THE EFFECT OF LONELINESS AT WORK INTENTION TO LEAVE WITH RESILIENCE AS A MODERATING VARIABLE STUDY AT BANK X IN JAKARTA

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Informasi	Abstract
	This study aims to examine the effect of loneliness at work on intention to leave with resilience as a moderating variable. The study was conducted on back office employees at Bank X, Jakarta, using a quantitative approach. Data were collected through questionnaires from 120 respondents and analyzed using Partial Least Square (PLS). The results showed that loneliness at work has a positive influence on intention to leave. Resilience is proven to moderate the relationship between loneliness at work and intention to leave, where individuals with high levels of resilience tend to be better able to deal with the negative impact of loneliness at work. This research is expected to provide theoretical contributions to the organizational psychology literature as well as practical implications for managing human resources, especially in reducing turnover rates. ***Keywords :** loneliness at work, intention to leave, resilience, moderated, employees back office.*

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh kesepian di tempat kerja terhadap niat untuk keluar dengan resiliensi sebagai variabel moderasi. Penelitian dilakukan pada karyawan back office Bank X Jakarta dengan menggunakan pendekatan kuantitatif. Data dikumpulkan melalui kuesioner terhadap 120 responden dan dianalisis menggunakan Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa kesepian di tempat kerja mempunyai pengaruh positif terhadap niat untuk berhenti. Resiliensi terbukti memoderasi hubungan antara kesepian di tempat kerja dan niat untuk keluar, dimana individu dengan tingkat resiliensi yang tinggi cenderung lebih mampu menghadapi dampak negatif dari kesepian di tempat kerja. Penelitian ini diharapkan dapat memberikan kontribusi teoritis terhadap literatur psikologi organisasi serta implikasi praktis untuk pengelolaan sumber daya manusia, khususnya dalam mengurangi tingkat turnover.

***Kata Kunci :** kesepian di tempat kerja, niat untuk keluar, ketahanan, moderasi, karyawan kembali ke kantor.*

A.   INTRODUCTION

In the era of increasingly fierce global competition, organizational success depends not only on the excellence of products or services, but also on the stability and engagement of its human resources (HR). In this context, the banking industry has its own challenges, especially for back office employees who tend to have lower levels of social interaction compared to front office employees. Data from Infobank Research Bureau (2023) shows that the number of commercial bank employees in Indonesia has decreased significantly from 489,454 people in 2014 to 441,145 people in 2023. This decline highlights the importance of companies' efforts to retain their employees.

Bank X, which is the location of this study, also faces similar challenges. The bank's employee turnover rate increased from 10.1% in 2021 to 10.5% in 2023. This phenomenon not only impacts recruitment and training costs, but also disrupts the organization's operational sustainability. One of the main causes of the high turnover rate is loneliness at work, which is a feeling of loneliness that arises from a lack of meaningful social relationships at work.

Loneliness at work is not a new phenomenon, but its impact is increasingly relevant to discuss, especially in an era of digitalization that reduces direct interaction between individuals. Previous research by Ozcelik and Barsade (2018) showed that loneliness at work can reduce productivity, decrease employee engagement, and increase intention to leave. In a demanding work environment, such as in the banking sector, the risk of loneliness can increase due to the nature of work that tends to be individualized and emphasizes achieving operational targets.

In addition to loneliness at work, another variable of concern in this study is resilience. Resilience is defined as an individual's ability to adapt and bounce back from stress or difficult situations. In the context of the workplace, resilience serves as a buffer that can reduce the negative impact of loneliness at work on intention to leave. Research by Yang and Wei (2020) confirms that employees with high levels of resilience are better able to manage emotional distress, thus having a lower tendency to leave the organization.

This study aims to fill the research gap regarding the relationship between loneliness at work and intention to leave, with resilience as a moderating variable. By analyzing the interaction between these three variables, the study is expected to make a theoretical contribution to the organizational psychology literature while offering practical implications for human resource management.

