



## Work Interference with Personal Life: A Moderation of Work Stress and Organizational Justice on Turnover Intention

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### ABSTRACT

*The turnover phenomenon in Public Accounting Firms is an important problem because auditors are the main capital for the company. Factors that influence turnover in companies are employee stress and organizational justice. Departing from resource conservation theory, a moderation model is proposed in which Work Interference with Personal Life (WIPL) is expected to strengthen the relationship between work stress and organizational justice on turnover intention. This study intends to investigate how work stress and organizational justice affect job change intentions, moderated by WIPL. The research targets auditors employed at Public Accounting Firms in Bali Province, utilizing a questionnaire distributed via Google Forms for data collection, and employing structural equation modeling with SmartPLS for analysis. The research respondents were 91 people from twenty Public Accounting Firms in Bali Province. Respondents in this study were dominated by women, with a final education level of a bachelor's degree, a junior auditor position, and a length of service of 1-3 years. The results of the research state that work stress has a positive effect on the desire to change auditors, which means that the higher the level of stress experienced by auditors, the higher their intention to change jobs. Organizational justice has a negative effect on the desire to change auditors, meaning that the higher the level of organizational justice felt by the auditor, the lower the intention to change jobs. This research also shows that WIPL influences the influence of work stress on the desire to change auditors, but WIPL does not influence the influence of organizational justice on the desire to change auditors.*

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## 1. INTRODUCTION

Employee turnover is a serious problem for organizations or companies, especially if the workers who leave are those who have expertise, skills and work experience, or those who occupy strategic positions in the organization [1]. The turnover phenomenon at Public Accounting Firms (KAP) is an important problem because auditors are the main capital for the company. The relationship between companies and clients is based on trust and confidence [2]. Clients will be more comfortable dealing

with staff they already know. This is done to protect company secrets. Therefore, retaining employees, especially those who already have good relationships with clients, is an important thing to do.

[3] stated that the normal turnover rate for a company is around 5% - 10% of the total number of employees, while the turnover rate can be said to be high if it is above 10% . Mustofa (2014: 197) in [4] has the view that working at KAP is just a "stepping stone" to getting the job you want, which is one of the causes of turnover. Auditors no longer view KAP as a place for a future career but only as a place to gain work experience. One of the KAPs in Denpasar, namely KAP ABC, is experiencing turnover which can be categorized as high in 2021-2023. The auditor turnover data can be seen in Table 1.1 as follows:

Table 1. List of KAP ABC KAP Turnover's

Year	Amount of Auditor	Amount of Turnover	Percentage
2021	18	2	11%
2022	18	5	27%
2023	15	5	33%

Based on Table 1, it can be concluded that KAP ABC has a high turnover rate. One of the causes of turnover in companies is employee stress. High levels of stress have been with those working in public accounting. Managing this stress was consistently rated as one of the most important concerns of biannual survey respondents regarding the issues at hand. [5]. Individuals possess varying traits; some excel at handling pressure while others struggle with it. Those who find pressure challenging often encounter frequent work-related stress. Individuals who are unable to work under pressure experience work stress more often. This is in line with research by [6] which provides similar results Based on the explanation above, job stress has a significant influence on the desire to change auditors at KAP in Surabaya.

Another factor that can cause the desire to move to an organization is justice. The multidimensional construct of organizational justice has been widely accepted as consisting of four dimensions [7]. This is in line with research by [8] which uses four dimensions of organizational justice, which consists of procedural justice, distributive justice, interactional justice, and interpersonal justice. This statement is in line with research conducted by [9] which states that organizational justice has a significant negative influence on turnover intention. The results of this research show that the lower the justice in the organization, the higher the employee's intention to move or leave the organization. [10] state that to minimize the desire to move, management needs to make efforts to provide justice to its employees, such as a fair attitude of supervisors, equality in giving assessments, the importance of discussing work results and a fair attitude given by employees in expressing opinions.

