

JOB STRESS EFFECT ON TURNOVER INTENTION OF EMPLOYEES

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Abstract – This study aimed to determine the effect of job stress variables and turnover intention. Based on this, the researchers are keen to explore and know more about the effect of work stress on turnover intention that happen to employees using 360 questionnaires. The data obtained will be processed and analyzed using SPSS statistical test tool 22. Analysis of the data in this study used descriptive statistical tests, validity and reliability, the classic assumption test, and simple linear regression test. Research shows that job stress positive effect on turnover intention. Based on these results it can be concluded that job stress can affect the desire of the employee turnover intention, therefore the company should be able to prosper employees in order to minimize the level of job stress that occurs to employees.

Keywords: *Job Stress, Turnover Intention*

I. INTRODUCTION

A company can be said to be running smoothly, effectively and efficiently if the management is managed and its supporting elements is going well. One element that holds the most important role in order to achieve the goal of a company is the human resources (HR). The main problem that occurs is usually the human resources work, but feel pressured at work, and the main cause of that is the work stress caused by job demands much so that employees do not recognize the time and inevitably they have to work overtime so it takes time break. Work stress experienced by employees usually come from several causes that organizational factors, environmental factors and individual factors (Robbins, 2008).

Work stress at a level that is being able to have a positive effect of improving job performance, while work stress experienced by the high level of low atapun it will cause a decrease in work performance. That is because a person does not face challenges or pressure until the person may not undertake a major effort in the face of a problem that occurs nor vice versa, when a person faces considerable pressure it will result in something that is fatal to that psychological state. Some of the negative impacts caused by workplace stress include: frequent chaos, the obstacles both in the operational work and management of the company, can reduce the level of productivity, it can interfere with the activity of the work can also create a decrease in revenue for the company itself. Finansial the company faced losses caused by the imbalance

between finance expenses for salaries, allowances and other facilities to the productivity of employees.

Data turnover intention that occurs in the Agency of Batam according to data obtained from the Human Resources Unit of BP Batam is 2016 by 400 employees, in 2017 amounted to 600 employees, and in the year 2018 amounted to 700 employees. It means every year turnover intention got a big growth every year. Turnover Intention or labor turnover because the wishes of the employees themselves within a company is a tangible for are that will make a serious enough problem for a company. The degree of seriousness that may be faced by a company that desire higher employee to leave the company. *turnover* have a negative impact when viewed from the perception of an employee in the achievement of employment by reason of high stress levels. So turnover intention or so-called desire to move the work is a tendency of individuals to leave the company or organization for various reasons that are marked with a habit of coming late, level of productivity to decline, often playing truant, and the incidence rate of absenteeism for various reasons by employees, the lack of enthusiasm and low initiative or lack of curiosity trying to be better than at the time is still early to work in the company.

Many previous studies who presented a positive relationship between job stress and turnover itention, it means that the work stress affects the turnover itention. Research on the causes of displacement of the actual employee is often done by previous researchers, but the complexity that affect it are always changing with the changing times and that makes this study interesting to be a topic. This research will continue to be interesting because of the lack of raw results and there are very many different results regarding the relationship of job stress on turnover intention.

II. BASIC THEORY AND DEVELOPMENT OF HYPOTHESIS

Literature review

According research Burbosa & Machado (2016) entitled "Organizational commitmen, job satisfaction and their possible influences on intent to turnover" explained thatthe results of this study indicate que six variables are negatively correlated with turnover intention, but with different intensities. They are organizational commitment, affective and normative dimensions, job satisfaction, satisfaction with salary dimension, the dimension of satisfaction with the promotion and satisfaction dimension to the nature of the work. Whereas

among demographic variables, only age was negatively correlated with intention to leave.

According to research Setiyanto & Hidayati (2017) which aims to analyze the influence of kepuasan work and organizational commitment to turnover intention explains that job satisfaction does not affect the turnover intention. Still, there are employees who are not satisfied with the job or the company but they want to stay or remain working at the company. Based on observation of the employment situation in the city of Batam, employees would still need some work when in reality they are not satisfied with the job or the company; this is due to the difficulty of finding a new job. Then, the higher the person's organizational commitment to the company, the lower the turnover intention is very important, which means a commitment to the company, the employee considers that the company or their work is essential to life.

