

The Influence of Personality and Work Stress on Job Turnover among Graduates

Muhammad Rozaidi Ahmad Romil¹, Fatimah Wati Halim²

¹Centre for Research in Psychology and Human Well-Being, Faculty of Social Sciences and Humanities, The National University of Malaysia, ²Centre for Research in Psychology and Human Well-Being, Faculty of Social Sciences and Humanities, The National University of Malaysia

Corresponding Author Email: atisha@ukm.

To Link this Article: <http://dx.doi.org/10.6007/IJARAFMS/v14-i4/24214> DOI:10.6007/IJARAFMS/v14-i4/24214

Published Online: 16 December 2024

Abstract

Graduates are a crucial human resource for any organization. They are often seen as a semi-skilled workforce ready to be deployed in organizational operations. Although graduate employability rates are reported to be high, the opposite is true in the field. High job turnover rates persist among graduates. At the same time, graduates must also compete with experienced individuals in the job market since the end of the COVID-19 pandemic. The competition for jobs in the current labour market is not easy for graduates. This directly poses challenges for both organizations and graduates. Various factors are seen to influence this occurrence. Among the identified factors are personality factors and job stress. Therefore, this study aims to identify the influence of personality factors and job stress on the intention to turnover among graduates. A quantitative cross-sectional survey design was used in this study through the distribution of questionnaires. A total of 345 respondents from the Perak region were involved in this study. The results of the study revealed a significant influence between several personality traits, such as conscientiousness and emotional stability on turnover intention among graduates. Job stress factors also showed a significant influence on the intention to turnover among graduates, especially the factor of workload. This study contributes to a clearer understanding of the intention to turnover among graduates. The research findings will provide valuable insights for organizations to develop targeted retention strategies, and graduates can also navigate their early career paths.

Keywords: Graduates, Personality, Work Stress, Turnover Intentions.

Introduction

Today, the world is experiencing various drastic issues and changes since the onset of the Covid-19 pandemic. Economic uncertainty, technological revolution hurdles, the adoption of new norms, and high unemployment rates among graduates are key current concerns. Various efforts are being undertaken by the government, in collaboration with the private sector, to address these issues. Graduates are an extremely valuable and important asset for

any country. They also constitute a critical human resource in ensuring the smooth operation of organizations. Human resources can be defined as a group of individuals forming the workforce of an organization, business sector, or a country's economy (Pravin Durai, 2012). To remain competitive in addressing today's economic challenges, organizations must practice strategic human resource management. This approach not only attracts talent from the labour market but also ensures the retention of existing talent within the organization (Jean Phillips & Stanley Gully, 2015). In Malaysia, economic activity has generally increased post-pandemic. According to the Department of Statistics Malaysia (DOSM), the national economy is projected to grow by up to 5% by the end of 2024. Typically, an expanding economy promises an increase in job opportunities.

The National Graduate Employability Blueprint 2012–2017 defines employability as the ability to be marketed within the industry, demonstrating competency to secure and sustain suitable employment (Ministry of Higher Education, 2023). According to the graduate employability report by the Ministry of Higher Education (MOHE) in 2023, the employability rate of local graduates reached 90.2% (204,452 graduates) in 2022 out of a total of 295,962 graduates produced. This indicates that more than 90% of graduates were able to secure employment across all levels of education. However, the employability rate for first-degree graduates from public and private institutions was moderate, at 78.0%. A total of 91,510 first-degree local graduates were still unable to find employment, with 72.7% (148,598 graduates) working in the private sector.

Despite the country's growing economy, graduate unemployment and employability remain central topics of discussion among the government and relevant stakeholders, including industry owners. Employers have voiced challenges in recruiting graduates, particularly fresh ones (Kosmo, 2023). Additionally, many employers find it difficult to retain employees, especially graduates, within their organizations.

Employee retention is vital for ensuring that organizations maintain high-quality human resources and sustain competitiveness for future growth (Mahadi et al. 2020). Retention also reduces the costs associated with training new employees (Krishna & Garg, 2022). Graduate employability is closely linked to the issue of retention, influenced by factors such as demographics, individual differences, and physical and mental health (Fukui et al. 2020).

Demographic factors, such as age and locality, significantly impact both employability and retention. For instance, employers tend to prefer hiring workers aged 18–35. Additionally, urban areas with ongoing development offer more job opportunities compared to saturated regions. Graduates from rural areas face challenges in entering the job market and must decide whether to migrate to urban areas or remain in their hometowns (Rahman, 2020).

Job-hopping behaviour, particularly among fresh graduates, also affects employability rates (Islam et al. 2023). Job-hopping refers to frequent transitions between firms, roles, or employment statuses, often voluntary or involuntary (Abbasi and Hollman, 2000). Research shows that fresh graduates in the private sector are highly prone to job-hopping, influenced by factors such as personality traits (Ameirul & Nik Akmal. 2023; Ketkaew et. al. 2020; Roselina et. al. 2020) and job stress (Lai Meng Lee et al. 2022; Khalil Omar et. al. 2020).

Personality has a distinctive role in the professional world. Personality is not limited to individual traits and behaviour, but job positions and roles in carrying out tasks also have their

own required personality. Personality can be referred to as traits or stable characteristics that distinguish a person's behaviour towards the environment, influenced by external and internal aspects. According to Schultz and Schultz (2017), personality is the unique characteristics of an individual, encompassing lifestyle, beliefs, thought patterns, perceptions, habits, attitudes, and character, involving both external and internal aspects. According to Allport (1930), personality is the personal character or personal disposition that serves as the key to understanding the uniqueness and consistency of an individual's behaviour. Personality traits are considered dynamic forces that interact with the environment to determine actions or behavioural reactions to situations.

