

“The relationship between resilience, perceived stress, and turnover intention: A study of how resilience affects employees perceived stress and turnover intention in organisational environments”

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1. Introduction

1.1 Background of the research

Resilience is defined as an individual's ability to recover from failures, adapt well to change, and persevere in the face of adversity. Resilience is a key trait in modern business, where frequent changes, tight deadlines, and high expectations are common. It can be stated that resilience revolves around an individual's ability to adapt and cope with adversity, stress, and challenging situations. It can be considered in the context of the workplace that resilient employees are more likely to remain productive and engaged in their work.

Bhui et al. (2016) stated that stress in the workplace can be caused by a variety of work stressors such as long hours and heavy workload, that appears to occur when employees attempt to handle their obligations, tasks, or other types of pressure, related to their professions and face difficulties, strain, anxiety, or stress in the process. Work stress can vary based on the nature of the workplace and may be specific to an organisation or industry. Cohen et al. (1983), mentioned that a person interprets environmental events based on his or her own values and resources and reacts

psychologically, behaviorally, and biologically. Events are only characterised as stressful when the demands of the event outweigh the person's available resources.

1.2 Rationale of the research

The ability to adapt and flourish in the face of adversity has become a prerequisite for employees working in companies. Organisations that are operating on a multinational basis and recognise the establishment of forward-thinking businesses have started to place a high premium on helping staff build resilience (Wibowo and Paramita, 2022). Resilience plays a significant role in influencing employees' perceived stress and turnover intention, in organisational environments. Employees, who are resilient, are better equipped to handle the stress and demands of stressed work in organisational environments. They hold the ability to bounce back from setbacks and are less likely to encounter emotional exhaustion, which can be considered the key component of perceived stress.

Resilience acts as a protective factor against turnover intention. The turnover rate in companies' shares a direct relation with organisational resilience, as employees facing discouragement might lead to a greater turnover rate.

As outlined by Liang and Cao (2021), resilience can be closely linked to effective coping mechanisms. It has been found that resilient individuals have the tendency to use adaptive coping strategies, such as problem-solving and seeking social support to deal with challenging situations. These coping mechanisms act as a mitigating factor to lower the impact of stressors and prevent burnout from increasing.

1.3 Problem discussion

Employees working in organisational environments often face considerable challenges that can have noteworthy physical, mental, and emotional impacts. Stephenson and Marshall (2020) mentioned that stressful environments in manufacturing companies have the tendency to make employees resistant to change, even if it is necessary for organisational growth and improvement. There might be different kinds of issues such as the perimeter between work and personal life can become obscured, which might lead to difficulties in achieving healthy work-life integration. Individuals with excessive levels of perceived stress, as highlighted by Cohen, Kamarck, and Mermelstein (1983), might experience a variety of undesirable effects. This increased stress perception might make it difficult to keep focus and may result in poor decision-making. When this kind of stress persists, it can further alienate people from their professional or academic goals, generating feelings of overload or disengagement.

As opined by Ariella (2023), a survey was conducted in 2018 among 1,500 American employees, wherein more than 500 of them reported that they left their jobs within the first three months of employment as seen from the image above. Nearly half of the 33% of people who quit their employment within the first 90 days remarked that it was because of the job where they were not receiving according to their expectations they had during the interviewing stage. It has been found that compensation, stress, and pandemic-related downturn seemed to have become the major drivers of the increasing turnover rates in the industries. According to Cohen, Kamarck, and Mermelstein (1983), increasing turnover rates due to rising perceived stress levels have become a worrying trend that many companies are grappling with. If not managed proactively, perceived stress can have a negative impact on staff motivation and efficiency, leading to greater

attrition rates. Perceived stress and turnover intentions in organisational settings face unique issues.

