the significance values of 2, 3, 4, and 5, are not significant (> 0.05), which means that the type of moderation in this study is the potential moderator (Homologiser Moderator) or the variable has the potential to be a moderating variable.

Partial significant test (t-test) was used to determine the effect of the independent variable and the moderating variable on the dependent variable. The significance level (α) used is 5% or 0.05. The results of the partial significant test (t-test) in this study are as follows:

Table 7 – T-Test Results – Partial Test

		Coefficients				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	11.938	.363		32.846	.000		
	Work Stress	.632	.231	.273	2.738	.007	.458	2.182
	Work Motivatic	-.845	.257	-.366	-3.291	.001	.370	2.704
	Adversity Qoutie	-.447	.238	-.194	-1.883	.063	.432	2.313
	X1.Z	-.409	.170	-.168	-2.410	.018	.945	1.058
	X2.Z	.065	.308	.015	.212	.832	.956	1.047

a. Dependent Variable: Turnover Intention

Source: Primary Data processed, 2021.

Based on Table 7 it can be seen that the work stress variable has a t-value of 2.738 which is greater than t table 1.987 ($2.738 > 1.987$) with a probability level of significance of 0.007 less than the significance level of 0.05, so H1 is accepted. This means that work stress has a positive and significant effect on turnover intention. Thus, H1 which states that work stress has a positive and significant effect on turnover intention is accepted. The results of this study indicate that the stronger the perceived work stress, the higher the employee's turnover intention.

Based on Table 7 it can be seen that the work motivation variable has a t-value of -3.291 which is smaller than 1.987 ($-3.291 < 1.987$) with a significance level of 0.001 less than a significance level of 0.05, then H2 is accepted. Thus, H2 which states work motivation has a negative and significant effect on turnover intention is accepted. The results of this study indicate that the higher the work motivation obtained, the lower the turnover intention felt by employees.

Based on the results of the interaction test or Moderated Regression Analysis (MRA) in Table 7 shows that the moderating variable X1*Z has a significance value of 0.018 which is greater than 0.05, this means that the adversity quotient does not weaken the effect of work stress on turnover intention, so H3 is rejected. The results of this study indicate that the



adversity quotient variable is a variable that is unable to moderate the effect of work stress on turnover intention.

Based on the results of the interaction test or Moderated Regression Analysis (MRA) in Table 7 shows that the moderating variable $X^2 \cdot Z$ has a significance value of 0.832 which is greater than 0.05, this adversity quotient does not strengthen the effect of work stress on turnover intention, and then H3 is rejected.

DISCUSSION OF RESULTS

The Effect of Work Stress on Turnover Intention. The results showed that job stress had a positive and significant effect on turnover intention. The positive influence implies that if the work stress experienced by employees increases, the employee's turnover intention will also increase. Work stress can increase as a result of excessive workloads, conflicts with coworkers or superiors, which will result in an increase in the desire of employees to leave the company where they work (Lee Fong and Matsura, 2013).

Research conducted by (Lee Fong and Matsura, 2013) reveals that there is a significant positive relationship between job stress and turnover intention (Klassen and Chiu, 2011), also explained that the employee's desire to leave his profession was positively and significantly influenced by job stress. Research conducted by Nasution (2017), shows results that work stress has a positive and significant influence on turnover intention. The same thing was expressed in the results of research conducted by (Choi et al., 2013), which revealed that job stress positively affects turnover intention. Other studies have also found that job stress has a positive effect on turnover intention (Lupiana and Tristiana, 2014). Positive and significant influence means that if the work stress felt by employees in a company is high, then their desire to leave the company will also increase.

Further observations found that work stress has a positive and significant effect on turnover intention. This can be seen from the company giving less time to complete the tasks given. Giving appropriate deadlines will make employees complete their work optimally and in accordance with expectations. In addition, work stress is also caused by assigning tasks but is not accompanied by clear directions. When work stress increases, the turnover intention will increase.

The effect of work motivation on turnover intention. Based on the results of the study, it was found that work motivation had a negative and significant effect on turnover intention. The negative influence means that when the employee's work motivation increases, the turnover intention will be lower. Conversely, if the employee's work motivation is low, the company's turnover intention will increase.

This is supported by the results of research conducted by Sajjad et al (2013) explained that work motivation has a significant negative effect on turnover intention in the telecom sector in Pakistan. Work motivation and its dimensions have a significant negative effect on turnover intention (Qureshi, 2013). Suhasini and Babu (2014), in their research also revealed that employees' work aspirations will have a positive effect on work motivation which will also affect the decrease in employees' desire to leave the company.

The same thing was also expressed in the research of Srinadi and Supartha (2015) and Bonenberger et al (2014). Research conducted by Srinadi and Supartha (2015) found that there was a negative and significant relationship between work motivation and turnover intention. The study of Bonenberger et al (2014) showed a negative and significant relationship between work motivation and turnover intention in Ghana.

Further observations found that work motivation has a negative and significant effect on turnover intention. This can be seen from employees who have been given jobs to complete the work fairly enough to receive feedback from superiors. Negative feedback will motivate employees to improve themselves again to be good in the future, positive feedback will motivate employees to maintain the quality of their work. Motivation will arise when employees feel valued or cared for in doing their work. Work motivation increases, turnover intention decreases.