According to Gatewood et al. (2010), there are generally two personality traits relevant to all types of jobs: conscientiousness and emotional stability. Furthermore, agreeableness is also seen to have a connection with most job types in the professional world. However, this trait is not associated with all job types. Most previous studies have proven that one of the factors causing turnover behaviour is the mismatch between an individual's personality and the personality requirements of their job (Ketkaew et al. 2020; Roselina et al. 2020). When there is a mismatch between individual personality and job personality, this will affect their motivation and job satisfaction (Ketkaew et al. 2020; Roselina et al. 2020). Consequently, they will choose to engage in turnover behaviour to achieve the job satisfaction they desire.

In addition, differences in personality among the current generation also show tendencies for turnover behaviour among graduates (Sakshi et al. 2021). Graduates today also exhibit lower emotional stability in the workplace, making them prone to excessive work stress and possibly facing burnout in fulfilling their tasks and roles (Sakshi et al. 2021). Graduates with low conscientiousness levels also seem to face challenges in the workplace (Sakshi et al. 2021). Employees with low conscientiousness levels are also exposed to stress caused by workplace rules and standard operating procedures. This makes them lose motivation to carry out their tasks and roles, leading to a higher risk of turnover behavior (Vermooten et al. 2019).

The perfectionist attitude also drives employees to be prone to work stress. This attitude not only negatively affects the individual but also impacts others in the organization. This perfectionist attitude will provoke negative reactions from those around, leading them to struggle with the pressure exerted. This may lead them to act by switching to new jobs or transferring to other departments with new roles (Sakshi et al. 2021).

Furthermore, a widely discussed factor in previous studies that drives turnover behavior is work stress experienced by employees (Lai Meng Lee et al. 2022; Khalil Omar et al. 2020). According to Lee and Kim (2020), work stress directly influences turnover intentions. Work stress experienced by employees also correlates with other factors such as job satisfaction and their performance (Khalil Omar et al. 2020).

Work stress can be understood as a physiological and psychological response in fulfilling job demands and workplace conditions, which can negatively affect health, well-being, and functionality in meeting job and life demands. Karasek (1979) stated that work stress refers to stress arising from the interaction between job demands and job control. Stress occurs when individuals cannot meet job demands and fail to manage the situation. Caplan (1987)

defined work stress as stress resulting from a mismatch between perceived demands and an individual's ability to meet those demands.

Several factors are identified as sources of work stress. Among them, workload itself (Khalil Omar et al. 2020) has a direct influence on experienced stress. This also directly impacts employees' intentions to leave their workplace and seek new employment. Besides workload, role conflict between work and home responsibilities is also a contributing factor (Lai Meng et al. 2022; Khalil Omar et al. 2020; Farradina et al. 2020). This factor makes it difficult for employees to distinguish their roles at home and work, leading to work-related stress. One reason for this is that some employees bring work home to complete it or handle urgent tasks assigned by employers after office hours. This makes it challenging for them to separate and manage their roles at home.

The workplace environment is also a factor contributing to work stress (Rasool et al. 2020). A conducive workplace environment ensures employees provide optimal productivity. Therefore, the workplace environment should support employees' required roles. According to Rasool et al. (2020), a workplace environment stimulating an employee's role increases their motivation and job satisfaction. However, an unsupportive workplace environment contributes to employee stress, decreasing motivation and job satisfaction, which leads to turnover intentions (Rasool et al. 2020).

Overall, research on personality among graduates and work stress, as well as their relationship with turnover behaviour, has been extensively studied by scholars. However, all these factors still lack sufficient empirical data to address the issue of turnover behaviour among employees, particularly new graduates. Observations also indicate that previous studies focused more on pre-pandemic periods. This may provide a different perspective compared to the current job market situation, where the labour market once experienced a decline, leading to high unemployment rates. As is well known, the competition to enter the labour market after the COVID-19 pandemic presents significant challenges for new graduates, who must compete with job candidates possessing high skills and work experience (Tahrir et al. 2023; Hisham & Tajuddin, 2022; Li Gih Ni, 2022).

Thus, this study will focus on the main issue of turnover behaviour among graduates. Additionally, it will emphasize personality and work stress factors influencing turnover behaviour among graduates.

Research Objectives

In this study, there are two main objectives to be achieved:

1. Identify the relationship between personality traits and work stress with job-hopping intentions among graduates.
2. Examine the association of personality traits and work stress on job-hopping intentions among graduates.

Hypotheses

The hypotheses examined in this study were developed based on the research problems and objectives. The hypotheses are as follows:

H1: There is a relationship between personality traits and job stress with turnover intention among graduates.

H2: Personality traits and job stress have an association on turnover intention among graduates.

Methodology

This study employs a cross-sectional survey design using a quantitative approach. The survey is conducted through the use of a set of questionnaires to collect the required research data. There are three main variables in this study: two independent variables, namely personality traits and job stress, and one dependent variable, which is turnover intention.

In total, three measurement tools were utilized to collect the required data. The questionnaire used consisted of four sections: Section A: Demographics. Section B: Personality Trait Assessment. To measure personality traits, the study employed the shorter version of the Big Five Inventory-2 (BFI-2-XS), developed by Soto and John (2017). This tool is based on Goldberg's (1993) Five-Factor Model (FFM) of personality. It contains 15 items and uses a five-point Likert scale: 1 (Strongly disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly agree). The reliability of this tool ranges between 0.60 and 0.70. The instrument was adapted and translated for this study.

Section C: Job Stress Assessment. The Sources of Stress – The Pressure Management Indicator (PMI), developed by Williams and Cooper (1998), was used to measure respondents' job stress. This tool was translated and adapted by Fatimah Wati Halim (2019) in Mastura et al. (2019). It comprises 16 items and four sub-scales, using a six-point Likert scale: 1 (Definitely not a source), 2 (Certainly not a source), 3 (Generally not a source), 4 (Generally a source), 5 (Clearly a source), and 6 (Definitely a source). The reliability score of this tool is 0.88.

Section D: Turnover Intention Assessment. The study used the short version of the Turnover Intention Scale (TIS-6), developed by G. Roodt (2013), to measure turnover intention among graduates. This tool contains 6 items and utilizes a five-point Likert scale: 1 (Strongly disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly agree). The overall reliability of the tool is 0.77. This instrument was also adapted and translated for this study.

