How Work Environment, Work Satisfaction, Work Stress on the Turnover Intention Affect University Management

Mochamad Soelton, Muhammad Atnani
Universitas Mercu Buana, Jakarta, Indonesia

Abstract

This study aims to determine the influence of Work Environment, Job Satisfaction and Job Stress on Turnover Intention at High School Technical Staff - PLN (STT - PLN) Jakarta. Technique of collecting data in form of questionnaire by using ordinal scale. This research was conducted on 50 respondents by using quantitative descriptive approach and hypothesis testing. For that, the method of data analysis used is statistical analysis in the form of multiple linear regression test. The results of this study show that partially and simultaneously, work environment variables, job satisfaction and work stress affect the Turnover Intention on High School Technical Staff - PLN (STT - PLN) Jakarta. Therefore the test result of this research states that there is simultaneous influence between work environment variable, Job Satisfaction and Working Stress on Turnover Intention on High School Technical Staff - PLN (STT - PLN) Jakarta.

Keywords: Work Environment, Job Satisfaction, Job Stress, Employee Turnover Intention

Background

Human resource management is a process to deal with various problems in the scope of work in order to be able to support the activities of the organization or the company in order to achieve the intended goals. Humans are one of the important elements in an organization because humans are the drivers and the determinants of the course of an organization. The elements of human resource management are the individuals who are the workers in the company. Thus, the focus studied by the human resources is a problem that affects human labor.

One of the problems that affect the workers in a company is a high turnover rate. The turnover or the labor turnover is a tangible manifestation of the turnover intention which can be a serious problem for the companies or the organizations, especially if those who leave from the company are the workers having the skills, the abilities, the skills, and the experience. Even with the workers who occupy vital positions in the company; this matter may disturb the effectiveness of the company. (Irvianti and Verina, 2015).

The turnover Intention has negative impact to the organization because it can create the instability in the employee conditions, decrease the employee productivity, create work environment that is not conducive, and also has an impact on increasing the human resource costs. The desire to change jobs is different in the developed countries from the one that is in the Indonesia. In developed countries, the employees who want to change their jobs because of the large number of job offers offered from the outside of the company where they work for. Meanwhile, in Indonesia there are very few job
offers from the outside of the company. However, there are still a lot of employees who still want change their jobs. (Dharma, 2013). Qureshi et. al (2013), found that there was a positive relationship between the work stress and the turnover intention, in which the increasing work stress was also followed by the increase in the turnover intention. Stress arises when the employees are not able to meet what is the job demands; the obscurity of what is the responsibility of the job, the lack of time to complete the task, the absence of the support facilities to do the job, and the conflicting tasks are the examples of the stressors. In the long run, the employees who cannot withstand the work stress will no longer be able to work in the company. At an increasingly worsening stage, stress can make the employees get illnesses or even force them to resign (turnover) (Manurung and Ratnawati, 2012).

In addition to the work stress and the job satisfaction, the work environment is one of the factors that determine the success of the company. That the employees can carry out their duties and work, is influenced by many factors; we can see that there are employees who are eager and there are also the ones lack of enthusiasm at work. In addition, the relationship between employees and their superiors is an important factor in creating the comfort for the employees at work. In the study of Qureshi et. al, (2013), the work environment has a negative relationship with the turnover intention, which it shows good working conditions and can reduce the number of the turnover intention. In line with these conditions, the Technical High School - PLN (STT - PLN) as one of the technical High School in Jakarta is required to improve its ability to face competition, one of which is by taking into account the labor factors.

**Literature Review**

**Work environment**

According to Schultz (2006), the work environment is defined as a condition related to the characteristics of the workplace against the employee behavior and attitudes from which it is related to the occurrence of the psychological changes because of the things experienced at work or in certain circumstances that must continue considered by the organization which includes work boredom, monotonous work, and fatigue. Furthermore, according to Sedarmayanti (2016), the definition of the work environment is the whole tool and material equipment faced, the surrounding environment in which a person works, the working methods, and the work arrangements both as individuals and groups.

**Job Satisfaction**

According to Robbins (2014), a positive feeling about the work, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction will have a positive feeling about his job, while someone who is with a low level, he or she will have a negative feeling. Further Issa et. al (2013), job satisfaction is a positive attitude and pleasant emotional feelings towards one's work and environment.

