

CHAPTER 1 INTRODUCTION

1.1 Research Background

According to the West Kalimantan Central Statistics Agency (BPS), the population of West Kalimantan will be 5.47 million in 2021. In terms of employment, the population is divided into two groups: those of working age and those of non-working age. In Indonesia, the working-age population is defined as anyone aged 15 and up. There is a labour force and there is no labour force among the working-age population. According to the results of the August 2020 Sakernas, the working-age population in West Kalimantan reached 3.79 million people. Meanwhile, West Kalimantan has a workforce of 2.60 million people. Employment is one factor that can influence a population's level of well-being. Information on employment can be used for economic development planning and evaluation. The Labour Force Participation Rate (TPAK) is one indicator that can capture employment. According to data from the National Labour Force Survey (Sakernas), the TPAK rate in West Kalimantan has increased from 68.51 percent (2019) to 68.83 percent (2020).

The 2020 Population Census was conducted by the Central Statistics Agency (BPS). Based on these findings, West Kalimantan's annual population growth rate from 2010 to 2020 is 2.04 percent, higher than the 1.66 percent growth rate from 2000 to 2010. Meanwhile, the composition of the population of West Kalimantan has been dominated by Gen Z, which is 29.95 percent. The number of people 15 years and older working in West Kalimantan in 2020 is 2.46 million, with 14.25 percent of this figure coming from the 15-24 age group. The highest diploma owned by 24.56 percent of the working population is a high school diploma with the second highest serial number after an elementary school diploma, and residents with a diploma above high school are in the lowest position, accounting for only 8.78 percent.

Human capital is one of five types of sustainable capital forms discussed in Jonathon Porritt's book 'Capitalism As If The World Matters' (First published in 2005, Page last updated in December 2020). People's health, knowledge, skills, and motivation comprise human capital. All of these things are required for productive work. At this time, health (both physical and mental) is an essential component of human capital. According to the World Economic Forum (WEF), human capital is based on four pillars: three core pillars that determine education, health, and job opportunities, as well as another factor, namely the environment, which increases the value of human capital. Health is a vital aspect of human life. In order to ensure the highest possible worker productivity, it is necessary to have a harmonious balance between the factors that affect worker productivity, one of which is work capacity. A person's health, both physical and mental, has a significant impact on his or her ability to work. The health and well-being pillar addresses aspects of happiness as measured by depression and stress levels.

Humans' mental health, as well as their physical health in general, is important. Other aspects of a person's life will function more optimally if his mental health is in good condition. A good physical health condition cannot be separated from a good mental health condition. The concept of Person in Environment describes how the presence of individuals in an environment influences one another. The individual's presence creates dynamic conditions for the environment, and the environment affects the individual directly or indirectly, causing changes in certain individuals. This explains how someone suffering from mental health disorders is a result of the individual's inability to adapt to their surroundings. Individuals with good mental health are free of all types of mental disorders and are able to function normally in carrying out their lives, particularly in adjusting to problems that may arise throughout their lives. According to the World Health Organization, mental health is a state of conscious individual well-being in which there are abilities to manage normal life stresses, work productively and productively, and participate in their community.

The health-related fields have written the most about mental health. There has been little research on this topic in the human resource and management fields.

This is very concerning, given the reported high number of workers suffering from mental health issues. As a result, the lack of research on the subject has made it difficult for human resource professionals, managers, and practitioners to understand how workers relate to one another and how they can help victims. For both economic and humanistic reasons, human resource professionals must understand mental illness. Employees with mental illnesses cost organizations millions of dollars, according to the World Health Organization. This financial loss is due to decreased productivity and increased absenteeism among employees suffering from mental illnesses. In order for the employer to empower the employee and minimize economic loss, human resources must understand the employees' mental wellness. Access to quality employment opportunities for people with mental illnesses is thus a social imperative.

Human Resource (HR) departments are in charge of activities that cover a wide range of core functions. HR activities are divided into five categories: recruiting, development, compensation, safety and health, and employee and labour relations. However, health safety has become a major shift in rethinking and strategizing the role of HRMs in the health safety of its employees, particularly since the outbreak of COVID-19. Furthermore, because of the impact of COVID-19 on employee mental health, there is a need to train and educate HRPs on the subject. HR now has a responsibility to protect the rights and freedoms of mentally ill employees. HR now has a responsibility to protect the rights and freedoms of mentally ill employees. They must address cultural and traditional beliefs, the assumption of unproductivity, and the unwillingness to accommodate and hire such people, among other issues.