Sewwandi and Perere (2016) conducted a study of the apparel industry in Sri Lanka the results obtained from this research that job stress and turnover intention positive significant effect. Research Raza et al. (2017) in the banking industry in Pakistan also shows a positive result of the relationship between job stress and turnover intention of employees.

Effect of occupational stress with turnover intention of employees in accordance with the theory of reasoned action (theory of reasoned action) of Fishbein and Ajzen in Jogiyanto (2007) where the person's attitudes affect behavior through a process of decision making must be reasoned, when an employee wants to leave the company voluntary course by reason of stress on the job. Similarly accordance with the planning of the behavioral theory (theory of planned behavior) of Fishbein and Ajzen in Jogiyanto (2007) where the person's behavior is restricted from sources of the individual's own shortcomings. In accordance with the employee's own wishes (turnover Intention).

Theory of Reasoned Action (Action Theory Cogent)

Fishbein and Ajzen in Jogiyanto (2007) was the one who first introduced the Theory of Reasoned Action. This theory linking between the attitudes, beliefs, behaviors, and intentions. The most important concept of this theory is in the focus of attention, where the consideration of a deemed important enough. Attitudes that influence behavior through a process in making decisions that should be researched and reasoned and would have an impact limited to three of them: the first is a behavior that is not determined by the general attitude in a person but is determined by a special or specific attitude. Second, is a behavior that is influenced not only by attitudes but also by the norms of objective meaning is a person's belief about what actually is desired by others. Third, subjective norms of behavior to form a specific intent to behave (Ajzen, 1991).

Theory of Planned Behavior (Planning for Behavior Theory)

Behavioral theory is the planning of the development of the theory of reasoned action (Ajzen in Jogiyanto, 2007). This theory has been developed by Jogiyanto (2007) by adding

constructs that did not exist in previous theories. This construct is called behavioral control (Perceived behavioral control). Then this construct was added to the previous theory in order to control the behavior of individuals who are often constrained by the shortage of sources of data that will be or has been used in melekukan behavior (Hsu and Chiu, 2002).

Job stress

In the opinion of Hager (2004) stress is something individual and essentially destructive when it is no balance between the perceived mental with individual mental endurance. Feelings of stress usually occurs due to the reaction of the body to defend themselves, these reactions will appear at the time of the emergency. Stress can also be caused by physical symptoms of someone less well in a long time. Stress can cause the body to work excessively and can make his patients feel tense, anxious, scared and worried.

Categories Job Stress

An employee will experience stress caused by work will show the characteristics, namely: Psychological, Physiological and Behavior (Robbins, 2014).

- a. *Psychological* is a sense of dissatisfaction in the work relationship, often restless, anxious, easily angry, tense, tired, even often put off a job.
- b. *Physiological* is something that occurs in the body such as changes in metabolism, high blood pressure, heart palpitations, shortness of breath, frequent sheadaches even to have a heart attack.
- c. *Behavior* is a change in the attitude of the employees as the frequently do not attend work, reduced productivity, poor appetites, high levels of consumption of cigarettes and alcohol, talk with intonation fast, until experiencing insomnia.

Causes of Job Stress

Work stress is not something simple. This can affect the physical and psychological affects emotions, thought processes, and health conditions.

Robbins (2014) says that the cause of job stress has three factors:

- a. Environmental factor
- b. Organizational factors
- c. Individual factors

Impact of Job Stress

The impact of work stress can be beneficial or detrimental to the employee (Sudarmo, 2000).

Here are some of the impact of work stress, including:

- a. Cognitive.
- b. Physiological
- c. subjective
- d. Behavior

Turnover Intention

According to Mobley (2009), the intention of the employee to stop working with Sendir desire and intend to move from one company to another, so-called turnover intention. It is one of the attitudes of the employees in withdrawing from the world of work, and it is also the right of every individual to work in accordance with her wishes.