**Job Stress**

The job stress is a dynamic condition of tension which creates physical and psychological imbalances which affect emotions, thinking processes, and conditions of an employee; in
this case the pressure is caused by the work environment in which the employees work, Veithzal (in Wartono, 2017).

Meanwhile, according to Robbins (in Wartono, 2013), the job stress is a dynamic condition in which an individual is faced with the opportunity, the constraints, or the demand which is related to what is desired and the results are perceived as something which is uncertain.

**Turnover Intention**

The turnover Intention is defined as a mediating factor between the attitudes that affect the intention to leave and actually leave the company (Yucel, 2012), The turnover Intention is the intention to leave the company voluntarily and it can affect the company's status and will definitely affect the employee productivity (Issa et al, 2013). The turnover Intention is the degree of attitude tendency possessed by the employees to look for new jobs in other places or a plan to leave the company within the next three months and two years to come (Dharma, 2013).

**The Theoretical Model**

Based on the background that has been explained, the problems can be formulated as follow:

1. Does the work environment have significant effects against the turnover intention?
2. Does the job satisfaction have significant effects on the turnover intention?
3. Does the work stress have significant effects against the turnover intention?

**Theoretical Framework and Development Hypothesis**

**1. The Effects of the Work Environment against the Employee Turnover Intention:**

Bartkus et al. (1997), stated that a good work environment could lead to fellow colleagues will support on to another in order to complete the work that is charged to them. It is expected that a conducive work environment will create satisfaction for the employees and will produce good performance for the company. The results of Joarder's research (in Putra Dewa, 2017), showing that: the work environment or working conditions have a negative and significant influence against the turnover intention from which the working conditions can support the work itself such as adequate lighting and the guaranteed workplace security which is very needed by the employees. The higher the crime, the worse the condition and it can be said that the security of the employees at work is threatened. This condition will increase the intention of the employees to look for the alternatives to find better and safer job.

**2. The Effect of Job Satisfaction against the Employee Turnover Intention:**

Hullin et.al (1985), recognized that the job alternatives and the job satisfaction can have a substantial influence against the workers’ desire to leave in various populations. the Job satisfaction is also negatively associated with the employee turnover (turnover intention) but there are other factors such as labor market conditions, alternative
employment opportunities, and the length of employment are important obstacles to leave an existing job (Robbins, 2014).

The results of Christian Anugerah Rusdi Pramudika, Yulianeu, Aziz Fathoni, and Amanda Mastisia Rakanita (2017) research show that: (1) the job satisfaction has a negative and significant effect against the turnover intention.

3. Effect of Job Stress on Employee Turnover Intention:

According to Robbins (2014), the effects of stress associated with behavior include changes in productivity, high employee turnover, high absenteeism rates, and work accidents. Meanwhile, according to Cox (Gibson, 1987; in Hermita, 2011), which identified 5 types of consequences of potential stress impacts. One of them had a clear impact against the organization included the matter of absence, high turnover, low productivity, alienation from co-workers, job dissatisfaction, decreased commitment, and loyalty to the organization.

The results of Liu (2012) and Tuten (2004), shows that: (1) work stress has a direct and positive impact against the turnover intention.

![Theoretical framework](image)

Research Objective

The purpose of the study was to determine the effects of the work environment, the influence of job satisfaction, and the influence of the work stress against the employee turnover intention.

Methodology

The research process began by identifying the problems in the place that would be used as the research location, the formulation of identified problems, the collection of basic theories that strengthen the foundation in variables, the preparation of methods in data collection, and the preparation of instruments for determining statistical testing techniques used. In this research, the researcher used the quantitative descriptive analysis, and the method of data analysis used was the design of a causal research study.
to analyze the relationship between one variable with another variable or how the variables affect other variables. The population in this study was at the Technical High School - PLN (STT - PLN), in the period of October 2017 to July 2018.