According to WHO data, there were 264 million people in the world experiencing depression in 2019. Depression is a leading cause of disability. Suicide is the second leading cause of death among people aged 15 to 29. People with severe mental illnesses die at a young age. Mental health issues can have a significant impact on all aspects of life, including academic or occupational performance, relationships with family and friends, and ability to participate in

society. Depression and anxiety, two of the most common mental health conditions, cost the global economy \$1 trillion each year.



Figure 1.1 Prevalence of Depression in Indonesia
Source: Basic Health Research (RiskesDas) reports

Mental health is one of the issues that has received insufficient attention in Indonesia. In fact, the number of people suffering from mental illnesses continues to rise. The Ministry of Health's Research and Development Agency (Kemenkes) collected data for the 2018 Basic Health Research (Riskesdas) from 300,000 household samples (1.2 million people) in 34 provinces, 416 districts, and 98 cities. Based on a variety of data and health information, points about mental disorders show a significant increase in the proportion. This is due to the fact that, when compared to the 2013 National Riskesdas, the prevalence of mental emotional disorders increased from 6.0 percent to 9.8 percent, and data on the prevalence of depression at the 2018 Riskesdas shows a figure of 6.1 percent.

Table 1.1
West Kalimantan Mental Health Prevalence

Year	Mental Health Indicators	Average value	Value Range
2013	Emotional Mental Disorder	2.5%	-
2018	Emotional Mental Disorder	10.9%	10.0% - 11.8%

	Depression	6.2%	5.6% - 6.8%
--	------------	------	-------------

Source: National Basic Health Research (RisKesDas) reports

Then there's West Kalimantan's mental health crisis, which has gotten much worse. According to Riskesdas, the prevalence of mental emotional disorders in West Kalimantan risen from 2.5 percent (2013) to 10.9 percent (2018), and the prevalence of depression was 6.2 percent in 2018.

Table 1.2
West Kalimantan Mental Health Prevalence based on Age Characteristics

Year	Mental Health Indicators	Age Group Characteristics	Average Value	Value Range
2018	Emotional Mental Disorder	15 - 24	10.0%	9.7% - 10.3%
		25 - 34	8.5%	8.2% - 8.8%
		35 - 44	9.0%	8.8% - 9.3%
	Depression	15 - 24	6.2%	5.9% - 6.4%
		25 - 34	5.4%	5.2% - 5.6%
		35 - 44	5.6%	5.4% - 5.8%

Source: National Basic Health Research (RisKesDas) reports

When the prevalence data was subdivided by age group, mental emotional disorders and depression rates were fairly high in the 15-to-24-year age group, with 10.0 percent and 6.2 percent, respectively.

Indicators of emotional mental health disorders are generally characterized by abnormal symptoms, specifically in emotions, thoughts, interpersonal relationships, and behaviour (Khoiriyah & Handayani, 2020). According to Beck and Alford (2009), depression is a psychological disorder characterized by changes in feelings, cognition, and individual behaviour. Individuals suffering from depression may experience sadness, loneliness, a decrease in self-esteem, and withdrawal behaviour from their surroundings. According to the World Health Organization (WHO) in 1974, indicators of mental health include: emotionally healthy (a person who is emotionally healthy will feel satisfied with what is in him, happy, pleasant, calm, and able to control himself.), psychologically healthy (a psychologically healthy individual can accept all of his shortcomings.), socially healthy (socially healthy individuals are well accepted in social life, easy to get

along with.), and free from mental illness (It means that the individual is free from a disease that causes changes in the way of thinking, mood, and behaviour.).

Corona Virus 2019 first appeared in Wuhan, resulting in numerous deaths up to this point. According to the Indonesian Ministry of Health (Kemenkes), the impact of the Covid-19 pandemic increased the number of cases of mental disorders and depression in Indonesia by 6.5 percent. Mental illnesses and depression affect approximately 12 million people of working age. Furthermore, data show that 20% of the population is at risk of developing mental health problems. According to the West Kalimantan Provincial Government's Health Profile, there will be 12,546 visits by patients with mental disorders in 2020. Most cases of mental disorders and depression are influenced by both internal and external factors such as psychological, biological, social interactions, family, and school.