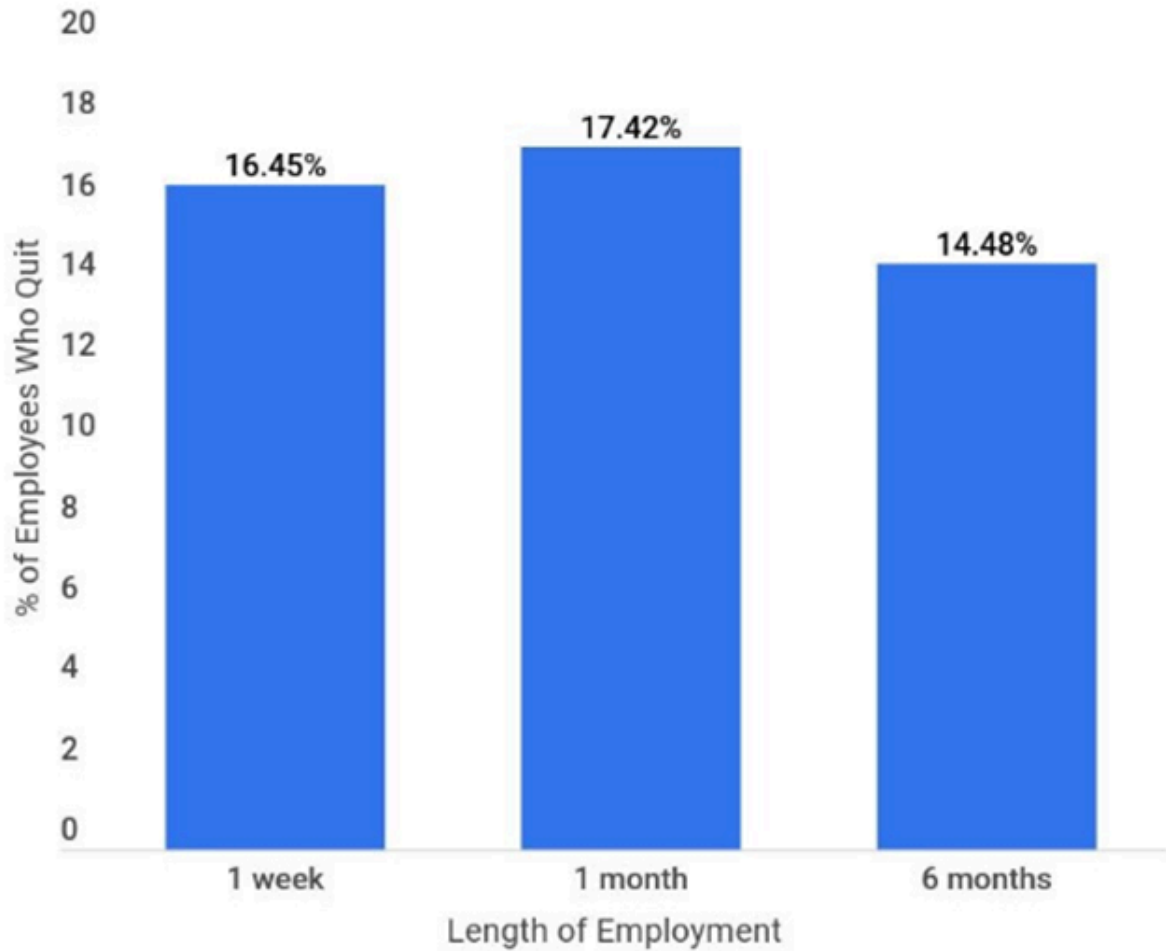


Figure 1: Quit rate by length of employment

(Source: Ariella, 2023)

1.4 Research Aim

The purpose of this study is to understand how an individual's resilience influences perceived stress of an employee which helps in low turnover intentions in organisational contexts.

This study seeks to bridge the gap by investigating the relationship between resilience, perceived stress, and turnover intention, with a particular emphasis on how employees' inherent ability to recover from adversity affects their perceptions of workplace stress and their subsequent attachment or detachment from the organisation.

In addition to determining the direct relationship between resilience and turnover intentions, we seek to understand how perceived stress functions as a moderating variable, potentially altering the relationship between resilience and decisions to stay or leave the firm. A better understanding of this dynamic can expand discussions on the crucial need of promoting resilience in high-stress work environments, providing scholarly insights as well as actionable strategies to boost organisational retention rates."

1.5 Research significance

This research will help HR professionals and companies to look over this alarming issue of perceived stress and increased turnover rate that will allow them to derive strategies. This investigation will give a scope to multinational organisations to implement strategies to support employee well-being, leading to a healthier and more productive workforce. When the companies will be able to identify key factors influencing employee retention and engagement, then devising strategies will become simpler thereby

contributing to improved overall organisational performance. The findings derived from the quantitative data would help in informing evidence-based interventions, policies, and practices aimed at creating healthier and more productive workplaces. Besides, when leaders would be able to recognise the importance of sustaining the emotional well-being of employees, then there will be a promotion of a supportive and positive workplace culture.

2. Literature Review

2.1 Introduction

This chapter will introduce the literary contribution to the research as key concepts and theoretical explanations will be given. Initially, the concept of organisational resilience and turnover intention will be outlined. The research variables will be mentioned that will indicate the dependent and independent variables of the research. The themes will be derived wherein the relationship between resilience, perceived stress, and turnover intention in high-stress organisational environments will be mentioned. The impact of resilience in affecting employee's perceived stress and turnover intention will be mentioned as well. The literature gap will be outlined along with an illustrative conceptual framework.

2.2 Concepts

2.2.1 Concept of resilience

Resilience has now been studied throughout various decades and contexts. Within this expanding narrative, resilience is frequently referred to as the "ability to absorb impact and recover" or the "ability to return to stable equilibrium and avoid the tipping point." These and other definitions combine to form a complicated notion comprised of various aspects, in which resilience is defined as the "ability to adapt and strengthen in the face of challenge, trauma, or stress." While the topic of resilience is garnering greater attention, it nevertheless poses a number of concerns for companies. (Burnard, K.J., Bhamra, R. , 2019)

One of the most difficult aspects of resilience is that the resilience of an individual part or system is frequently not immediately seen but rather the product of many interactions and links across variables. These interactions are what promote the complicated ability to deal with discontinuities and adversity. Vulnerability, awareness, robustness, resistance, and recovery are all elements of resilience. As a result, rather than being a separate idea, resilience is a construct associated with the adjustment of an element or system. The wide diversity of viewpoints on resilience demonstrates the complexities of this concept.

Childhood development and psychology studies have produced significant insights and advancements in the development of individual and personal resilience. Several longitudinal studies have investigated the development of resilience within social systems, notably in the setting of childhood development. This has given rise to the concept of resilience, which refers to a process of adaptability in the face of

considerable adversity, change, and stress. This response then supports an individual's ability to deal with misfortune in the future. Individual resilience was initially thought to be an intrinsic personality feature. However, as the resilience literature has expanded over the last few decades, studies have increasingly recognised the importance of external circumstances, resulting in a more diverse picture of resilience at the individual level.

Resilience, with its varied definitions over the years, exemplifies the diversity of perspectives from various cultural, social, and organisational origins. This demonstrates the construct's intricacy and versatility. Despite the literature's portrayal of resilience as complex, its operationalization in real-world settings remains an intriguing field of investigation. Previously, resilience was thought to be an innate personality feature, sparking talks about personalised support structures for individuals with various levels of resilience.