The benefits of this research include theoretical and practical aspects. Theoretically, this research can enrich the literature on the dynamics of organizational psychology, especially related to the role of resilience in moderating the impact of loneliness at work. Practically, the results of this study are expected to be the basis for management to design policies that support employee psychological well-being, so as to reduce turnover rates.

By understanding the relationship between loneliness at work, intention to leave, and resilience, organizations can develop more effective strategies to create a work environment that supports employee engagement. These strategies are not only important to increase job satisfaction, but also to ensure the long-term sustainability of the organization's operations.

B.   LITERATURE REVIEW
1.   Loneliness at Work

Loneliness at work is a feeling of loneliness that arises from a lack of meaningful social interaction in the work environment. This phenomenon can be caused by social isolation, limited interaction, and lack of support from coworkers or superiors (Ozcelik & Barsade, 2018). Research shows that workplace loneliness can decrease job satisfaction, increase stress, and ultimately affect employee productivity. In an organizational context, loneliness at work can also result in increased employee intention to leave the job (Yang & Wei, 2020).

Factors that influence loneliness at work include individual characteristics, organizational structure, and work culture. Individual characteristics such as introverted personalities tend to increase the risk of loneliness. Meanwhile, organizations that have a competitive work culture with minimal social support also have the potential to exacerbate loneliness at work (Wright & Silard, 2021).

2.   Intention to Leave

Intention to leave refers to an employee's intention to leave the organization in the near future. Factors that drive intention to leave include job dissatisfaction, low organizational commitment, and high work pressure (Allen et al., 2017). Research shows that employees who feel lonely at work have a greater tendency to seek opportunities elsewhere (Hom et al., 2017).

In an organizational context, intention to leave is often an early indicator of actual turnover. High levels of intention to leave not only increase recruitment and training costs, but also disrupt the operational stability of the organization. Therefore, it is important for organizations to identify and manage factors that influence employees' intention to leave (Rubenstein et al., 2018).

3.   Resilience

Resilience is an individual's ability to adapt and bounce back from difficult or stressful situations. In the context of work, resilience helps employees manage work stress and pressure, thereby improving their psychological well-being (Masten & Cicchetti, 2016). Research shows that employees with high levels of resilience tend to have better job satisfaction and intention to stay in the organization (Luthans et al., 2006).

Factors that influence resilience include social support, emotion regulation, and individual experiences in facing challenges. Organizations can improve employee resilience through training and development programs, such as stress management training and strengthening adaptation skills (Bonanno, 2014).

4.   Previous Research

Previous research shows a significant relationship between workplace loneliness and intention to leave. Ozcelik and Barsade (2018) highlighted that workplace loneliness not only decreases employee productivity but also increases their desire to leave the job. This research supports the view that emotional factors such as loneliness can affect organizational stability, especially in the context of administrative work with minimal social interaction.

Zhang and Zhang's (2022) research extends these findings by showing that resilience plays a moderating role that reduces the negative impact of loneliness on turnover intention. In the Chinese study, employees with high resilience showed better ability to deal with the stress of loneliness, so they were less likely to be encouraged to leave their jobs. This is in line with research by Liu et al. (2021) which confirms the role of resilience in reducing the impact of loneliness on turnover intention through better management of emotional stress.

Another study by Johnson and Williams (2020) highlighted that a supportive work environment can increase employee resilience, which in turn reduces turnover intention. This study emphasizes the importance of organizational strategies that include resilience training and social support in the workplace. Similar results were also found by Martínez et al. (2019), who showed that resilience not only helps individuals deal with loneliness but also moderates the relationship between job stress and turnover intention.

Overall, the existing literature suggests that the relationship between workplace loneliness and turnover intention can be moderated by resilience, which plays an important role in maintaining employees' emotional stability. These studies provide a strong basis for further research in exploring interventions that can enhance employee resilience, especially in the banking sector.