The Effect of the Role of Adversity Quotient (AQ) in moderating the effect of Job Stress on Turnover Intention. The results showed that the adversity quotient did not moderate the effect of work stress on turnover intention; this means that the adversity quotient was not able to weaken the effect of work stress on turnover intention. The existence of the adversity quotient was not able to reduce the level of work stress which resulted in the turnover intention experienced by employees.

This result is not in line with the results of research conducted by Solis Shen (2014) which showed the results that the adversity quotient dimension had an influence on work stress, organizational commitment and the desire of industrial workers to quit their jobs. Thus, when the Adversity Quotient weakens work stress, it will reduce the employee's intention to leave the company.

Further observations found that the adversity quotient did not moderate the effect of work stress on turnover intention; this means that the adversity quotient was not able to weaken the effect of work stress on turnover intention. Employees are able to deal with more tasks in emergency situations such as the time given to do less work, and employees are able to complete well. The employee has an optimistic view that he is able to control his own response to remain active, in control, and able to influence the situation he faces.

The Influence of the Role of Adversity Quotient (AQ) in moderating the effect of Work Motivation on Turnover Intention. The results showed that the adversity quotient did not moderate the effect of work motivation on turnover intention; this means that the adversity quotient was not able to strengthen the effect of work motivation on turnover intention. The existence of the adversity quotient was not able to increase employee motivation in order to suppress turnover intention experienced by employees.

The results of this study are not in line with the research conducted by Wisesa and Indrawati (2019) which found that hypothesis testing had a positive relationship between AQ and motivation in Udayana University students. The correlation coefficient shows a positive relationship between the AQ variable and the motivation variable. The positive relationship in question is the higher the AQ owned, the higher the motivation raised. On the other hand, if the AQ is low, the motivation will be lower.

Further observations found that the adversity quotient did not moderate the effect of work motivation on turnover intention; this means that the adversity quotient was not able to strengthen the effect of work motivation on turnover intention. The employee has an optimistic view that he is able to control his own response to remain active, in control, and able to influence the situation he faces. Prevention of turnover intention can be detected by checking employee turnover data in previous years in the company. If the root cause of turnover intention is found, the company can take quick steps to prevent turnover intention and in the end, employees will feel sincere to do their job.

IMPLICATIONS AND LIMITATIONS OF THE RESEARCH

The findings of this study contribute to the existing literature, especially regarding work stress, work motivation, adversity quotient, and turnover intention. This study not only empirically examines the direct relationship but also the moderating effect among the selected variables. The conceptual model in this study uses the adversity quotient as a moderating variable and is still very rarely studied.

The results of this study are expected to be empirical evidence for future research and be able to enrich the development of human resource management science related to work stress, work motivation, adversity quotient, and turnover intention. This research is also expected to be a reference for further research.

This study has implications for the management of Bali Royal Denpasar Hospital as a material for consideration and evaluation of turnover intention and the factors that influence it. Based on the results of these studies, work stress is caused by little time to complete the given work. Second, employee work motivation arises when employees receive feedback from superiors for the work that has been given.



Third, the adversity quotient on employees is seen from the self-control of employees who feel they can control themselves when the tasks are given are excessive. This allows employees to complete their work well. Fourth, employees often feel like leaving this company. This is caused by stress on workload, lack of closeness with co-workers, low sense of belonging to the company. However, early prevention of turnover intention can be detected by checking employee turnover data in previous years.

This study has several limitations, namely:

1. This study only used respondents from Bali Royal Hospital Bali Hospital, so it is important for future research to complement and enrich empirical studies related to this topic by conducting research in other hospital companies that are wider because the results of this study cannot be generalized to companies other;
2. This research was only conducted at a certain point in time (cross-section), while the environment changes at any time (dynamic), so this research is important to be carried out again in the future.

CONCLUSION AND SUGGESTIONS

Based on the results of the discussion of the research that has been carried out, it can be concluded that:

- Job stress has a positive and significant effect on the turnover intention of employees at the Bali Royal Hospital Denpasar Bali;
- Work motivation has a negative and significant effect on the turnover intention of employees at the Bali Royal Hospital Denpasar Bali;
- Adversity quotient does not moderate the effect of work stress on employee turnover intention at the Bali Royal Hospital Denpasar Bali;
- Adversity quotient does not moderate the effect of work motivation on employee turnover intention at the Bali Royal Hospital Denpasar Bali.

Suggestions that can be given based on the results of data analysis and some of the results of pre-survey interviews obtained are as follows:

- This research is expected to be carried out in several Bali Provincial Hospitals, so that the expected results are more complex;
- For the leadership of the Bali Royal Hospital, it is hoped that it will increase efforts to achieve standards in work so that it can increase employee work motivation;
- The leadership of the Bali Royal Hospital Hospital is expected to be able to adjust the ability to give assignments related to the time frame given by the hospital is too little to complete the task. So that it can reduce employee work stress.

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