2.2.2. Concept of Perceived Stress

Perceived stress refers to an individual's sentiments or ideas about how much stress they are under at any particular time or during a given time period. It is a measure of how stressful occurrences in one's life are perceived (Cohen, Kamarck, & Mermelstein, 1983). Traditional stress measures were typically based on the incidence of specific events or chronic diseases. Cohen and his colleagues, on the other hand, developed the "Perceived Stress Scale" (PSS), which gives a worldwide measure of perceived stress. This scale is intended to assess the degree to which individuals perceive their

lives to be unpredictable, unmanageable, and overburdened, all of which are fundamental components of the stress experience.

While Cohen et al.'s (1983) study examined perceived stress in a broad range of life events, it established the groundwork for understanding stress in specific contexts, such as organisational settings. Stressors in the workplace can come from a variety of factors, including role ambiguity, workload, interpersonal disputes, a lack of autonomy, and organisational changes. These stressors frequently correspond to the PSS's components of unpredictability, uncontrollability, and overload.

Perceived stress, as defined by Cohen and colleagues, emphasises the subjective sense of stress, implying that different people see the same circumstance differently. High levels of perceived stress in the workplace can have a number of consequences. Employees who are facing high levels of perceived stress may experience physical and mental health problems such as headaches, sleep disruptions, anxiety, and depression. These symptoms can lead to decreased job performance, decreased job satisfaction, and increasing absenteeism over time. Cohen et al.'s (1983) global measure serves as a reminder that, while external stressors are significant, how they are perceived and internalised by individuals is critical in determining the following consequences on well-being and performance.

While Cohen et al.'s (1983) Perceived Stress Scale is a good starting point, it's important to consider the potential impact of individual differences or cultural backgrounds on perceived stress levels. Furthermore, while stress is frequently viewed negatively, certain instances demonstrate its potential as a driver for positive development. The

subjective character of 'perception' emphasises the significance of taking into account the numerous personal experiences and conditions that may shape these views.

2.2.3 Concept of turnover intention

Employee turnover intention refers to an employee's chance of leaving his or her existing work. Every organisation, regardless of its location, size, or style of business, has always prioritised employee turnover intention.

Turnover can be triggered by a variety of circumstances. These turnover intention factors differ to some extent between organisations. No factors can be ascribed to employee turnover intentions and recommended a holistic approach to studying factors influencing employee turnover intention.

According to researchers such as Shamsuzzoha and Shumon (2013), turnover has shown to be one of the most costly and seemingly intractable human resource difficulties that various businesses worldwide face. According to Jha (2009), turnover compels the business to spend enormous expenditures pertaining to recruiting and selection, personnel procedure and induction, training of new staff, and, most importantly, loss of knowledge obtained by the employee while on the job.

Employee turnover is a waste of investment in staff selection and training for firms. Furthermore, a high rate of employee turnover in an organisation has a negative impact on the motivation of existing personnel, increases burden, and makes work planning harder. Thus, the resignation of talented personnel, who are considered human capital,

is a significant issue that has a detrimental impact on an organisation's efficiency, effectiveness, and overall performance (Belete, A. K. ,2018).

The several elements influencing turnover intention point to a dynamic interaction of forces that may sometimes counteract each other in practise. While the costs of turnover are obvious, the concept of "beneficial turnover," which brings new ideas and innovations, is a developing subject of attention. Turnover intention, often viewed via an individual perspective, hints at larger systemic dynamics at work inside organisations.

2.3 Themes

2.3.1 Relationship between resilience, perceived stress, and turnover intention in organisational environments

Resilience can be defined as the capacity of individuals to recover from challenging situations. It has been observed that employees with a higher capacity for resilience are likely to cope well with job requirements. Employees with more resilience are suitable to deal with workplace pressures along with stress. This approach leads the employees to meet the requirements of the organisation. It has been found that anxiety, burnout and post-traumatic stress disorder cause the productivity rate of employees. Finstad *et al.* (2021) explained that burnout causes post-disaster mental health and it affects the relationship between the organisation and employees deeply. This factor is responsible for the devastating productivity rate of the organisation in the concord industry. However, employees' resilience fights against burnout and is responsible for lowering their risk of burnout. As burnout is an extreme case, the intent of this paper is to identify

the problem at its initial stages when it is in the form of perceived stress in order to make working in organisations easy. (Rhonda et al, 2019)

Recent studies have shown that turnover intention is an important inclination factor for employees to leave their present job and organisation. It has been observed that stress environments create a diverse situation for the employees in an organisation. This factor provokes the employees to leave their present job to get mental relief. Ramlawati *et al.* (2021) stated that external factors have a deep impact on employee turnover intention. The external information about job opportunities provokes employees in organisational environments to leave their job to seek mental peace. "There is a causal relationship between perceived stress and turnover intention, with increased work stress acting as a catalyst for employees' intentions to leave their positions." According to research, perceived stress is a key predictor of turnover intentions, particularly in high-demand professions. When individuals experience high levels of stress on a regular basis, unhappiness with their roles tends to rise, leading to thoughts of leaving the business. Such increased stress might erode employees' commitment, reducing their motivation to contribute constructively to the organisation's goals (Zhang, Xiaoyan *et al.*, 2023)."

Lack of employee motivation is responsible for affecting the employee happiness factor that increases the tendency of quitting job tendency among employees in organisational environments.

According to Wibowo and Paramita (2022), mindful leadership has a distinct feature for creating awareness regarding the current organisational environment. This approach helps in improving the resilience feature among the employees that fight against

employee turnover intention. This factor helps in building a convenient organisational environment for the employees where they can work effectively. Difficulties are part of the organisation and it influences the organisational environment. However, mindful leadership helps in creating awareness among employees, building self-resilience and improve emotional intelligence. It helps in determining the diverse situation of the firm that decreases the employee turnover intention.