5.   Framework of Thought

The following figure illustrates the research conceptual framework that will be examined in this study

Picture 1. Conceptual Framework Scheme
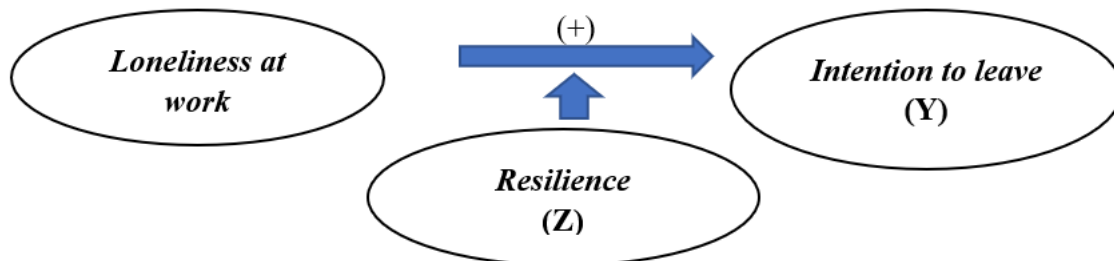
Source: processed by the author

C.   RESEARCH METHODOLOGY
1.   Data and Data Sources

Primary data in this study were obtained directly from the field through data collection methods using interviews and questionnaires. Questionnaires were distributed to 120 back office employees at Bank X, Jakarta, who were selected purposively. Respondents came from various divisions in the company to ensure balanced representation. Data was obtained through questionnaires distributed to 120 back office employees at Bank X, Jakarta.

The data collection method in this study was carried out using a digital-based questionnaire through the Google Form (GForm) platform. This questionnaire is designed in a format that is easily accessible and filled in by respondents. The GForm access link was then distributed directly through the WhatsApp (WA) group to each division at Bank X which was the object of research. This approach was chosen to ensure efficiency and ease in reaching respondents who were spread across various divisions, so as to increase their participation rate. Dissemination of questionnaires through groups

2.   Operational Definition and Measurement

a.   Loneliness at Work is defined as feelings of loneliness and isolation experienced by individuals in the work environment, which can affect their emotional well-being and performance.

b.   Intention to Leave is an individual's intention or desire to leave their current job in the near future.

c.   Resilience is an individual's ability to adapt and recover from difficult or stressful situations at work.

3.   Data Analysis Technique

Data analysis techniques are carried out through several stages, starting with descriptive analysis to describe the characteristics of respondents and the distribution of data on research variables. Furthermore, data validity and reliability were tested using Convergent Validity, Discriminant Validity, Cronbach's Alpha, and Composite Reliability. The measurement (outer model) and structural (inner model) models were evaluated using R-Square and Q-Square values to measure predictive power. Hypotheses were tested through bootstrap resampling with significance criteria of t-statistic (> 1.96) or p-value (< 0.05). Moderation was tested with an interaction approach to analyze the effect of Resilience on the relationship of Loneliness at Work and Intention to Leave. All analyses were conducted with SmartPLS software, and the results are presented in tables and graphs to clarify the findings.

D.   RESULTS AND DISCUSSION

1.   Research Results

This research takes data from the results of questionnaires that have been filled in through G-form by 120 respondents from various divisions which include back office employees at Bank X in Jakarta.

2.   Data Analysis Results

Based on data obtained from 120 respondents, the majority of respondents were male (70.8%), with the proportion of women amounting to 29.2%. In terms of age, most respondents were in the age range of 31-40 years (49.1%), followed by respondents aged 20-30 years (35.8%), and the rest were aged 41 years and over (15%). The education level shows that the majority of respondents have a Bachelor's degree (S1) as much as 72%, while 13% of respondents have completed postgraduate education (S2). In terms of length of work, most respondents have less than one year of work experience (39%), followed by those who work between 1-5 years (35%).

Convergent validity testing shows that all indicators have loading factor values above 0.7, which means that each indicator has a significant contribution in reflecting its construct. Discriminant validity also meets the criteria, where the AVE value of each construct is higher than the correlation between other constructs. This indicates that each of the research variables-Loneliness at Work, Intention to Leave, and Resilience-can be distinguished empirically.