Departing from resource conservation theory, a moderation model is proposed in which Work Interference with Personal Life (WIPL) is expected to strengthen the relationship between work stress and organizational justice on turnover intention. In essence, WIPL is a kind of individual perception. So a work-oriented individual will be involved in work roles, and less involved in personal life, then he will experience a higher WIPL. Likewise, individuals who are committed to personal life will engage in personal life instead of work and experience WIPL. Based on the phenomena that occur and the results of previous research, this research focuses on the factors that influence an auditor's desire to change jobs, namely work stress which is moderated by WIPL.

## **2. METHOD**

### **2.1 Type of Research**

The type of data used in this research is quantitative originating from primary data sources. The data source in this research is a research list (questionnaire) which will be filled in by auditors who work

at Public Accounting Firms in Bali Province. Based on the type of measurement scale used, the types of quantitative data used in this research are nominal data and interval data. Nominal data consists of questions about last educational group and years of work. Other nominal data in the form of qualitative data as support are name, gender, position and agency. Interval data consists of statements about the indicators in each variable which are measured using a Likert scale with four answer choices.

The questionnaire was distributed online via Google Form and distributed in the form of a list of statements to respondents. Researchers chose to distribute questionnaires via online media because it has several advantages in terms of global reach, speed and timeliness, ease of data entry and analysis, and the obligation to complete survey questions [11]. One of the scaling methods that is widely used to assess attitude scales in measuring instruments is the Likert scale, which is applied as one of the most basic psychometric and frequently used tools in sociology, psychology, information systems, politics, economics and many other studies [12].

**2.2 Population and Sample**

The study focused on auditors employed at Public Accounting Firms in Bali Province. Respondents included auditors across all levels, ranging from junior auditors to managers, to ensure the findings could be broadly applicable. The total population is 156 people consisting of 20 Public Accounting Firms in Bali Province. Determination of the sample uses the saturated sampling method, namely by using all members of the population as samples. According to Arikunto (2012:104) in [13], a saturated sample or what is known as a census sample, if the population is less than 100 people, then the total number of samples is taken. If the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken.

**2.3 Data Analysis Technique**

This research uses quantitative methods to test hypotheses which are analyzed using structural equation models with SmartPLS which consists of outer model, inner model, and hypothesis testing.