The interdependence of resilience, perceived stress, and turnover intention is clear, especially in light of changing modern workplaces, such as the rise of remote work. Although resilience is important, it may have limits, especially if it accidentally fosters endurance in suboptimal environments.

2.3.2 Impact of resilience in affecting employee's perceived stress and turnover intention in organisational environments

According to Emerson *et al.* (2023), resilient people have a stronger ability to cope with diverse organisational environments. This coping ability has the feature to deal with difficult events and helps to maintain the productivity rate of the employees. Employees with more resilient capabilities are likely to face obstacles with a positive attitude. These factors expand the opportunity for the employees to handle work-related pressures for lowering the risk of stress.

According to Baquero (2023), psychological well-being is another key outcome of resilience. It is connected with better levels of psychological well-being that help in managing the productivity rate of the employees. Moreover, it provides the scope to maintain positive emotions, life satisfaction, along with self-esteem. All these factors are responsible for balancing the employee happiness factor in an organisational environment.

According to Okeke *et al.* (2023), the motive of the companies to secure their financial platform is to protect the internal policies and the management process. To support this statement, Suteja *et al.* (2023) have stated that the outcome of the investment porches can enhance the platform and the income of the companies in the marketing sector. However, the strong motives of the company can also affect the mental health of the workers. As stated by Trompeter *et al.* (2023), the poor mental health of the employees affects the surroundings and the working space, which reduces productivity. On the contrary, Kelloway *et al.* (2023) have mentioned the impact of mental health problems on organisational factors.

As per the opinion of Nurimansjah *et al.* (2023), turnover of employees in a stressful environment of the company can be a favourable decision. To support this statement, Salama *et al.* (2022) explained the condition, which leads employees to turnover to secure their mental health. The stress in the working environment of the companies can even lead the employees into depression, which can affect their career growth in the upcoming term. As cited by Mahand and Caldwell (2023), every employee expects a peaceful working environment to secure their progress in the career field. To support

this statement, Irawan and Ie (2022), has interpreted the impact of a peaceful environment on the working progress of the employee in the organisations. About 74% of job satisfaction has been acknowledged due to the peaceful working environment in the organisation of the UK (Servcorp, 2022).

Resilience's established protective role is notable. However, the threshold of this protective effect, particularly in extremely demanding work contexts, remains a source of intense research. Individual resilience emphasises the shared organisational duty to build favourable workplaces.

2.3.3 Challenges of employee's perceived stress and turnover intention in Organisational environments

The organisational environments are the burning challenges that affect organisational performance largely. The underlying stress of the employees due to the turnover intention poses major challenges affecting employee's perceived stress in organisational environments. As stated by Chun *et al.* (2022), stress environments lead to extensive work pressure, which results in the emotional and physical exhaustion of the employees largely. The employees experience an imbalance in their work life due to prolonged exposure to work pressure. In corporate organisations, employees are expected to manage more workloads that affect their mental imbalance for overall performance in the competitive landscape.

According to Gillman et al. (2023), modern workplaces, with their quick changes and constant demands, frequently blur the border between professional activities and personal time, resulting in work-life imbalance. This imbalance extends beyond only long work hours to include the mental fatigue caused by continual work-related preoccupations, even during off-hours. This pressure heightens perceived stress, leading to feelings of inadequacy both professionally and personally, and may lead to burnout. Work and personal life overlap can lead to issues in both areas. Organisations must foster balance through flexible schedules, clear limits, and respect for personal time in order to ensure both professional success and personal well-being for employees.

The unclear objectives and goals are the major obstructions for the companies that lead to the leading challenges for employee burnout programmes in stressed work environments. The lack of recognition and support of the organisation results in serious mental exhaustion of the employees in stressed work environments. The lack of support results in a gap among the employees to deliver their best for the organisation. Prolonged periods of work pressure affect the employee well-being of the employee in the organisation for better performance. The constant pressure on the employees affects the worth of the employees to prove their efficiency in the organisation. Wen *et al.* (2020) stated that the constant job insecurity and instability influence the mental health of employees in stressed work environments.

As argued by Chun *et al.* (2022), the prolonged working hours of the organisation results in the disengagement of the work that affects the commitment of the employees

towards the organisation. The uncertainty in the job position left the employees to get frustrated and confused about their objectives for the prospects in the end. As per the survey, 38% of the employees are suffering due to increased work pressure (Statista, 2023). Employees with more resilient capabilities are likely to face obstacles with a positive attitude. There are various instances of various organisations facing huge losses during the pandemic, which caused a stressed business environment. Chun *et al.* (2022) argued that the absence of employee retention programmes by the organisation is the major drawback faced by multinational companies to resist the challenge of employee turnover intention in a stressed environment. The absence of reward and recognition can be cited as the major drawback of the organisation that often confronts the challenges of employee turnover intention in a stressed environment.

Challenges associated with perceived stress and turnover intention have broader implications, sometimes opening doors to innovative solutions and opportunities. The emphasis on prolonged working hours as a stressor nudges organizations towards re-envisioning productivity metrics and work paradigms.

2.3.4 Strategies for sustaining resilience to prevent employee's perceived stress and turnover intention in organisational environments

There are different strategies for sustaining resilience to prevent employee's perceived stress along with the turnover intention in the organisation. The following strategies can be depicted as follows:

Strategy for the Development of work satisfaction:

In the view of Sutton (2023), organisational resilience is the ability of the organisation to anticipate and prepare for the response to sudden incremental change to survive and prosper effectively. Work satisfaction development has been taken by those of stressed organisations to prevent employee burnout and turnover intentions. Some organisations have taken the initiative of the HR professionals by conducting some programmes for inducing psychological safety, regular work break and creating private spaces. According to Gomada (2023), it has been seen that Salesforce took action in the year 2015 by advocating pay for equity for employee satisfaction for gender or race-related pay gaps.