The results of the reliability test with Cronbach's Alpha and Composite Reliability show values exceeding 0.7 for all variables, indicating that the instruments used have sufficient internal consistency. Thus, all indicators are considered reliable for use in further analysis.

The analysis results show that the Intention to Leave variable has an R-Square value of 0.48. This indicates that 48% of the variance of Intention to Leave can be explained by the influence of Loneliness at Work and Resilience, while the rest (52%) is influenced by other factors outside the research model. In addition, the positive Q-Square value indicates that this model has good predictive relevance, so it can be relied upon to test the relationship between variables.

The results of hypothesis testing show that Loneliness at Work has a significant positive effect on Intention to Leave ($t = 3.25$; $p < 0.05$). This means that the higher the level of loneliness employees feel at work, the more likely they are to have an intention to leave their job. In contrast, Resilience has a significant negative effect on Intention to Leave ($t = -2.84$; $p < 0.05$), indicating that employees with high levels of resilience tend to have lower turnover intentions.

Resilience was shown to moderate the relationship between Loneliness at Work and Intention to Leave with a significant negative effect ($t = -2.60$; $p < 0.05$). That is, resilience is able to reduce the negative impact of loneliness on intention to leave work. Employees with high resilience are better able to cope with emotional distress and feelings of loneliness compared to those with low levels of resilience.

Moderation by Resilience suggests that employees who have good adaptability and emotional resilience tend to be more resistant to the negative impact of loneliness at work. In contrast, employees with low levels of resilience are more susceptible to such negative influences, making them more likely to have intentions to leave their jobs.

3.   Review

The results show that loneliness at work significantly affects employees' intention to leave work. Or it can be said that the results show that Loneliness at Work has a significant positive effect on Intention to Leave, meaning that the higher the loneliness at work, the greater the employee's intention to leave the job. In contrast, Resilience has a significant negative effect on Intention to Leave, where employees with high resilience tend to have a lower intention to change jobs. In addition, Resilience was shown to moderate the relationship between Loneliness at Work and Intention to Leave with a significant negative effect, which suggests that resilience is able to reduce the negative impact of loneliness on turnover intention. These

results reinforce the importance of resilience as a protective factor for employees in dealing with loneliness at work.

This condition is reinforced by data showing that a work environment that is less supportive of social interaction and a sense of employee connectedness can increase emotional stress levels and lead to a desire to move. However, employee resilience is shown to be an important factor that can weaken the relationship. Resilience helps employees deal with the emotional stress of loneliness and maintain commitment to the organization.

Practically, this study emphasizes the importance of organizations in managing social dynamics in the workplace and encouraging programs that increase employee resilience, such as stress management training and social support. Thus, organizations can reduce high turnover rates due to intention to leave. The findings make a significant contribution to the organizational psychology literature and provide guidance for management to create a more inclusive and supportive work environment. The research also suggests a holistic approach to addressing loneliness in the workplace, ultimately improving organizational stability and productivity.

E.   CONCLUSION

Based on the findings above that the author describes, the author will draw the following conclusions: There is a positive and significant effect of loneliness in the workplace on employees' desire to change jobs at Bank X in Jakarta. This is evidenced by the positive path coefficient of 0.377 and t count of 5,129 and a probability of 0.000. This means that the greater the employee's perception of loneliness in the workplace, the greater the employee's desire to change workplaces and vice versa.

There is a negative and significant influence of one's mental resilience on the desire to change workplaces at Bank X company in Jakarta. This is evidenced by the negative path coefficient of -0.349 and t count of 4.817 and a probability of 0.000. This means that the greater a person's mental resilience, the lower the desire to change workplaces and vice versa.

There is a negative and significant influence of one's mental resilience on the desire to change workplaces moderated by Resilience at Bank X company in Jakarta. This is evidenced by the negative path coefficient of -0.194 and t count of 2.616 and a probability of 0.009. This means that resilience as a moderator variable can affect this relationship, where resilience plays a role in reducing the negative effects of loneliness on the desire to change jobs.

Resilience can be a protective factor for employees who feel lonely at work, so that it can reduce their desire to find a new job. and vice versa.

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