**2.3.1 Measurement Model (Outer Model)**

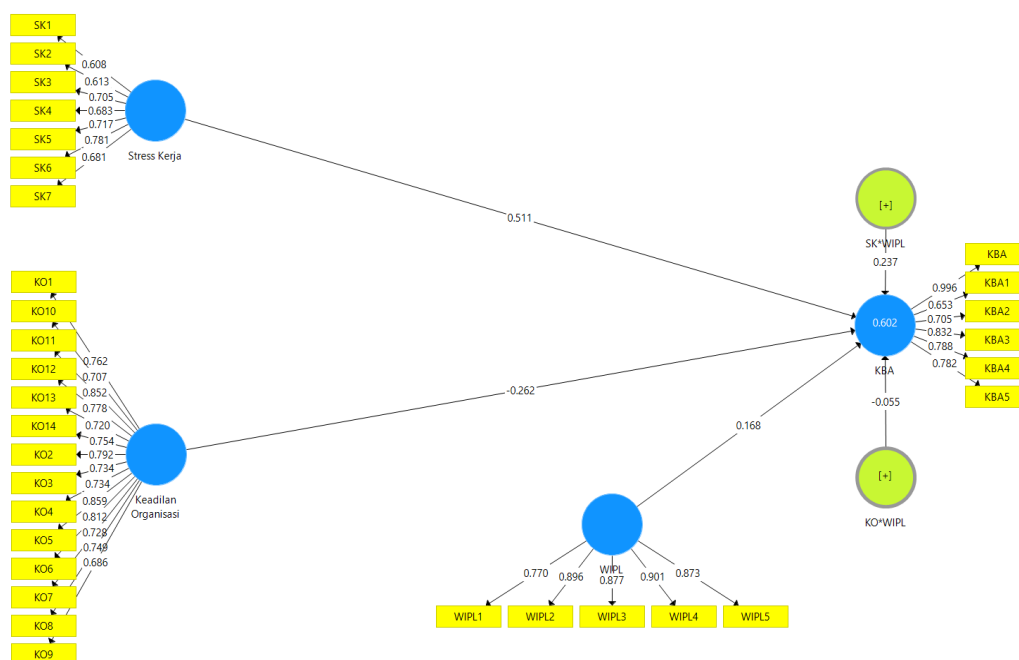


Figure 1. OuterModel

- a. Convergent Validity  
 The test results concluded that all indicators met the requirements for convergent validity so they could be said to be valid. Each variable indicator has an outer loading value greater than 0.5.
- b. Discriminat Validity  
 The test results conclude that all indicators have met the requirements for discriminant validity so they can be said to be valid. Each variable indicator has a cross loading value greater than 0.5.
- c. Composite Reliability  
 The test results conclude that all indicators have met the composite reliability requirements so they can be said to be reliable. each variable indicator has a Cronbach's Alpha value greater than 0.7

2.3.2 Structural Model (Inner Model)

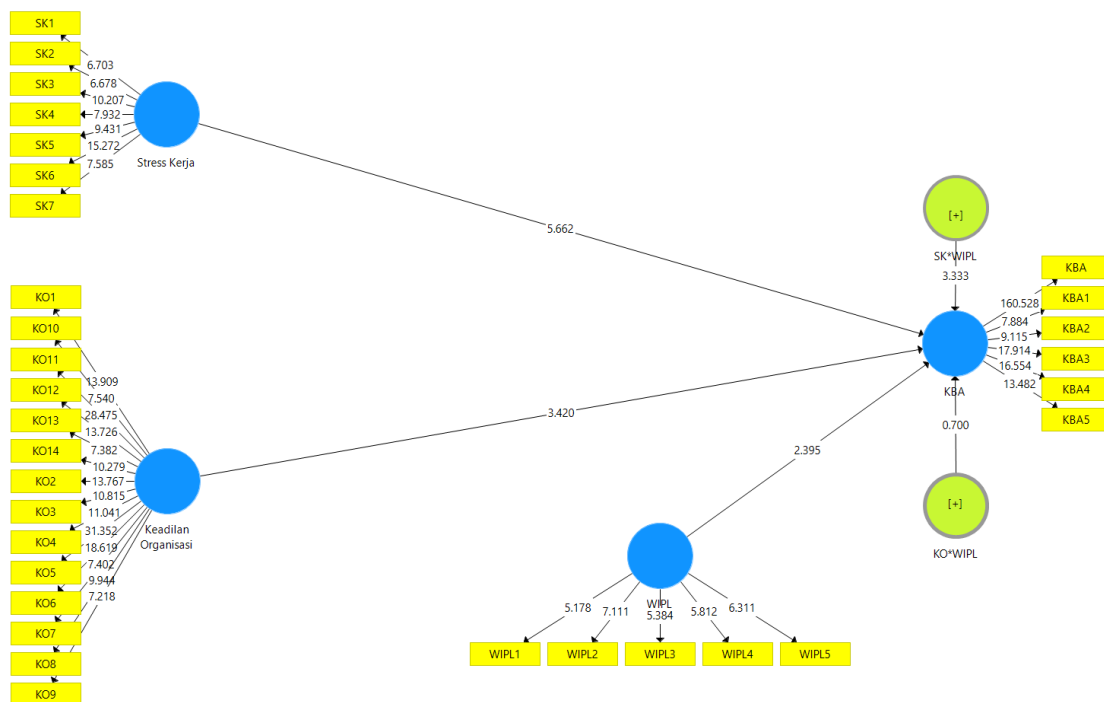


Figure 2. Inner Model

Table 2. R-Square Test

	<i>R-Square</i>
<b>Y (Turnover Intention)</b>	0,602

The R-Square value of 0.602 for the turnover intention management effectiveness variable indicates that 60.2% of the variability in this aspect is explained by work stress and organizational justice in the research model, with the remaining 39.8% attributable to other factors not accounted for in the model.