The sampling technique chosen in this study is purposive sampling. The study respondents consist of local graduates from the state of Perak. The graduates must have graduated between 2020 and 2024. Additionally, they must currently be employed, whether in the public sector, private sector, or other sectors such as the gig economy. Meanwhile, the method for determining the sample size used in this study is based on the method suggested by Hair et al. (2010). The researcher used a 1:15 ratio method to determine the minimum sample size required. A total of 345 respondents participated in this study.

The data obtained through the designed questionnaire will be processed using the Statistical Package for the Social Sciences (SPSS) version 25. Descriptive statistical analysis is used to describe the demographic characteristics of the respondents involved and the characteristics of the variables used in this study. Meanwhile, inferential analysis is used to test the hypotheses formulated in this study. Correlation analysis is applied to examine the relationship between each variable involved. Additionally, multiple regression analysis is used

to test the influence of each independent variable, namely personality traits and job stress, on the dependent variable, which is turnover intention.

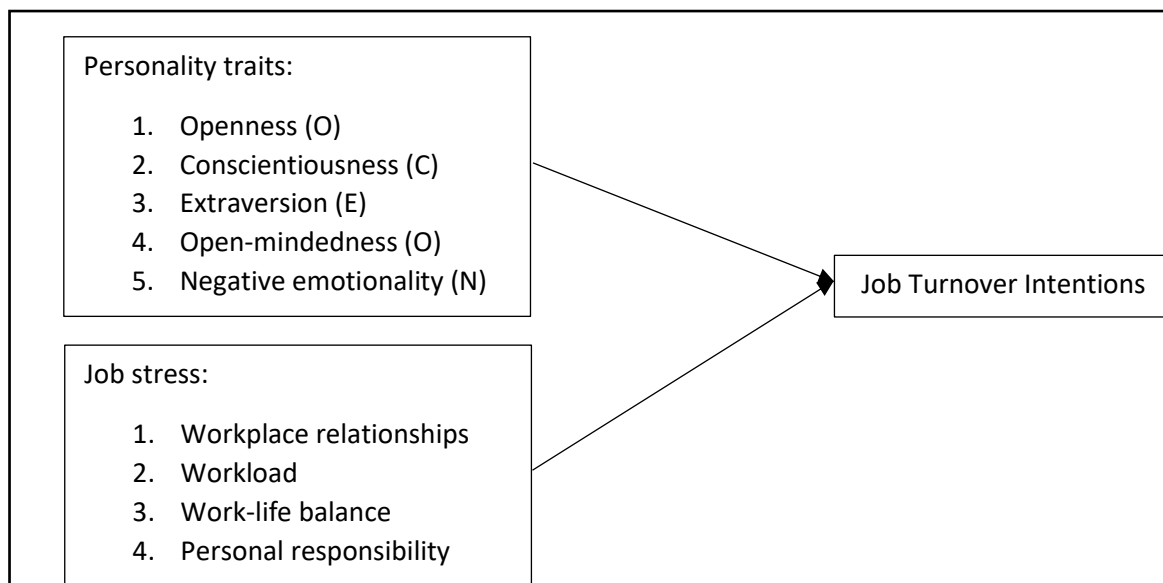


Figure 1 Conceptual framework of the relationship between personality traits and job stress on turnover intention.

Research Findings

The results of the descriptive analysis revealed that the majority of respondents were female, totalling 245 individuals (71.0%). Additionally, respondents aged 24 and 25 years each recorded the same number, with 80 individuals (23.2%) each. Most respondents were Malay, totalling 305 individuals (88.4%), and adhered to Islam, with 325 individuals (94.2%). Respondents who were single were the highest, at 300 individuals (87.0%), and the majority were graduates from public universities (IPTA), with 226 individuals (65.5%). Most respondents had work experience of 1 to 5 years, totalling 225 individuals (65.2%), and were employed in the private sector, with 208 individuals (60.3%). Regarding income, 175 respondents (50.7%) earned between RM 2,001 and RM 4,000.

For the descriptive analysis of personality traits, the mean score for openness was 10.78 (SD = 1.95), with a median of 11.00, indicating a moderate overall score for this trait. The mean score for conscientiousness was 11.36 (SD = 2.08), with a median of 11.00. The mean score for extraversion was 10.14 (SD = 2.51), with a median of 11.00. For emotional stability, the mean score was 7.97 (SD = 2.95), with a median of 8.00. These three traits also demonstrated moderate scores. Agreeableness exhibited a high level, with a mean score of 11.88 (SD = 2.15) and a median of 12.00. These personality dimensions or traits cannot be aggregated as personality traits are single constructs. Next, for the job stress variable, the overall mean score was 52.48 (SD = 16.40), with a median of 53.00. The turnover intention variable exhibited a moderate score level, with a mean of 18.45 (SD = 5.00) and a median of 19.00.

Table 1
Analysis of Variable Levels

Variable	Mean	Median	Level
Personality			
Openness (O)	10.78	11.00	Moderate
Conscientiousness (C)	11.36	11.00	Moderate
Extraversion (E)	10.14	11.00	Moderate
Open-mindedness (A)	11.88	12.00	High
Negative emotionality (N)	7.97	8.00	Moderate
Job stress			
Workplace relationship	14.20	15.00	Moderate
Workload	12.30	12.00	Moderate
Work-life balance	10.43	10.00	Moderate
Personal responsibility	14.96	15.00	Moderate
Job turnover intentions	18.44	19.00	Moderate

To achieve the first objective and test Hypothesis 1, Pearson correlation analysis was employed. Table 2 presents the results of the correlation analysis between personality traits and job stress with turnover intention among graduates.