Creating organisational respect:

As stated by Sutton (2023), in context to that, it has been seen that some of the organisations have created ***fit for purpose strategies*** for making positive and informal communication between people and groups. It has been used for creating organisational respect among them. It has been seen that Unilever, they have taken the concern for respecting human rights in line with the UN guideline principles. As opined by Gomada (2023), in the year 2022, they have taken the initiatives for preventing, mitigating and accounting human rights risks and issues and that has triggered the organisational strategy for creating the value of the organisation among the diverse ranges of the employees.

Work-life integration strategy:

As opined by Veluchamy *et al.* (2021), it has been seen that some organisations have taken the work-life integration strategy as an effective strategy to maintain

organisational resilience to control employee stress and turnover for organisational development effectively. It is quite relevant that when the employees have resources and support in balancing their work life then the rate of turnover in the stressed out condition will be lower with more inclination with their work efficiency. Similarly, Veluchamy *et al.* (2021) stated that it has been also seen that 12% of the employees in the workplace have maintained an effective work-life balance. It has been seen that LinkedIn and Netflix have effective unlimited payoff improvement for the sake of the improvement of work life in an efficient manner.

Sutton (2023) emphasises the necessity of organisational resilience in changing environments. Companies such as Salesforce, as indicated by Gomada (2023), strive for work happiness through indicators such as pay fairness. However, the tangible impact of such initiatives is unknown. Unilever's connection with the UN's human rights standards demonstrates an emphasis on organisational respect, but its day-to-day impact has to be seen.

2.6 CONCEPTUAL MODEL

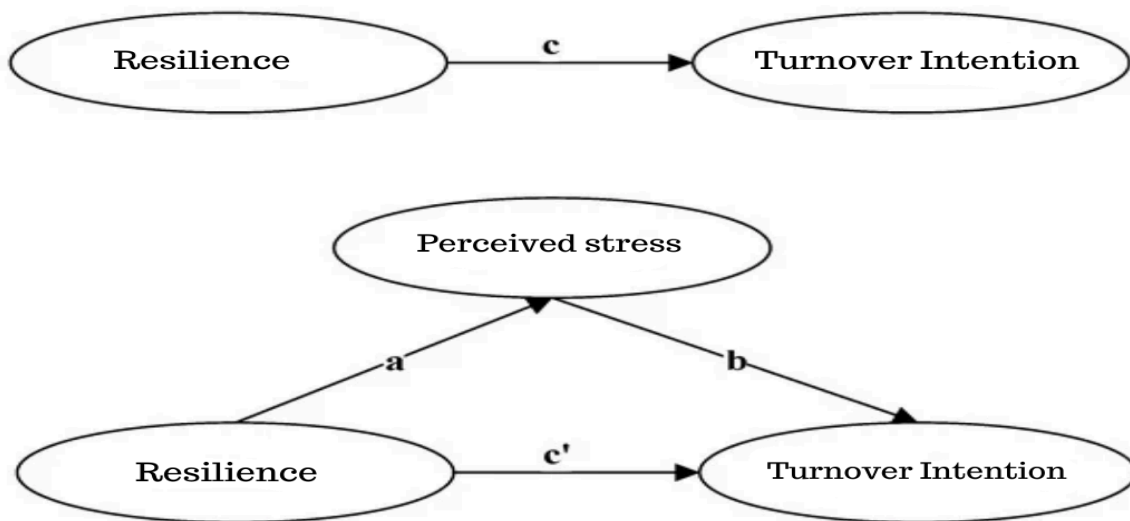


Figure 2 - The proposed Mediating Model

This study seeks to meticulously explore the relationship between resilience (IV) and turnover intentions (DV) within organisations where employee retention remains a pressing challenge. By factoring in the mediating role of perceived stress, we aspire to unravel the intricate dynamics underlying this relationship.

Our research endeavours to illuminate how resilience impacts employees' intentions to leave their organisations. Specifically, we hypothesise that perceived stress, acting as a moderator, plays a pivotal role in defining the intensity and significance of this relationship.

2.5 Literature gap

The gap in the existing review of the literature has been found as the whole review of the literature has analysed the relationship between resilience, perceived stress and turnover by providing very little amount of statistical and justified analysis. The review of the literature has not used a sufficient amount of data in context to the challenges faced by the employees along with the analysis of the turnover intentions by not evaluating the organisational environment with justified analysis while developing the effective scenario. It has been seen that the impact and the strategies are not specific and lack real-life statistical evidence in organisational situations, especially in the contemporary times and the near future. These gaps will be addressed in the subsequent chapters.

2.6 Conclusion

The resilience in the organisation boosts employee retention, which can affect the internal policies of the organisation. Understanding the spaces of the employees in the companies can maintain ethical behaviour and support among the members of the organisation. Perceived stress of employees can lead to turnover, which can affect the performance of the organisations. The reasons behind turnover are very much valid. Empathy and support in the organisation are very much required to establish a healthy working environment to secure the career growth of the employees. Support and unity in the working place can help the organisation to maintain its stability during any challenging situation.

3. Hypothesis

3.1 Hypothesis 1

“In organisational situations, resilience levels correlate negatively with an employee's perceived stress”

Particularly it is developed that lower levels of resilience will be linked with higher levels of perceived stress (Lara-Cabera et al. 2021). **(1)** This hypothesis is supported by the idea that people with less resilience are prone to have higher levels of perceived stress.

3.2 Hypothesis 2

“Resilience significantly influences turnover intention in organisational environments”

Lower turnover intentions will be linked with higher levels of resiliency. This hypothesis is supported by the idea that people with more resilience are better able to adjust to difficult working situations, thereby decreasing their preference for quitting their jobs.