### 2.3.3 Hypothesis Test (Bootstrapping)

Table 3. R-Square Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
M -> Y	0,168	0,176	0,070	2,395	<b>0,017</b>
X1 -> Y	0,511	0,507	0,090	5,662	<b>0,000</b>
X1.M -> Y	0,237	0,227	0,071	3,333	<b>0,001</b>
X2 -> Y	-0,262	-0,265	0,077	3,420	<b>0,001</b>
X2.M -> Y	-0,055	-0,056	0,079	0,700	<b>0,484</b>

- 1) The p-value to test the effect of work stress on the desire to change auditors is 0.000, which is lower than 0.05. The statistical value shows 5.662, which is greater than 1.96, while the coefficient value is 0.511, which means that hypothesis 1 (H1) is accepted. These results can be interpreted as meaning that work stress has a positive and significant effect on the desire to change auditors, or in other words, the higher the level of work stress experienced by auditors, the higher the intention to change jobs.
- 2) The p-value to test the influence of organizational justice on the desire to switch auditors is 0.001, which is lower than 0.05. The statistical value shows 3.420, which is greater than 1.96, while the coefficient value is -0.262, which means that hypothesis 2 (H2) is accepted. These results can be interpreted to mean that organizational justice has a negative and significant effect on the auditor's intention to change jobs, or in other words, the higher the level of organizational justice felt by the auditor, the lower his intention to change jobs. Vice versa, if the auditor feels that fairness is low, the higher his or her intention to change jobs.
- 3) The p-value to test the effect of work stress on the desire to change auditors which is moderated by WIPL is 0.001 which is lower than 0.05. The statistical value shows 3.333, which is greater than 1.96, while the coefficient value is 0.237, which means that hypothesis 3 (H3) is accepted. These results can be interpreted as meaning that WIPL strengthens the influence of work stress on the desire to change auditors or that a high level of WIPL can make auditors move due to work stress.
- 4) The p-value to test the effect of work stress on the desire to change auditors moderated by WIPL is 0.484, which is a value higher than 0.05. The statistical value shows 0.700, which is smaller than 1.96, while the coefficient value is -0.055, which means that hypothesis 4 (H4) is rejected. These results can be interpreted as meaning that WIPL cannot strengthen the influence of organizational justice on the intention to change auditors.

## 3. RESULTS AND DISCUSSION

### 3.1 Based on Demographic Characteristics

This research involved auditors employed at 20 Public Accounting Firms in Bali. Respondents were categorized based on gender, education level, position, and length of tenure. Ninety-one auditors from twenty Public Accounting Firms in Bali Province completed the questionnaire for this research. Some questionnaires were not returned possibly due to respondents being occupied with other commitments, thus lacking free time to complete them. Additionally, the distribution of questionnaires during peak seasons limited auditors' availability for supplementary tasks, including questionnaire completion. Respondents in this study were dominated by bachelor level, with junior auditor position, and working period of 1 - 3 years. Table 4 below is the number of respondents from each Public Accounting Firm.

### 3.2 Discussion

### **3.2.1 The Influence of Job Stress on the Turnover Intention Auditor's**

Hypothesis testing shows a result of 5.662, while the coefficient value is 0.511, which means that hypothesis 1 (H1) is accepted. These results state that the higher a person's level of work stress, the higher their desire to change jobs. This shows the harmony of attribution theory which is used as a reference in this research because work stress is one of the factors that originates from a person's internal self which can influence his behavior.

The results of this research are in accordance with attribution theory which states that the cause of individual behavior is the result of factors around them. The attitudes, traits and character possessed by an individual are things that are controlled by oneself and are part of internal attribution. The desire of an employee, especially in this study, an auditor, to change their workplace is closely related to attribution theory. Job stress is a factor related to the auditor's desire to change jobs caused by internal encouragement. The results of this study state that the higher the level of work stress experienced by auditors, the higher the intention to change jobs.