Table 2
Correlation analysis between personality traits and job stress with turnover intention among graduates

Variable	Job turnover intentions
Openness (O)	-0.047
Conscientiousness (C)	-0.188**
Extraversion (E)	0.003
Open-mindedness (A)	-0.401**
Negative emotionality (N)	0.285**
Job stress	0.566**
Workplace relationship	0.641**
Workload	0.641**
Work-life balance	0.395**
Personal responsibility	0.412**

**p<0.01, *p<0.05

Based on the Pearson correlation analysis results, several personality traits were found to have significant relationships with turnover intention. Among them, the conscientiousness trait demonstrated a highly significant negative relationship with turnover intention ($r = -0.188$, $p < 0.01$). Similarly, agreeableness also showed a highly significant negative relationship with turnover intention ($r = -0.401$, $p < 0.01$), while emotional stability exhibited a highly significant positive relationship with turnover intention ($r = 0.285$, $p < 0.01$). Conversely, the openness trait had a non-significant negative relationship with turnover intention ($r = -0.047$, $p > 0.05$), and extraversion had a non-significant positive relationship with turnover intention ($r = 0.003$, $p > 0.05$).

For the job stress variable, a highly significant positive relationship was observed with turnover intention ($r = 0.566$, $p < 0.01$). All dimensions of job stress showed highly significant positive relationships with turnover intention, including workplace relationships ($r = 0.641$, $p < 0.01$), workload ($r = 0.448$, $p < 0.01$), work-life balance ($r = 0.395$, $p < 0.01$), and self-responsibility ($r = 0.412$, $p < 0.01$).

To achieve the second objective and test Hypothesis 2, multiple regression analysis was conducted. Table 3 presents the regression analysis results between personality traits and job stress on turnover intention among graduates.

Table 3

Multiple Linear Regression Analysis of the Influence of Personality Traits and Dimensions of Job Stress on Turnover Intention Among Graduates

Variable	B	Std. Error	t	p
Conscientiousness (C)	0.340	0.115	2.966	0.003**
Agreeableness (A)	-0.455	0.110	-4.151	0.000**
Negative emotionality (N)	0.395	0.082	4.804	0.000**
Workplace Relationships	0.527	0.051	10.365	0.000**
Workload	0.221	0.062	3.590	0.000**
Work-Life Balance	-0.097	0.056	-1.739	0.083
Personal Responsibility	-0.055	0.061	-0.892	0.373
Constant (Turnover Intention)	9.430			
R ²	=	0.511		
F	=	50.270	p < 0.00**	
SEE	=	3.5364		
n	=	345		

**p<0.01, *p<0.05

The results of the multiple regression analysis show that personality traits and work stress factors significantly explain 51.1% of the variance in turnover intention ($R^2 = 0.511$, $F(7, 344) = 50.270$, $p = 0.000$). Several personality traits influence turnover intention. Conscientiousness shows a positive and significant influence ($\beta = 0.340$, $p = 0.003$), agreeableness shows a negative and highly significant influence ($\beta = -0.455$, $p = 0.000$), and emotional stability shows a positive and highly significant influence ($\beta = 0.395$, $p = 0.000$).

As for the work stress factors, two out of the four dimensions in this variable show a highly significant influence on turnover intention. Workplace relationships show a positive and highly significant influence ($\beta = 0.527$, $p = 0.000$), and workload shows a positive and highly significant influence ($\beta = 0.221$, $p = 0.000$). Work-life balance shows a negative and non-significant influence ($\beta = -0.097$, $p = 0.083$), and personal responsibility shows a negative and non-significant influence on turnover intention ($\beta = -0.055$, $p = 0.373$).

Discussion

The Relationship Between Personality Traits, Work Stress, and Turnover Intention Among Graduates.

The findings of this study indicate a significant relationship between personality traits and turnover intention. The personality trait of conscientiousness was found to have a negative and significant relationship with turnover intention. This suggests that individuals with high discipline, a well-organized attitude, and careful decision-making are more likely to remain within the organization.

Furthermore, the trait of agreeableness also showed a significant negative relationship with turnover intention. Individuals who are accommodating, peaceful, and respectful are more likely to stay in the organization. This finding supports previous studies which have shown that conscientiousness and agreeableness can help individuals remain within an organization (Syamsyinar et al. 2023; Tsaousoglou et al. 2022). According to Syamsyinar et al. (2023) and Tsaousoglou et al. (2022), agreeableness can serve as a buffer for individuals to avoid turnover among employees. This study also concurs with the research by Topino et al. (2021), which found that conscientiousness is a key factor in retaining individuals within an organization. This is also attributed to the careful evaluation of the current situation when considering leaving the organization.

On the other hand, emotional stability showed a significant positive relationship with turnover intention. This finding contrasts with the results of previous studies. Most past research reported that emotional stability has a negative and significant relationship with turnover intention (Syamsyinar et al. 2023; Ameirul & Nik Akmal. 2023; Tsaousoglou et al. 2022). High emotional stability refers to individuals who are calm, less sensitive, and less stressed by their surroundings. Several studies suggest that this unexpected outcome may stem from the nature of graduates themselves, who have high ambitions in the job market, even though their current work environment does not affect their emotional stability (Pinnington et al. 2023; Hu et al. 2022; Tang et al. 2021).

Furthermore, this study also indicates that work stress has a significant positive relationship with turnover intention. All dimensions within this variable show a positive and significant relationship with turnover intention. These findings support previous research that has examined this relationship (Lai Meng Lee et al. 2023; Brenda Raneer et al. 2022; Zainoor Hafizah Darsana et al. 2022; Elias Hosen, 2022; Mohd Juraimy Kadir et al. 2021; Jamilla Syaza Zainourudin et al. 2021). In the study by Lai Meng Lee et al. (2023), it was stated that work stress is a major factor in turnover intention among IT workers in the Klang Valley. Work stress is also a contributing factor for police officers to consider turnover (Brenda Raneer et al. 2022). Elias Hosen (2022) also stated that work stress is a primary predictor of turnover intention in multinational company workers.