3.3 Hypothesis 3

“Employee’s perceived stress regulates the relationship between resilience and turnover intention”

In other words, greater degrees of resilience will be linked with lower levels of exhaustion, which can then lead to reduced turnover intentions. According to this theory, tiredness could function as a connecting factor that connects resilience to turnover intention.

4. Methodology

4.1 Introduction

As cited by Wen *et al.* (2020), the independent and dependent variable has a great impact on the research based on the justified hypothesis using theoretical context. The dependent variable can be cited as the effect and the independent variable as the reason. In the current research, the independent variable is **employee resilience** and the dependent variable **employee’s perceived stress and turnover intention**. The analysis of the factors related to the independent and dependent variables based on the literary context influences the research process

Based on the literature review in regard to the relationship between resilience, perceived stress and turnover intention and how it affects employees in an

organisational environment, a questionnaire was created. This part of the paper will present the sample, procedure, and the different variables used in the questionnaire that were the control variables, resilience, perceived stress and turnover intention.

4.2 Sample

The total sample consisted of 114 employees who were from various sectors of the society. The reason for using a large sample size was to have an enhanced statistical power, that is the study will detect an effect or a relationship if it exists. The responses were collected from a convenient sampling basis. The sample consisted of 41 male, 61 females, 8 non-binary and 4 preferred not to say (36% male, 53.5 % female, 6.14 % Non - Binary and 3.5 % preferred not to say). The responses received were from various participants of different gender, different age groups and varied job roles. Participation for the study was entirely voluntary and the participants were informed that they could withdraw from the study at any given point while filling out the survey. Anonymity and confidentiality was guaranteed in this research.

4.3 Procedure

The study on how resilience affects an employees perceived stress and turnover intention in an organisational environment was conducted in a methodological manner. An online survey questionnaire was distributed among working professionals in India through social networking sites. The complete questionnaire with 4 sections was made through microsoft forms. The internal reliability of each of the scales were measured by

cronbach's alpha. A total of 114 samples were involved in the online survey and the data gathered was exported to SPSS. The data analysis process involved cross tabulation of demographic data, correlational analysis and regression analysis using SPSS ,and mediation analysis using the PROCESS macro for SPSS version 4.3.

4.4 Measures

4.4.1 Control Variables

There were four demographic factors that can be considered as control variables in this study. The variables included in the questionnaire were : age, gender, position at the company and years of experience respectively. These questions were listed in the first section of the questionnaire.

4.4.2 Resilience

An adapted 10- item Connor - Davidson Resilience Scale (CD-RISC-10) was used to measure resilience. The Cronbach's alpha value for the standardised scale of resilience was **0.76** which means that the scale is reliable. A 5 point likert scale was used with a range of options between ' not true at all ' to ' true nearly all of the time'. One of the sample items was ' I try to bounce back after illness or hardships'.

4.4.3 Perceived Stress

An adapted 14 - item scale (PSS- 14) was used to measure perceived stress. The Cronbach's alpha value for the standardised scale of perceived stress was **0.81** which means that the scale is reliable. A 5 point likert scale was used with a range of options

between 'never' to 'often'. One of the sample items was 'In the last month, how often have you felt nervous and stressed?'

4.4.4 Turnover Intention

An adapted 6 - item scale developed by Bothma, C.f. and Roodt, G. was used to measure turnover intention . The Cronbach's alpha value for the standardised scale of turnover intention was **0.63** which means that the scale was deemed acceptable . A 5 point likert scale was used with a range of options between 'never' to 'always'. One of the sample items was 'To what extent is your current job satisfying your personal needs?'

5. Results

5.1 Introduction

In the following study, a discussion of the primary data has been interpreted to depict the intensity of the data analysis method of the study from different aspects. With the help of the SPSS software, the primary data that has been collected for the evaluation of the study. Also, different factors have been showcased that are associated with the study from different aspects. The data analysis is clearly related to the primary data that follows the secondary approach in an adequate order. Furthermore, some crucial insights have been depicted that are associated with the subject matter and its statistical interpretation.

5.2 Descriptive statistics

Descriptive analysis in SPSS (Statistical Package for the Social Sciences) involves using various statistical techniques to summarise and present the main features of a dataset, such as means, standard deviations, frequencies, and percentages. It provides a simple and effective way to understand the characteristics of the data and draw preliminary insights. When analysing perceived stress in a workspace, descriptive analysis can be incredibly useful.

The total sample consisted of 114 employees who were from various sectors of the society. The responses were collected from a convenient sampling basis. The sample consisted of 41 male, 61 females, 8 non-binary and 4 preferred not to say (36% male, 53.5 % female, 6.14 % Non - Binary and 3.5 % preferred not to say). Age factor was separated into four categories from which 7 (4.1%) are younger than 20, 103 (60.0%) are between the age of 20-30, 36 (21.2) are between 31-40 and lastly 24 (14.1) are over 40.

Means of the variable that is Resilience, Perceived stress and Turnover Intention were calculated.

Table 1 : Descriptive statistics of the variables

Descriptive statistics	Mean	Std. Deviation	N
Resilience	3.2640	0.62586	114
Perceived stress	2.9079	0.56874	114
Turnover intention	2.9708	0.64958	114

5.3 Hypothesis Testing

5.3.1 Correlation analysis

On the basis of the questionnaire results, mean values of each Resilience(R), Perceived Stress(PS) and Turnaround Intent (TI) parameters have been found to understand the average for the sample size. Further these mean values were plotted in a correlation matrix to understand the relationship between these factors.