Taylor (1995) in [14] states that there are four types of stress, namely a) acute stress, which is the most common form of stress and its effects are short term; b) traumatic stress, which is the result of severe stress due to an experience; c) chronic stress, is the condition of a person who experiences stress as unrelenting demands and pressure; d) acute episodic stress, where the life of an individual experiencing this stress becomes very chaotic and out of control. [15] likens work stress to a chronic disease caused by negative workplace conditions. Job stress occurs when someone experiences pressure, tension, or other negative emotions such as anxiety or anger [16]. [17] argue that stress occurs when an individual cannot control his emotions when experiencing something contradictory.

The stress experienced by employees can increase their intention to change jobs. Intention to move refers to the employee's awareness or thoughts about leaving work [18], and is not yet at the realization stage, namely moving from one workplace to another. Research by [6] provides results that are in line with the conclusion that job stress has a significant influence on the desire to change auditors at KAP in Surabaya. This statement is also supported by the results of research by [19] & [20] that work stress has a significant positive effect on the desire to move. [21] argue that if an institution, whether consciously or unconsciously, destroys personal life, stress will be experienced by the employee.

### **3.2.2 The Influence of Organizational Justice on the Turnover Intention Auditor's**

Hypothesis testing shows a result of 3.420, while the coefficient value is -0.262, which means that hypothesis 2 (H2) is accepted. The results of this research state that the lower the organizational justice a person receives, the higher their desire to change jobs. This shows that there is harmony with the attribution theory which is used as a reference in this research because organizational justice is one of the factors that originates externally from a person which can influence his behavior.

These results are in accordance with the attribution theory used as a reference in this research, which states that the cause of individual behavior is the result of factors around them. Behavior that is influenced from outside which forces individuals to behave in this way due to situations or circumstances is known as external attribution. External factors that can influence employees' intentions to change jobs are organizational justice. Employees' perceptions of organizational justice influence their subsequent work both in terms of cognitive, motivational and behavioral aspects [22]. Organizational justice can benefit organizations in various ways, such as improving employee trust and behavior, work commitment and performance. More importantly, it can encourage positive reciprocal relationships between employers and employees that create a conducive work environment, and enable organizations to retain their best employees [23].

The four dimensions of organizational justice have been widely accepted as a multidimensional construct [7]. This is in line with research by [8] which organizational justice consist of procedural justice, distributive justice, interactional justice, and interpersonal justice. Through these four

dimensions of organizational justice, [24] it is stated that employees will feel safer in developing trust in their superiors and the organization if the allocation of rewards received is fair (distributive justice), is included in evaluations through the granting of voting rights (procedural justice), nothing is hidden in providing information (interpersonal justice), and feeling fair treatment from management towards employees (interactional justice).

This statement is in line with research by [22] which revealed that high perceptions of organizational justice by employees influence work engagement, which in turn influences turnover intention negatively. [25] stated that perceptions of organizational justice have a significant negative relationship with turnover intentions among millennial public accountants. These studies conclude that organizational justice is positively correlated with employee turnover intentions. This means that when employees feel that they are treated fairly by the organization, they tend to stay and not look for another job. Conversely, injustice in the organization can increase turnover intentions.

### **3.2.3 Work Interference with Personal Life Moderate The Influence of Job Stress on the Turnover Intention Auditor's**

Hypothesis testing shows a result of 3.333, while the coefficient value is 0.237, which means that hypothesis 3 (H3) is accepted. The research results show that WIPL is able to encourage auditors to change jobs due to work stress. This shows that there is harmony with the resource conservation theory which is used as a reference in this research.

COR theory comprises two fundamental principles centered around safeguarding resources from depletion. The initial principle, termed resource loss advantage, posits that individuals perceive the risk of losing a resource to be more significant than the potential gain of acquiring one. The second principle, known as resource investment, suggests that employees typically allocate resources strategically to shield against loss, facilitate recovery from setbacks, and accumulate additional resources [26]. Employees who experience work disruptions that cause energy to be drained to carry out other activities at home will tend to look for other work to protect the resources they have.