Personal life factors are responsible for the majority of cases of mental disorders and depression. In order to maintain a work-life balance, we must ensure that our personal lives do not interfere with our professional lives. But it's a different story if the issue in your personal life is one of health, particularly mental health. Previous research found that depression, anxiety, and stress (mental health) had a significant effect on turnover intention. These findings contribute to the body of knowledge by shedding light on the role of mental health in employee turnover intentions. As a result, the findings of this study suggest that mental health should be considered an important factor in predicting employee turnover intentions.

Millennials have always prioritized mental health at work. According to a study conducted by Mind Share Partners, SAP, and Qualtrics, 50% of millennials and 75% of Generation Z have left work due to mental health issues. This study is based on a survey of 1,500 people aged 16 and up who work full-time in the United States. This demonstrates a shift in consciousness across generations. Given that millennials are also known as the "therapy generation," the shift is unsurprising. They are aware of their mental health and contribute to the de-stigmatization of therapy. Therapy is viewed as a form of self-improvement by Millennials. In fact, 86 percent of respondents in the Mind Share Partners, SAP, and Qualtrics study said that companies should also support their employees' mental health. Mental

health is the next frontier of diversity and inclusion, and employees expect their employers to address it. They anticipate that the company will provide the necessary assistance to employees. Employees want HR in the company to support mental health in the workplace not only by increasing engagement, but also by providing mental health training, clearer information about resources, and a more open culture about mental health at work.

Michael Page Indonesia, a professional recruitment services firm, has released the 'Talent Trends 2022 Report,' titled 'The Great X,' which includes prominent employment insights, 68% of Indonesian workers are willing to forego salary, promotions, or bonuses for better mental health conditions. This figure is higher than the Asia Pacific average of only 65%. The Great Resignation has been taking place in Indonesia for the past two years, sparked by the global pandemic, and will only intensify in 2022. According to the same report, as many as 74% of workers in Asia Pacific plan to resign within the next six months in 2022. Meanwhile, the percentage of workers in Southeast Asia planning to resign is even higher, with 81 percent in Thailand and 84 percent in Indonesia.

The scenario of the Great Resignation is very frightening and very attached. According to a Microsoft survey of over 30,000 workers, 41% are considering quitting, with that figure expected to rise to 54% among Gen Z workers alone. This is not expected to end and will continue in the future (Kane, 2021). According to OECD data, 20 million fewer people are returning to work in 38 countries (Taylor, 2021), of which 14 million claims to have left the workforce and can be classified as 'not working' or 'currently not looking for work.' The resignation rate is much higher in low-wage workers than in higher-wage workers, and the industries most affected include hospitality, transportation, retail, education, and so on (Patel, 2022). Furthermore, over a million employees are expected to resign, resulting in an all-time high attrition rate of 23% in the tech sector (Kajarekar, 2021). In terms of cohort, Gen Z and millennium workers are the most likely to switch, followed by Gen X and then Baby Boomers (Smith, 2021).

Prioritizing mental health is one of the things that is expected to receive more attention. Aside from the physical health of employees, the company or

superiors are strongly advised to take care of their mental health, especially in the aftermath of the pandemic. Management must provide an ideal working environment for employees. Make certain that employees are not overburdened with work. The majority of millennial and Gen-Z respondents said they would quit a job that prevented them from enjoying life. This is in contrast to the older baby boomers. According to the survey, millennials and Gen-Z had higher rates of mental health symptoms and symptoms that lasted longer. They were more likely to have received mental health treatment and felt more at ease discussing mental health at work.

It is hoped that every employee in the company has a low turnover intention, as this is an indication of how well the company manages its human resources (Triharso, 2013). Today, a high level of turnover intention can have a negative impact on the company because it can create instability in the workforce's condition, decrease productivity, create an unfavourable work environment, and have an impact on the loss of existing opportunities. The importance of turnover intention is being investigated because the level of turnover intention is still the most intense and crucial discussion today and, in the future, because the company cannot grow without qualified employees.

In regards to turnover intention, one phenomenon that deserves consideration is the bottom-line mentality, particularly that of supervisors. According to a Baylor University-led study titled "The Influence of Supervisor Bottom-Line Mentality and Employee Bottom-Line Mentality on Leader-Member Exchange and Subsequent Employee Performance," supervisors who focus solely on profits at the expense of caring about other important outcomes, such as employee well-being or environmental or ethical concerns, are harmful to employees. As a result, relationships with the supervisor are labelled by distrust, dissatisfaction, and a lack of affection. And, as a consequence, employees are less likely to complete tasks at a high level and to go above and beyond the call of duty.