The dimension of workplace relationships shows a significant positive relationship with turnover intention. This explains that issues in workplace relationships, such as communication and interactions between individuals and colleagues or between individuals and superiors, as well as the surrounding environment, will push individuals to leave their current organization (Brenda Raneer et al. 2022; Zainoor Hafizah Darsana et al. 2022). Additionally, generally, the workload that individuals bear is a major contributor to the work

stress they experience. This study shows that workload has a significant relationship with turnover intention. High workload will undoubtedly affect an individual's motivation to perform the roles and responsibilities assigned to them. This will encourage individuals to leave the organization (Brenda Ranee et al. 2022; Elias Hosen, 2022; Mohd Juraimy Kadir et al. 2021; Zahra Chegini, 2019). These findings are consistent with the research by Mohd Juraimy Kadir et al. (2021), which stated that the workload experienced by military personnel has a direct relationship with turnover intention. High work stress also leads to higher turnover intention among healthcare workers (Zahra Chegini, 2019).

Work-life balance or the conflict between family and work is one of the factors that contribute to work stress (Lai Meng Lee et al. 2023; Brenda Ranee et al. 2022). This study shows that the dimension of work-life balance has a significant relationship with turnover intention. Graduates are not exempt from facing this issue. The conflict arises because individuals fail to balance the roles they need to play after work hours. This occurs due to the workload they bear, such as urgent tasks required by employers outside office hours. This affects individuals' relationships with their families as they try to meet work demands (Lai Meng Lee et al. 2023; Zahra Chegini, 2019).

The factor of personal responsibility is also a contributor to the work-related stress faced by graduates. The preliminary findings of this study reveal a significant relationship between personal responsibility and turnover intention. These findings clearly show that an individual's responsibility in performing tasks, and the risks involved in decision-making related to work will impact their turnover intention (Zainoor Hafizah Darsana et al. 2022; Mohd Juraimy Kadir et al. 2021; Jamilla Syaza Zainourudin et al. 2021). Zainoor Hafizah Darsana et al. (2022) explain that the pressure resulting from the responsibilities individuals carry in fulfilling job demands will influence their consideration to leave the organization. Zahra Chegini (2019) also states that personal responsibility is one of the factors that affects workers' quality of life and leads them to consider turnover.

The Association of Personality Traits and Work Stress on Turnover Intention Among Graduates
Personality traits indeed play a crucial role in the workplace. Nearly every type of job in the world is related to human personality (Gatewood et al. 2010). The findings of this study suggest that several personality traits influence turnover intention, including traits of thrift, agreeableness, and emotional stability. These influences align with the findings of previous studies conducted by Simon and Andrew (2017). Individuals with agreeableness, seen as independent, creative, gentle, polite, and often at peace with their surroundings, will strive to remain in the organization.

Individuals with high thrift traits are seen as cautious, highly disciplined, productive, and enjoy challenges. They are sociable and will make appropriate considerations about the current state of the organization. If the organization fails to meet their expectations and needs, they are likely to consider turnover.

Conversely, this study also reports an unexpected finding: the positive influence of emotional stability on turnover intention. This suggests that high emotional stability in an individual may increase turnover intention. Several previous studies suggest that this may occur due to individual factors, particularly graduates with high aspirations for their career expectations

(Pinnington et al. 2023; Hu et al. 2022; Tang et al. 2021). Unrealistic expectations of current jobs can also drive them to seek other employment. Even when their current job meets their needs, individuals with high emotional stability may still choose to leave the organization (Arora & Dohle, 2019).

Age also plays a role in turnover practices. In this study, the majority of respondents were under 30 years old. Several previous studies also indicate that employees under 30 tend to engage in turnover practices despite having high emotional stability (Hu et al. 2022; Zainoor Hafizah Darsana et al. 2022; Tang et al. 2021). This may be closely related to the individual's ambition. A study by Syamsyinar et al. (2023) also found that preschool teachers under 30 frequently engaged in turnover practices.

Additionally, the demographics of the respondents also contribute to this phenomenon. The majority of respondents work in the private sector, which may affect job security despite their high emotional stability. A study by Siti Nuralieya Syahirah Zahari and Fadilah Puteh (2023) also found that employees in the private sector are more likely to engage in turnover practices. Those in the private sector often "job-hop" in pursuit of better benefits and career advancement (Mahadi et al. 2020). Furthermore, the respondents' educational background plays a role in their consideration of turnover. Most respondents hold a bachelor's degree, suggesting a high cognitive level in evaluating job offers. If an offer surpasses the benefits of their current job, they are likely to consider turnover. As for the work stress variable, the influence shown in this study is positive and significant.

As is well known, work stress is one of the main factors leading someone to leave an organization. This finding is consistent with previous studies that also identified work stress as a key factor in turnover practices (Lai Meng Lee et al. 2023; Brenda Raneer et al. 2022; Zainoor Hafizah Darsana et al. 2022; Elias Hosen, 2022; Mohd Juraimy Kadir et al. 2021; Jamilla Syaza Zainourudin et al. 2021; Nurul Hakimah et al. 2019; Zahra Chegini, 2019). This can be explained by the fact that high work stress leads individuals to experience tension and excessive pressure. If this pressure is not managed well, it can result in burnout, reducing motivation and productivity, ultimately leading to turnover practices (Norehan Hassan et al. 2023; Halizah Mat Rifin & Mahmoud Danaee, 2022; Brenda Raneer et al. 2022).

The study also revealed that factors like work-life balance and personal responsibility do not have a direct influence on turnover practices among graduates. However, work-life balance can positively affect employees. According to Roselina Ahmad Saufi et al. (2023), employees who can balance work and home demands tend to have higher job satisfaction. This satisfaction makes them more comfortable with their current job and reduces their intention to engage in turnover practices.

The influence of personal responsibility on turnover intention may be closely linked to intrinsic motivation factors such as job satisfaction or affective commitment (Roselina Ahmad Saufi et al. 2023; Massoud Moslehpour et al. 2023). For example, when employees feel empowered and supported in their roles, their perception of personal responsibility can increase engagement and reduce turnover intention. However, excessive or unsupported personal responsibility may not show a direct effect but can indirectly influence turnover through work stress or burnout.