The determination of the sample used in this study used the sampling saturated type technique. The term saturated sample is a census, in which all members of the population are sampled. The analysis design used in this study is the Multiple Linear Regression Analysis. It aims to see the influence between two independent variables with one dependent variable. The statistical approach to this is through the multiple linear regression analysis which is useful for determining the amount of influence between two or more variables and at the same time it looked at the level of influence. This method is also commonly used to predict the value of a variable between more than one independent variable, the predictor variable with the dependent variable.

**Result and Discussion**

**Results**

**Regression Linier test**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficient</th>
<th>Standardized coefficient</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>13.680</td>
<td>3.214</td>
<td>4.326</td>
<td>.00</td>
</tr>
<tr>
<td>Work Environment</td>
<td>-.861</td>
<td>-.369</td>
<td>-2.356</td>
<td>.00</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>-.414</td>
<td>-.254</td>
<td>-3.732</td>
<td>.00</td>
</tr>
<tr>
<td>Job Stress</td>
<td>.676</td>
<td>.396</td>
<td>4.311</td>
<td>.00</td>
</tr>
</tbody>
</table>

Dependent variable: the employee performance

Based on the results of data using the SPSS, the table can be the formulation of the multiple linear regression equations with the independent variables (the work environment, the Job satisfaction, and the work stress) on the dependent variable turnover intention as follows:

Y= a+b1X1+b2X2+b3X3+e.
Y= 13,680 + -0,861 X1 + -0,414 X2 + 0,676 X3 + e.

From the formula of the multiple linear regression, we can conclude:

- The constant of 13,680 is the intersection of the regression line with the Y axis which shows the employee performance of the Technical High School - PLN (STT-PLN) Jakarta when the independent variables are the work environment (X1), the job satisfaction (X2), and the job stress (X3) equal to zero (0).
- The work environment variable (X1) has a negative regression coefficient, meaning that it can be said that if the work environment variable which is the (X1) decreases by unit (1) then the intention turnover of the Engineering High School -
PLN (STT-PLN) employees in Jakarta will increase by the value of the regression coefficient namely -0.861 with other independent variable assumptions.

- The job satisfaction variable (X2) has a negative regression coefficient, meaning that it can be said that if the job satisfaction variable is (X2) decreases by unit (1) then the intention turnover of the Engineering High School of PLN (STT-PLN) employees in Jakarta will increase by the value of the regression coefficient namely -0.414 with other independent variable assumptions.

- The job stress variable (X3) has a positive regression coefficient, meaning that it can be said that if the work stress variable of (X3) increases by unit (1) then the intention turnover of the Engineering High School - PLN (STT-PLN) employees in Jakarta will increase by the value of the regression coefficient namely 0.676 with other independent variable assumptions.

Table-2: Coefficient Determination Test (R²)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>Rsquare</th>
<th>Adjusted Rsquare</th>
<th>Std.error estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>.983</td>
<td>.966</td>
<td>.964</td>
<td>58639</td>
</tr>
</tbody>
</table>

Based on the results of the coefficient of determination (adjusted R2) of 0.964, which means that 96.4%, which also means that the contribution of the employee performance can be explained by three independent people variables which include the emotional intelligence, the complaining behavior, and the job satisfaction. The remaining 3.6% (100-96.4) is explained by other variables which are not examined in this study.

Table-3: Model Accuracy Test (Test Statistic F)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of square</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>446.683</td>
<td>3</td>
<td>148.894</td>
<td>43.023</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>15.817</td>
<td>46</td>
<td>.344</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>462.500</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the table, we can see the probability value of sig 0,000 which means that the probability value is less than 0.05 then the model is accepted; it can be concluded that the work environment, the job satisfaction, and the job stress affect the turnover intention.

Table-4: Partial Significance Test (t test)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficient</th>
<th>Standardized coefficient</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>13.680</td>
<td>3.214</td>
<td>-4.226</td>
<td>.000</td>
</tr>
<tr>
<td>Work Environment</td>
<td>-0.861</td>
<td>.125</td>
<td>-2.356</td>
<td>.000</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>-0.414</td>
<td>.118</td>
<td>-3.732</td>
<td>.001</td>
</tr>
<tr>
<td>Job Stress</td>
<td>.676</td>
<td>.131</td>
<td>4.311</td>
<td>.000</td>
</tr>
</tbody>
</table>