One recent study discovered that supervisors who prioritize healthy relationships with their employees outperform those who do not. Finally, the study found that employees do their best work when they believe their bosses care about

and respect them, and their work suffers when they don't. According to the findings, showing personal and familial support for employees is an important part of the leader-follower relationship. While establishing structure and setting expectations is critical for leaders. A follower's job performance can benefit greatly from the leader's assistance and guidance in developing social ties and support networks.

HR experts (Carpenter & Greenbaum, 2012), conducted another study. They identified several key factors that contribute to the spread of dysfunction after analysing more than 70 studies involving 7,110 workplace units and 391,000 employees. Leadership is important. Counterproductive behaviours are more common in teams with an abusive supervisor and less common in teams with an ethical or charismatic supervisor, according to the researchers. Dysfunction is detrimental to business. According to the study, units with counterproductive behaviours have lower profitability and productivity, higher turnover, and lower customer satisfaction ratings.

The following study, published in the *Journal of Organizational Behaviour*, looks at how adopting a "bottom-line mentality" undermines work teams. This occurs when the team focuses too strictly on a single goal, such as acquiring new customers, increasing sales revenue, or producing more marketing leads. The entire team becomes locked into the same mindset, which begins at the top with the manager, who is so focused on the bottom line that everything else is thrown out the window. Researchers discovered that when team members are afraid of missing their targets, performance suffers. They surveyed 438 employees in 121 teams from a variety of industries. Employees who lack "psychological safety" are less creative, less likely to speak up and think outside the box, and more withdrawn from their co-workers. Bottom-line thinking can even lead to unethical behaviour.

Regarding psychological safety and healthy relationships between humans and humans, whether family or friends, so in this case we are talking about the social support that a person receives when facing life's difficulties. Social support is important in achieving and maintaining good mental health, as well as in the prevention and recovery from mental health problems (Topor *et al.*, 2011) and has the potential to reduce health inequalities (Stoltenberg 2015). Having someone to

talk to, close relationships with family and friends, and feeling loved and cared for are all examples of emotional support. In difficult life circumstances, having someone to trust and rely on when dealing with the demands of daily living such as getting to appointments, shopping, cleaning, assisting with money matters, paying bills, and so on is referred to as instrumental support (Baiden *et al.*, 2017).

Psychologists and other mental health professionals frequently emphasize the value of a strong social support network. Experts frequently advise people to seek help from their friends and family when attempting to achieve their goals or dealing with a crisis. Research has also shown a link between social relationships and a variety of aspects of health and wellness. Loneliness and depression have been linked to a lack of social support, which has been shown to alter brain function and increase the risk of the following: Alcoholism, cardiovascular disease, depression, and suicide are all linked. Over a seven-year period, those with strong social and emotional support were less likely to die than those without such relationships, according to one study of middle-aged men. Researchers discovered that different patterns of association with mental health outcomes were found in social support profiles. Individuals with a high support profile are the least lonely; youth with low levels of social support from all sources are the most vulnerable to hopelessness and anxiety; and social support from peers and significant others, even in the absence of family support, plays an important protective role in hopelessness and anxiety (McConnell EA *et al.*, 2015).

Maintaining good physical and mental health requires a lot of social support. Overall, it appears that high-quality positive social support can improve stress resilience, protect against the development of trauma-related psychopathology, reduce the functional consequences of trauma-induced disorders such as posttraumatic stress disorder (PTSD), and reduce medical morbidity and mortality. Social isolation and a lack of social support have been linked to increased morbidity and mortality in a variety of medical illnesses. A lack of support from family, friends, and co-workers, particularly supervisors, combined with a very tight bottom line causes someone to consider quitting (turnover intention).

Based on the prevalence of mental health in West Kalimantan, it is necessary to determine whether the phenomenon of employees tending to stop working (turnover intention) because their mental health is disturbed occurs there. As a consideration, it is necessary to conduct a descriptive analysis, one of which is for human resource management in the company to pay more attention to the fact that employees are now very aware of mental health. According to the above description, it is necessary to conduct research on one's efforts through supervisor bottom-line mentality and social support, all of which have a relationship with mental health, and one's mental health encourages the emergence of turnover intention.