Pearson Correlation Coefficients:

A Pearsons Correlation Matrix was generated to examine the connection between all the variables in the dataset. The matrix revealed some findings. Some results indicated a positive correlation while others showed a negative correlation indicating a significant relationship between them. Key highlights from the matrix are as follows;

1. There was a correlation observed between Resilience and Perceived Stress ($r = -0.52$). This finding is statistically significant with a p value of more than 0.001. The negative relationship between these variables suggests that as one increases the other decreases and vice versa which supports our hypothesis- 1
2. There was also a correlation found between Resilience and Turnover Intention ($r = -0.23$). This correlation is highly significant with a p value of more than 0.001 further supporting our hypothesis-2

3. Additionally there was a correlation observed between Perceived Stress and Turnover Intention ($r = 0.46$). The p value indicates that this relationship is also statistically significant as the value, is more than 0.001 supporting our hypothesis-3

Table : 2 Correlations

		Resilience	Perceived stress	Turnover Intention
Resilience	r	1	-.521**	-.232*
	p-value		< .001	.013
	N	114	114	114
Perceived stress	r	-.521**	1	.461**
	p-value	< .001		< .001
	N	114	114	114
Turnover Intention	r	-.232*	.461**	1
	p-value	.013	< .001	

	N	114	114	114
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******. Correlation is significant at the 0.01 level (2-tailed).

*****. Correlation is significant at the 0.05 level (2-tailed).

5.3.2 Regression analysis

In this research the Baron and Kenny method was used to assess how perceived stress mediates the relationship between resilience (Independent variable) and turnover intention (Dependent variable).

In the initial phase of hierarchical multiple regression analysis, we assessed the influence of the independent variable (IV), Resilience (R), on the dependent variable (DV), Turnover Intention (TI). This step was pivotal to evaluate one of our research model's hypotheses. Data analysis revealed a meaningful and inverse relationship between R and TI, with a coefficient (B) of -0.232 and a significance level below 0.001 ($p < 0.001$). The F-test further corroborated this significant result ($F = 6.344$, $p < 0.001$), denoting a consequential change in the R-square value ($R^2 = 0.054$).

Subsequently, we turned our focus to measuring the impact of Resilience (R) on the mediating variable Perceived Stress (PS). In this phase, PS assumed the role of the dependent variable. The analysis highlighted that Resilience negatively influenced

Perceived Stress, evident from the coefficient value ($B = -0.521$) and a significance threshold less than 0.001 ($p < 0.001$). The F-statistic lent additional support to these findings ($F = 41.644$, $p < 0.001$), confirming a significant alteration in the R-square value ($R^2 = 0.271$).

In the final analytical step, we scrutinised the effect of Perceived Stress (PS) — functioning as the independent variable in this stage — on Turnover Intention (TI). The analysis indicated a positive and significant relationship between PS and TI, with a coefficient (B) of 0.461 at a p-value less than 0.001. The F-test validated these results ($F = 30.262$, $p < 0.001$), signifying a noteworthy shift in the R-square value ($R^2 = 0.231$).

Based on Baron and Kenny's criteria for mediation, we followed the three-step hierarchical multiple regression analysis. All necessary conditions for mediation were successfully met. Therefore, we determined that Perceived Stress (PS) serves as a mediator in the connection between the independent variable (R) and the dependent variable (TI). This confirmation of all three pathways in our research model also reinforces the credibility of our third hypothesis.

Table : 3 Model summary between Resilience and Turnover Intention

Model	R	R Square	Adjusted R Square	Std. error of the estimate	R square change	F change	df1	df2	Sig. F Change
1	.232	.054	.045	.63474	.054	6.344	1	112	.013

a. Predictors: (Constant), MEAN_R

b. Dependent Variable: MEAN_TI

Table :4 Model summary between Resilience and Perceived Stress

Model	R	R Square	Adjusted R Square	Std. error of the estimate	R square change	F change	df1	df2	Sig. F Change
1	.521	.271	.265	.48861	.271	41.644	1	112	<..001

a. Predictors: (Constant), MEAN_R
b. Dependent Variable: MEAN_PS

Table : 5 Model Summary between Perceived Stress and Turnover Intention

Model	R	R Square	Adjusted R Square	Ste. error of the estimate	R Square Change	F change	df 1	df2	sig.F Change
1	.461	.213	.206	.57893	.231	30.262	1	112	< .001

a. Predictors: (Constant), MEAN_PS
b. Dependent Variable: MEAN_TI

5.3.3 Mediation analysis

Hayes PROCESS Macro 4.3 was used for final analysis and additional verification of the results already obtained.

Mediation Analysis

In this research Model 4 (Hayes, 2013) in PROCESS 4.3 was used for validation of the mediation effects of Perceived Stress(PS) on the relationship between Resilience (R) and Turnover Intention (TI). To achieve the reliable results, a bootstrapped sample size of 5000 to have sufficient and accurate Confidence Intervals (CIs) (Cheung, 2007) was

used. The outcomes thus achieved were in line with this 95% bootstrapped CIs and 5000 samples were in accordance with the previously obtained results (Bolin, 2014).

PS was observed to have significantly mediated the relationship between R and TI showing the following figures:

Table : 6 indirect effect of X on Y

	Effect	BootSE	BootLLCI	BootULCI
R	-0.2525	0.0851	-0.4321	-0.0999

Since the confidence interval does not include zero, the indirect effect is significant.

Table :7 Direct Effect of X on Y

Effect	se	t	p	LLCI	ULCI
0.0122	0.1024	0.1194	0.9052	-0.1906	0.2151

The p-values = 0.905 shows a somewhat insignificant direct effect of IV on DV.

Table : 8 Model for Path-A

	coeff	se	t	p	LLCI	ULCI
constant	4.4548	0.2440	18.2541	0	3.9713	4.9384
R	-0.4739	0.0734	-6.4532	0	-0.6195	-0.3284

Since the p-value < 0.001, the model shows that the effect is highly significant.