WIPL is an assessment it pertains to the degree to which work can encroach upon an individual's personal life, such as making it challenging for someone to allocate time for their personal matters. In essence, WIPL is a kind of individual perception. So a work-oriented individual will be involved in work roles, and less involved in personal life, then he will experience a higher WIPL. The results of this study state that work interference with personal life can encourage the intention to change auditors due to work stress. An employee feels that the stress they experience due to work is high, and the job they have consistently interferes with their personal life, this makes their intention to change jobs increase. This means that WIPL is a factor that can encourage an employee to change jobs when the employee feels that the work stress they experience is also high.

[27] interpreted one of the sources in their research regarding the WIPL analysis that employees who are too busy with activities at work such as meetings, deadlines and overtime can reduce the quality of personal life such as reducing time with family and friends and abandoning their hobbies. [21] argued, when an organization knowingly or unknowingly disrupts employees' personal lives through excessive overtime or unreasonable pressure, the consequences include employee dissatisfaction, stress, potential health issues, reduced productivity, and a sense of detachment from the company. Another interesting fact stated by [28] is that employees feel tired, irritable and have difficulty concentrating due to their work, making them feel they do not have the emotional resources to carry out other roles. Work-life disruption significantly increases burnout which contributes to higher turnover intentions [29].

### **3.2.4 Work Interference with Personal Life Moderate The Influence of Organizational Justice on the Turnover Intention Auditor's**

Hypothesis testing shows a result of 0.700, while the coefficient value is -0.055, which means that hypothesis 4 (H4) is rejected. The research results show that WIPL is unable to encourage auditors to change jobs due to organizational justice. These results are not yet able to confirm the resource conservation theory which provides a causal mechanism to explain how WIPL moderates the relationship between loss or gain of resources, in this case organizational justice, on turnover intention.

Organizational justice is one of the external factors that can influence an employee's intention to change jobs. Organizational justice is commonly recognized as a multidimensional concept comprising four primary dimensions [7]. Through these four dimensions of organizational justice, [24] employees are more likely to trust their superiors and the organization when they perceive fair treatment in award distribution (distributive justice), are involved in the evaluation process (procedural justice), receive transparent information (interpersonal justice), and experience equitable interpersonal treatment from management (interactional justice).

The results of this study state that work interference with personal life is unable to encourage auditor turnover intentions due to organizational justice. For example, if an employee feels that the organization or company has treated them fairly, but the job they have consistently interferes with their personal life, this does not increase their intention to change jobs. This means that WIPL is not a factor that can encourage an employee to change jobs even though they feel injustice at the place where they work. This statement is in line with research by [30] which states other factors that can influence an auditor's intention to change jobs. He stated that auditors who have good psychological capital can suppress their desire to change jobs.

Strong psychological capital can be the foundation for individuals to demonstrate positive behavior in the workplace. Auditors are able to overcome personal life disturbances caused by work, thereby reducing their intention to change jobs. This is in accordance with the Positive Organizational Behavior (POB) theory which emphasizes the strength of positively oriented human and psychological resources. This orientation shows the existence of positive psychology which refers to efforts to identify an individual's strengths and promote their positive functions [31]. Individuals who have positive oriented psychology, such as optimism and resilience, may have the belief that they can overcome obstacles and achieve their goals without having to look for opportunities in other workplaces. Thus, POB can play an important role in reducing employees' intention to change jobs.

## **4. CONCLUSION**

From the findings and subsequent analysis of this research, it can be concluded that work stress correlates positively with auditors' inclination to consider changing their positions. This means that the higher the level of work stress experienced by the auditor, the higher the intention to change jobs. On the other hand, if the job stress felt by auditors is low, then the intention to change jobs will decrease. This research also provides results that organizational justice has a negative effect on the desire to change auditors. This means that the higher the fairness felt by the auditor, the lower the intention to change jobs. Conversely, if perceived justice is low, then the intention to change jobs becomes higher or increases. WIPL supports the influence of work stress on the desire to change auditors. This means that the higher the level of work interference with the auditor's personal life caused by work stress, the higher the intention to change jobs. WIPL does not influence the influence of organizational justice on the desire to switch auditors. This means that work interference with the auditor's personal life is not able to encourage the intention to change jobs due to low perceived organizational justice.

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