Overall, this study provides an initial insight for stakeholders to understand turnover practices frequently occurring among graduates. Organizations need to prioritize individual differences in meeting the career development needs of graduates. The findings clearly show that differences in individual traits affect turnover intention. Therefore, organizations can adopt different approaches in implementing interventions or training programs tailored to their strengths.

Furthermore, organizations should promote appropriate measures to reduce work stress. For instance, they can implement strategies such as encouraging a healthy work-life balance, providing adequate resources for task completion, and fostering open communication between management and staff. This culture will create transparency between the organization and employees, resulting in a win-win situation and creating a highly productive organization.

Another step organizations can take is investing in employee development and training programs, especially for graduates. Although many organizations view graduates as human capital ready for "plug and play," training programs are essential for this group. Organizations cannot solely rely on educational institutions to prepare graduates, as the context and environment in both phases are different. Educational institutions can provide a knowledge foundation, but organizations must also take responsibility for reinforcing the application of knowledge based on experience. Offering training programs, mentorship opportunities, and clear career paths will help graduates adjust and thrive in the organization.

Conclusion

Overall, the findings of this study reveal unexpected results compared to previous studies. The results also provide an explanation to organizations about the key factors contributing to turnover intention and practices among graduates. This will help organizations design appropriate programs or strategies to retain new graduates, ensuring the organization remains competitive and avoids the costs associated with turnover practices. The study also suggests that future research interested in examining this topic could use a mixed-methods design for data collection. The combination of quantitative and qualitative data can provide a clearer understanding of the turnover phenomenon among graduates.

References

- Abbasi, S. M., & Hollman, K. W. (2000). Turnover: The real bottom line. *Public personnel management, 29*(3), 333-342.
- Abd Rahman, N. H., Ismail, S., Ridzuan, A. R., & Abd Samad, K. (2020). The issue of graduate unemployment in Malaysia: Post Covid-19. *International Journal of Academic Research in Business and Social Sciences, 10*(10): 834-841.
- Ahmad Saufi, R., Aidara, S., Che Nawati, N. B., Permarupan, P. Y., Zainol, N. R. B., & Kakar, A. S. (2023). Turnover intention and its antecedents: The mediating role of work-life balance and the moderating role of job opportunity. *Frontiers in Psychology, 14*, 1137945.
- Larasati, A. & Aryanto, D. B. (2020). Job-Hopping and the determinant factors. *Advances in Social Science, Education and Humanities Research, 395*: 54-56.
- Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management, 31*(5): 657-681.

- Azraie, A. & Akmal, N. (2023). Berhenti Bekerja: Bagaimana Membina Potensi Diri Agar Dapat Memilih Karier Yang Diinginkan. Kajang: Iman Publication Sdn. Bhd.
- Petasis, A., Economides, O. (2020). The Big Five personality traits, occupational stress, and job satisfaction. *European Journal of Business and Management Research*. 5(4): 1-7.
- Sijai, A. (2021). The influence of job satisfaction and its effect on employee turnover intention in financial service industry of Malaysia. *European Journal of Economic and Financial Research*. 5(1).
- Balz, A. & Schuller, K. (2021). Always looking for something better? The impact of job insecurity on turnover intentions: Do employables and irreplaceables react differently? *Economic and Industrial Democracy*. 42(1): 142-159.
- Efrial, A. S. & Satrya, A. (2023). The Mediating Effect of Career Adaptability Between Work Social Support, Stress, Satisfaction, And Turnover Intention on Private Sector Employees. *Maker: Jurnal Manajemen*. 9(2): 196 – 207.
- Anon, (2022). Laporan Kajian Pengesanan Graduan 2021: Kebolehpasaran Graduan Pasca Pandemik COVID-19. Putrajaya: Kementerian Pengajian Tinggi.
- Aminuddun, A. N. A., Wahab, S. R. A., Azlan, S. N., Arif, L. S. M., & Abd Mkkti, N. H. (2021). Hubungan Iklim Etika dan Niat Pusing Ganti di Syarikat Berkaitan Kerajaan di Kuala Lumpur: The Relationship between Ethical Climate and Turnover Intention at A Government-Linked Company in Kuala Lumpur. *Journal of Management and Muamalah*. 11(2): 86 – 100.
- Ninggal, A. & Abd Rahman, I. (2021). Fenomena Pusing Ganti Kerja: Faktor Luaran yang Mempengaruhi Pekerja Meninggalkan Organisasi. *Journal of Human Development and Communication*. 10: 55 – 70.
- Azimah Ninggal. Ishak Bin Haji Abd Rahman & Azmi bin Aziz. (2021). Fenomena Pusing Ganti: Faktor Penolak Terhadap Keinginan Meninggalkan Organisasi. *Journal of Islamic, Social. Economics and Development (JISED)*. 6(39): 195 – 210.
- Bikar, S. S., Talin, R., Rathakrishnan, B., Sharif, S., Nazarudin, M. N., & Rabe, Z. B. (2023). Sustainability of Graduate Employability in the Post-COVID-19 Era: Initiatives by the Malaysian Ministry of Higher Education and Universities. *Sustainability*. 15(18): 13536.
- Bothma, C. F., & Roodt, G. (2013). The validation of the turnover intention scale. *SA journal of human resource management*. 11(1): 1-12.
- Chegini, Z., Asghari Jafarabadi, M., & Kakemam, E. (2019). Occupational stress, quality of working life and turnover intention amongst nurses. *Nursing in critical care*. 24(5): 283-289.
- Christopher, J. S. & John, O. P. (2017). The next Big Five Inventory (BFI-2): Developing and assessing a hierarchical model with 15 facets to enhance bandwidth, fidelity, and predictive power. *Journal of personality and social psychology*. 113(1): 117-143.
- Cooper, C. L., & Cartwright, S. (2018). Healthy Mind; Healthy Organization - A Proactive Approach to Occupational Stress 1. Dlm. Managerial. Occupational and Organizational Stress Research. Routledge.
- Dewi, R. S., & Nurhayati, M. (2021). The effect of career development on turnover intention with job satisfaction and organizational commitment as mediators, study at PT Control Systems Arena Para Nusa. *European Journal of Business and Management Research*. 6(4): 11-18.
- Dousin, O., Collins, N., & Kler, B. K. (2019). Work-life balance, employee job performance and satisfaction among doctors and nurses in Malaysia. *International Journal of Human Resource Studies*. 9(4): 306-319.