Based on the table, we can see the probability value of sig 0.000 which means that the probability value is less than 0.05 then the model is accepted; it can be concluded that the work environment, the job satisfaction, and the job stress affect the turnover intention.
Form the table above, we can conclude:

- The test of the work environment hypothesis against the turnover intention. Based on the table above, the significance of the work environment value of 0.000 is less than 0.05. It can be defined as the work environment (X1) is negative and significant towards the turnover intention (Y).
- The hypothesis testing of the job satisfaction against the turnover intention. Based on the table above, the significance of the work environment value of 0.001 is less than 0.05. It can be defined that the job satisfaction (X1) is negative and significant against the turnover intention (Y).
- The test of the work stress hypotheses against the turnover intention. Based on the table above, the significance of the work environment value of 0.000 is less than 0.05. It can be defined as positive and significant job stress (X1) against the turnover intention (Y) of Technical High School - PLN (STT-PLN) Jakarta.

Discussion

The Influence of the Work Environment on Turnover Intention

Based on the results of testing the first hypothesis which shows that the work environment has a negative and significant effect against the turnover intention. It can be said that the work environment has a significance level of 0.000 where this value is smaller than the 0.05 significance level, then the accepted hypothesis is Ha1. It can be concluded that the work environment variable (X1) has a significant effect against the turnover intention against the Employees of the Technical High School - PLN (STT-PLN) Jakarta. The results of this hypothesis are strengthened also by Muhammad Imran Qureshi's research, Mehwish Iftikhar, et al (2013) where the results of the research stated that the work environment had a negative and significant effects against the turnover intention.

The Effects of Job Satisfaction against the Turnover Intention

Based on the results of the testing of the second hypothesis which shows that the job satisfaction has a negative and significant effect against the turnover intention, it can be said that the job satisfaction has a significance level of 0.001 where the value is smaller than the 0.05 significance level, then the accepted hypothesis is Ha2. It can be concluded that the variable of the job satisfaction (X2) has a significant influence against the employees of the Technical High School - PLN (STT-PLN) Jakarta. The results of this hypothesis are strengthened also by the research of Mona Tiorina Manurung (2012), where the results of the study stated that the job satisfaction had a negative and significant effect against the turnover intention. Then the worse the level of the Job Satisfaction, the higher the Turnover Intention level at the Technical High School - PLN (STT-PLN) Jakarta.

The Effects of the Job Stress against the Turnover Intention

Based on the results of testing the third hypothesis, which shows that the work stress has a positive and significant effect against the turnover intention, it can be said that
the job stress has a significance level of 0.000 where the value is smaller than the significance level of 0.05, then the hypothesis accepted is Ha3. It can be concluded that the work stress variable (X3) has a significant influence against the performance of the Technical High School Employees - PLN (STT-PLN) Jakarta. The results of this hypothesis are reinforced also by the research of Mona Tiorina Manurung (2012) where the results of the study stated that the work stress had a positive and significant effect against the employee performance. So the higher the level of the Job Stress, the higher of the Turnover Intention level at the Technical High School - PLN (STT-PLN) Jakarta.

Conclusion and Recomendation Conclusion

- The work environment is negative and significant towards the turnover intention at the Technical High School - PLN (STT - PLN) Jakarta.
- The Job satisfaction is negative and significant against the turnover intention at the Technical High School - PLN (STT - PLN) Jakarta.
- The work Stress is positive and significant for the turnover intention at the Technical High School - PLN (STT - PLN) Jakarta.

Recommendation

- The company must pay attention to the comfort and safety of the employees in working one example with the employees being given complete safety equipment facilities because the safety of the employees in the workplace has also been included in the labor law that the employees must be given comfort and safety in working for a company.
- The company must be professional to its employees in terms of providing compensation, not by buying time in giving salaries to its employees. Because of the employee satisfaction at the workplace is a major factor in achieving a good company if the employee satisfaction is not prioritized, that is one of them is by giving salary that is not timely, it can impact against the employees who will be indifferent to their work.
- The employer must always pay attention to the relationships of his employees in working with other employees so that the effective communication is always established and in order to always create a harmonious relationship among the employees in order to avoid misunderstanding at work.

References


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