1.2 Formulation Problem

1.2.1 Problem Statement

Health, both physical and mental, is one of the most important human capitals to carry out its activities. Cases of mental disorders and depression have increased significantly around the world, in Indonesia, and in West Kalimantan. As a result of the Covid-19 pandemic, the number of cases of mental disorders and depression in Indonesia has risen. Mental illnesses and depression affect approximately million people of working age. High prevalence of mental disorders and depression in West Kalimantan coming from the 15-24 age group. And then, high number of Indonesian workers are willing to forego salary, promotions, or bonuses for better mental health conditions. The Great Resignation has been taking place in Indonesia for the past two years, sparked by the global pandemic. The percentage of workers in Indonesia planning to resign within the next six months in 2022 is high.

Based on the problems identified above, we need to know what efforts are more likely to be made and obtained in West Kalimantan to improve the quality of mental health, whether through supervisor bottom-line mentality or social support. Then we need to know whether the person dealing with mental disorders and depression has a proclivity to stop working (turnover intention).

1.2.2 Research Questions

The research questions that can be formulated based on the description of the background and identification of the problem above are:

1. Does supervisor bottom-line mentality have a negative relationship with mental health?
2. Does social support have a positive relationship with mental health?
3. Does mental health have a negative relationship with turnover intention?
4. Does supervisor bottom-line mentality have a positive relationship with turnover intention?
5. Does social support have a negative relationship with turnover intention?
6. Does mental health mediate the relationship between supervisor bottom-line mentality with turnover intention?
7. Does mental health mediate the relationship between social support with turnover intention?

1.3 Research Objective

The objectives of this research are:

1. To determine and analyse whether supervisor bottom-line mentality has a negative relationship on mental health.
2. To determine and analyse whether social support has a positive relationship on mental health.
3. To determine and analyse whether mental health has a negative relationship on turnover intention.
4. To determine and analyse whether supervisor bottom-line mentality has a positive relationship on turnover intention.
5. To determine and analyse whether social support has a negative relationship on turnover intention.
6. To examine and analyse whether mental health mediates the relationship between supervisor bottom-line mentality with turnover intention.
7. To examine and analyse whether mental health mediates the relationship between social support with turnover intention.

1.4 Research Contribution

1.4.1 Theoretical Contribution

It is hoped that this research will be a new innovation in how mental health research is presented by linking it to supervisor bottom-line mentality and social support. Then, this research investigates the state of a person's mental health as it relates to turnover intention. In general, previous research has only looked at one aspect that can affect mental health and also has only looked at the impact of work stress on turnover intention, which we all know is a problem at work, whereas mental health stems from the worker's personal life. As a result, this research will provide something new.

1.4.2 Practical Contribution

1. For Researcher

This research can be used as a source of knowledge as well as a practical application of knowledge gained by college researchers.

2. For Educational Institutions

As a work that can be used as discourse and literature material for students who are interested in researching the same field.

3. For The Government

As a source of information for the government about the health and welfare of its employees, as well as a resource for the government to use in making policy decisions.

4. For the Organizations

As information for the company about the health of its employees and as a consideration for companies developing policies.

1.5 Contextual Overview of Research

This study will be conducted in West Kalimantan to determine whether the previously discussed phenomena of mental health and turnover intention occur and have a significant impact in West Kalimantan. West Kalimantan's population is dominated by Gen Z, which accounts for 29.95 percent of the total. In 2020, there will be 2.46 million people 15 and older working in West Kalimantan, with 14.25 percent of this figure coming from the 15-24 age group. Between the ages of 15 and

24, the prevalence of mental disorders and depression is quite high in West Kalimantan.

According to a Mind Share Partners, SAP, and Qualtrics study, 50% of millennials and 75% of Generation Z have left their jobs due to mental health issues. In fact, Generation Z and millennium workers are the most likely to switch, followed by Generation X and Baby Boomers (Smith, 2021). Low-wage workers resign at a much higher rate than higher-wage workers, and the industries most affected include hospitality, transportation, retail, education, and so on (Patel, 2022).

It is reasonable to assume that the respondents in this study were Generation Z. The Pew Research Center, a demographic research organization, defines Generation Z as people born between 1997 and 2012. Because we will be measuring mental health, we must first define the occupational sector to ensure accuracy; thus, this study focuses on private workers in retail business.