- Duane P. Schultz & Schultz, S. E. (2017). *Theories of Personality*. Edisi ke-12. USA, Boston: Cengage Learning.
- Durai, P. (2012). *Human Resource Management*. India: Pearson.
- Farradina, S., Halim, F. W., & Sulaiman, W. S. W. (2020). How Does the Impact Of Work-Family Enrichment On Work-Family Conflict And Psychological Well-Being Among Academics' Female In Indonesia? *Test: Engineering & Management*, 83, 26874-26900.
- Francis, B. R., Ahmad, R., & Abdullah, S. M. (2022). Kesan pengantara sokongan organisasi terhadap hubungan antara persepsi keadilan penilaian prestasi dan niat berhenti kerja dalam kalangan anggota polis. *Jurnal Pengurusan*. 65: 1-16.
- Fukui, S., Rollins, A. L., & Salyers, M. P. (2020). Characteristics and job stressors associated with turnover and turnover intention among community mental health providers. *Psychiatric Services*, 71(3), 289-292.
- Gentrit Berisha & Rrezon Lajçi. (2020). Fit to last? Investigating how person-job fit and person-organization fit affect turnover intention in the retail context. *Organizations and Markets in Emerging Economies*. 11(2): 407-428.
- Haenggli, M., & Hirschi, A. (2020). Career adaptability and career success in the context of a broader career resources framework. *Journal of vocational behavior*. 119:103414.
- Hair, Jr. J.F., Black, W.C., Babin, B.J. & Anderson, R.E. 2010. *Multivariate Data Analysis: A Global Perspective*. New Jersey: Pearson Prentice Hall.
- Halama, P., Kohút, M., Soto, C. J., & John, O. P. 2020. Slovak adaptation of the Big Five Inventory (BFI-2): Psychometric properties and initial validation. *Studia Psychologica*, 62(1): 74-87.
- Hashim, I. M., & Tajuddin, N. 2022. Menangani Pengangguran Golongan Belia Era Pasca Pandemi Covid-19. *Pasca Pandemi Covid-19: Adaptasi Kebiasaan Baru*, 44.
- Hashim, S., Hamzah, S. R. A., & Abd Rahim, N. A. 2023. Meneroka Faktor-Faktor Niat Pusing Ganti dan Pengekalan dalam Kalangan Pengasuh Taska.9 (3): 1-11
- Hosen, M. E. 2022. Factors affecting employee turnover in multinational companies in Malaysia. *Malaysian Management Journal*. 26: 31-54.
- Hu, H., Wang, C., Lan, Y., & Wu, X. 2022. Nurses' turnover intention, hope and career identity: the mediating role of job satisfaction. *BMC nursing*. 21(1): 43.
- Islam, M. A., Jantan, A. H., Yusoff, Y. M., Chong, C. W., & Hossain, M. S. 2023. Green Human Resource Management (GHRM) practices and millennial employees' turnover intentions in tourism industry in malaysia: Moderating role of work environment. *Global Business Review*. 24(4): 642-662.
- Jean M. Phillips & Stanley M. Gully. 2015. *Strategic Staffing*, Edisi ke-3. England: Pearson Education.
- Kadir, M. J., Ridzuan, A. A., & Zainol, N. A. M. 2021. Hubungan Kecerdasan Emosi Dengan Tekanan Kerja Dan Kepuasan Kerja Dalam Kalangan Anggota Tentera Darat Malaysia. *Zulfaqar Journal of Defence Management, Social Science & Humanities*. 4(2).
- Ketkaew, C., Manglakakeeree, O., & Naruetharadhol, P. (2020). The interrelationships of work-related factors, person-environment fit, and employee turnover intention. *Cogent Business & Management*, 7(1), 1823580.
- Khan, M. M. R. (2020). Covid-19's impact on Fresh Graduate's Job Market in Bangladesh: An observational study. *Journal of Business and Management Studies*. 2(1): 40-48.
- Krishna, C., & Garg, A. (2022). Employee Retention: An Important Factor for Strategies Development. *ANWESH: International Journal of Management & Information Technology*. 7(1).