Table : 9 Model for Path-B

	coeff	se	t	p	LLCI	ULCI
constant	1.3815	0.5791	2.3857	0.0187	0.2340	2.5289
R	0.0122	0.1024	0.1194	0.9052	-0.1906	0.2151
PS	0.5328	0.1125	4.7382	0	0.3100	0.7557

p-value < 0.001, shows the high significance

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Appendix 1. Questionnaire for the study

A study on the relationship between resilience, perceived stress and turnover intention

This survey is part of a masters dissertation exploring the relationship between resilience, perceived stress and turnover intention. You will be asked to rate statements

using various scales. There are no right or wrong answers, and your responses will be kept entirely confidential.

Please complete all sections of the survey. If you choose to stop participating at any point, close the survey link, and your responses will not be saved or included in the study. Choosing to withdraw from the study will in no way impact your ability to participate in future opportunities with this or related studies. Upon answering the last question, the survey will automatically be submitted, and you will receive a "Thank You" response to confirm submission.

This survey's completion and submission imply that you have read these instructions and consent to participate in the research. No part of this survey may be replicated without the written permission and consent of the researcher.

By continuing, you acknowledge:

- Your participation in the study is voluntary.
- You are aware that you may choose to terminate your participation at any time for any reason.
- Your identity and responses will remain anonymous.
- You are a full-time working employee

* Required

Section 1

1. Age *

Enter your answer

2. Gender *

- Male
- Female
- Non-binary
- Prefer not to say

3. Your position in the company *

Enter your answer

4. Years of experience *

Enter your answer

Section 2

Employee Resilience scale items

Please rate your level of agreement to the following statements. responses, so please answer honestly. Respond to each statement by selecting that you feel most accurately characterizes you currently.

There are no right or wrong the option from the scale

5. I am able to adapt to change. *

- Not true at all
- Rarely true

- Sometimes true
- Often true
- True nearly all of the time

6. I can deal with whatever comes. *

- Not true at all
- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

7. I try to see the humorous side of problems. *

- Not true at all
- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

8. Coping with stress can strengthen me. *

- Not true at all
- Rarely true

- Sometimes true
- Often true
- True nearly all of the time

9. I tend to bounce back after illness or hardship. *

- Not true at all
- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

10. I can achieve goals despite obstacles.*

- Not true at all
- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

11. I can stay focused under pressure.*

- Not true at all

- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

12. I am not easily discouraged by failure. *

- Not true at all
- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

13. I think of myself as a strong person. *

- Not true at all
- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

14. I can handle unpleasant feelings. *

- Not true at all
- Rarely true
- Sometimes true
- Often true
- True nearly all of the time

Section 3

Perceived stress scale items

Please rate your level of agreement to the following statements. There are no right or wrong responses, so please answer honestly. Respond to each statement by selecting the option from the scale that you feel most accurately characterizes you currently.

15. In the last month, how often have you been upset because of something that happened unexpectedly? *

- Never
- Rarely
- Sometimes
- Always
- Often

16. In the last month, how often have you felt that you were unable to control the important things in your life? *

- Never
- Rarely
- Sometimes
- Always
- Often

17. In the last month, how often have you felt nervous and “stressed”? *

- Never
- Rarely
- Sometimes
- Always
- Often

18. In the last month, how often have you dealt successfully with day to day problems and annoyances? *

- Never
- Rarely
- Sometimes
- Always
- Often

19. In the last month, how often have you felt that you were effectively coping with important changes that were occurring in your life? *

- Never
- Rarely
- Sometimes
- Always
- Often

20. In the ast month, how often have you felt confident about your ability to handle your personal problems? *

- Never
- Rarely
- Sometimes
- Always
- Often

21. In the last month, how often have you felt that things were going your way? *

- Never
- Rarely
- Sometimes
- Always
- Often

22. In the last month, how often have you found that you could not cope with all the things that you had to do? *

- Never
- Rarely
- Sometimes
- Always
- Often

23. In the last month, how often have you been able to control irritations in your life? *

- Never
- Rarely
- Sometimes
- Always
- Often

24. In the last month, how often have you felt that you were on top of things? *

- Never
- Rarely
- Sometimes
- Always

- Often

25. In the last month, how often have you been angered because of things that were outside your control? *

- Never
- Rarely
- Sometimes
- Always
- Often

26. In the last month, how often have you found yourself thinking about things that you have to accomplish? *

- Never
- Rarely
- Sometimes
- Always
- Often

27. In the last month, how often have you been able to control the way you spend your time? *

- Never
- Rarely

- Sometimes
- Always
- Often

28. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them? *

- Never
- Rarely
- Sometimes
- Always
- Often

Section 4

Turnover Intention scale items

Please rate your level of agreement to the following statements. There are no right or wrong responses, so

please answer honestly. Respond to each statement by selecting the option from the scale that you feel most accurately characterizes you currently.

29. How often do you dream about getting another job that will better suite your personal needs?*

- Never

- Sometimes
- About half the time
- Most of the time
- Always

30. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?*

- Never
- Sometimes
- About half the time
- Most of the time
- Always

31. How often have you considered leaving your job?*

- Never
- Sometimes
- About half the time
- Most of the time
- Always

32. How likely are you to accept another job at the same compensation level should it be offered to you?*

- Never
- Sometimes
- About half the time
- Most of the time
- Always

33. To what extent is your current job satisfying your personal needs?*

- Never
- Sometimes
- About half the time
- Most of the time
- Always

34. How often do you look forward to another day at work?*

- Never
- Sometimes

- About half the time
- Most of the time
- Always

Thank You for Participating

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