- Kundi, Y. M., Sardar, S., & Badar, K. (2022). Linking performance pressure to employee work engagement: the moderating role of emotional stability. *Personnel Review*. 51(3): 841-860.
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management science letters*. 9(6): 877-886.
- Laily, N., Setyorini, N., Rahayu, R., Rochdianigrum, W. A., & Lestari, M. (2020). Burnout moderation: Job insecurity and turnover intention. *International Journal of Innovation, Creativity and Change*. 12(6).
- Lee, L. M., Gan, S. W., & Chia, Y. S. (2023). Investigating the Effects of Work-Family Conflict on Turnover Intention of ICT Employees in Malaysia. *Makara Human Behavior Studies in Asia*. 27(1): 4.
- Lee, E. K., & Kim, J. S. (2020). Nursing stress factors affecting turnover intention among hospital nurses. *International journal of nursing practice*, 26(6), e12819.
- Lim, C. S., & Saraih, U. N. (2020). The relationship between organizational justice and turnover intention among Malaysian ICT employees. *International Journal of Business and Technopreneurship*. 10(3): 323-330.
- Mahadi, N., Woo, N. M., Baskaran, S., & Yaakop, A. Y. (2020). Determinant factors for employee retention: Should I stay. *International Journal of Academic Research in Business and Social Sciences*. 10(4): 201-213.
- Ma'dan, M., Ismail, M. T. & Daud, S. (2020). Strategies to enhance graduate employability: insights from Malaysian public university policymakers. *Malaysian Journal of Learning and Instruction*. 17(2): 137-165.
- Mat Rifin, H., & Danaee, M. (2022). Association between burnout, job dissatisfaction and intention to leave among medical researchers in a research organisation in Malaysia during the COVID-19 pandemic. *International journal of environmental research and public health*. 19(16): 10017.
- Mohamad, N. I., Ibrahim, N., Abd Rahman, I., & Ismail, A. (2022). Hubungan Di Antara Tekanan Kerja Dengan Kesejahteraan Keluarga. *Journal of Social Sciences & Humanities e-BANGI*. 19(7): 52-62.
- Kadira, M. J., Ridzuana, A. A. & Zainola, N. A. M. (2021). Hubungan Kecerdasan Emosi Dengan Tekanan Kerja Dan Kepuasan Kerja Dalam Kalangan Anggota Tentera Darat Malaysia. *Zulfaqar Journal of Defence Management, Social Science & Humanities*. 4(2).
- Moslehpour, M., Firman, A., Sulistiawan, J., Lin, P. K., & Nguyen, H. T. T. (2023). Unraveling the Puzzle of Turnover Intention: Exploring the Impact of Home-Work Interface and Working Conditions on Affective Commitment and Job Satisfaction. *Behavioral Sciences*, 13(9), 699.
- Hassan, N., Halif, M. M., Ariffin, N., Aminudin, A. S. & Sumardi, N. A. (2023). Burnout As Predictor Towards Employee Turnover Intention: The Moderating Roles of Emotional Intelligence. *Journal of Survey in Fisheries Sciences*. 2168-2177.
- Zakaria, N. S., Yussof, K. Y. S. K. M., Ibrahim, D. & Tibok, R. P. (2020). Career After Graduation: Future Graduates'perceptions of Job Attributes in Small And Medium Enterprises (SMEs) And Multi-National Corporations (MNCs). *e-BANGI Journal of Social Sciences and Humanities*. 17(6): 252-264.
- Husin, N. A., Rasli, S., Kumar, M. S. G. & Suppiah, G. (2021). Unemployment crisis among fresh graduates. *American International Journal of Social Science Research*, 10(1): 1-14.

- Basir, N. M., Zubairi, Y. Z., Jani, R. & Wahab, D. A. (2022). Soft skills and graduate employability: Evidence from Malaysian tracer study. *Pertanika Journal of Social Sciences & Humanities*. 30(4).
- Salahuddin, N. F. M., Mahpar, N. S. & Ishak, M. F. (2023). The relationship between employability skill and job mismatch towards graduates' unemployment. *Information Management and Business Review*. 15(3)(1): 96-104.
- Omar, M. K., Aluwi, A. H., Fauzi, M. W. M., & Hairpuddin, N. F. (2020). Work stress, workload, work-life balance, and intention to leave among employees of an insurance company in Malaysia. *International Journal of Business, Economics and Law*: 21(2), 70-78.
- Pinnington, A., Mir, F. A., & Ai, Z. (2023). The significance of general skills training for early career graduates: relationships with perceived organizational support, job satisfaction and turnover intention. *European Journal of Training and Development*.
- Rahman, H. A. (2020). PERANAN KERAJAAN DALAM MENTRANSFORMASI PEMBANGUNAN SUMBER LUAR BANDAR. *Pembangunan Sumber di Luar Bandar*, 1.
- Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*. 11(2): 511-518.
- Rasool, S. F., Wang, M., Zhang, Y., & Samma, M. (2020). Sustainable work performance: the roles of workplace violence and occupational stress. *International Journal of Environmental Research And Public Health*, 17(3), 912.
- Robert D. Caplan. (1987). Person-Environment Fit Theory and Organizations: Commensurate Dimensions, Time Perspectives, and Mechanisms. *Journal of Vocational Behavior*. (31): 248-267.
- Robert, D. Gatewood, Hubert, S. Feild, M. B. (2010). *Human Resource Selection*. USA: Cengage Learning.
- Salleh, A. M. M., Omar, K., Aburumman, O. J., Mat, N. H. N., & Almhairat, M. A. (2020). The impact of career planning and career satisfaction on employee's turnover intention. *Entrepreneurship and Sustainability Issues*, 8(1), 218.
- Selye, H. (1950). Stress and the general adaptation syndrome. *British medical journal*. 1(4667), 1383.
- Tang, X., & Li, X. (2021). Role stress, burnout, and workplace support among newly recruited social workers. *Research on Social Work Practice*, 31(5), 529-540.
- Tsaousoglou, K., Koutoulas, D., & Stavrinoudis, T. (2022). Personality and commitment as predictors of turnover intentions among Greek employees in the lodging industry. *European Journal of Tourism Research*, 31, 3111-3111.
- Topino, E., Di Fabio, A., Palazzeschi, L., & Gori, A. (2021). Personality traits, workers' age, and job satisfaction: The moderated effect of conscientiousness. *PloS one*, 16(7), e0252275.
- Williams, S., & Cooper, C. L. (1998). Measuring occupational stress: development of the pressure management indicator. *Journal of occupational health psychology*. 3(4): 306.
- Zahari, A. E., Supriyati, Y., & Santoso, B. (2020). The Influence of Compensation and Career Development Mediated Through Employee Engagement Toward Turnover Intention of The Permanent Officers Employees at The Head Office of PT Bank Syariah Mandiri. *In Journal of International Conference Proceedings* (Vol. 3, No. 1, pp. 22-40).
- Zahari, S. N. S., & Puteh, F. (2023). Gen Z workforce and job-hopping intention: A study among university students in Malaysia. *Sciences*. 13(1): 902-927.

Darsana, Z. H., Abdull Rahman, R. H., Zainib, F. & Abdul Patah, S. (2022). Kajian Mengenai Perbezaan Niat Berhenti Kerja Dalam Kalangan Guru Sekolah Agama Swasta. *Jurnal Kemanusiaan*, 20-26.

Zainourudin, J. S., Norazman, I., Omar, R., & Shaari, R. (2021). Hubungan antara Konflik Kerja-Keluarga dan Niat Berhenti Kerja:[The Relationship between Work-Family Conflict and Turnover Intention]. *Sains Humanika*, 13(2-2).