Causes of Turnover Intention

According Andini (2006) causes of turnover ie salary satisfaction and job satisfaction. According to (Garnita & Suana, 2011) revealed that the turnover factor is job stress, work environment and job satisfaction. Another opinion of Clinton (2016) revealed that the factors that influence the turnover intention and turnover intention can trigger is bound individuals or job embeddedness.

Job Stress and Turnover relationship Itention

(Robbins, 2008) states that the emergence of a desire to move in or out of a job (turnover itention) can be caused by the incidence of occupational stress. Generally Robbins (2008) also explains that job stress is a dynamic condition in which a person faces the opportunity that is a demand, until attachment to something important and diinginkan by the person but the results are deemed uncertain.

Some studies that examine the relationship between job stress and turnover intention has been done by several researchers in different countries. As expressed by the Goddess and Authority (2009) research with the object agent pda 1912 in Indonesia significantly positive results obtained between job stress and turnover intention. Similarly, says Mxenge et al (2014) in his study in the education industry in South Africa which shows that there is a significant positive association between job stress and turnover intention.

Research conducted by Quresi et al. (2013) on the textile industry in Pakistan also showed that job stress and turnover intentions have a significant positive Yag Sewwandi and Perere (2016) conducted a study of the apparel industry in Sri Lanka the results obtained from this research that job stress and turnover intention positive significant effect. Research Raza et al. (2017) in the banking industry in Pakistan also shows a positive result of the relationship between job stress and turnover intention of employees.

Based on the results obtained from the study of various countries who have described the job stress and turnover itention the authors conclude that the hypothesis of this study are as follows:

H1: Job Stress positive effect on employee turnover intention

III. METHODS, RESULTS, AND DISCUSSION

The method used by the authors in this research is using quantitative approach. This approach has the aim to prove the existence of a casual relationship between the independent variables (free) with the dependent variable (dependent). The independent variables contained in this research that job stress

(X) and the dependent variable, namely turnover intention (Y) to the employees in the Agency of Batam. The importance of using a quantitative approach method in this study was to test the hypothesis. Peneitian conducted using primary data type that is the type of data using questionnaires and distribute directly to the respondent. Quantitative research methods is one of the studies planned specifications, clearly structured to systematically from beginning to end of the study.

Data used in this research that the author uses primary data is by collecting and processing the data that has a variable job stress and turnover intention. Questionnaires will be distributed to the respondents and give weight rating on each questionnaire. The questionnaire is made will first be tested for validity and reliability before being distributed to the respondents.

In this research willperating measured using the technique that categorizes answers from tunover level of work stress and intention by using Likert scal: 1. Strongly Disagree (STS) 2. Disagree (TS) 3. Less Agree (KS) 4. Agree (S) 5. Strongly Agree (SS). Location of the study conducted by the authors, namely in Batam, Indonesia. The objects of this study were all employees in the Agency of Batam (Batam BP). Total population is about 3,000 employees in 4 offices belonging to the Agency of Batam. In this study, the authors set the number of samples that will be studied by the formula slovin (Siregar, 2013), namely:

$$n = N / (1 + Ne^2)$$

Information:

n = Number of Samples

N= Total Population

E = Limit Error Tolerance (error tolerance) \

Thus, it can be seen the number of samples to be examined as follows:

$$n = 3000 / (1 + (3000 \times 0,05^2))$$

$$n = 3000 / 8,5$$

$$n = 352 = 360 \text{ employees}$$

The sampling technique in this research is to use decision-probability sampling method (random) is by is by using stratified random sampling technique. This technique is done by taking a sample by taking into account levels (strata) in the population. The criteria used in this sampling were employees at the National Concession in Batam. This study began with the information obtained from the respondents in each group / unit in the Agency of Batam.

Data processing techniques that will dilakukan authors on the study using the techniques computerized calculation using SPSS 22. The steps undertaken in this study were (1) Determine the variables that will be included in the cross table or table of frequency, (2) the tabulation is by providing value (scoring) (3) Editing, (4) Coding, which makes the codes will be entered into the answer sheet..

Data analysis techniques used by the author of statistical analysis techniques. Using simple linear regression using SPSS 22 for a simple linear regression analysis was used to determine the direction of the relationship between the dependent and independent variables. There are testing instruments before the questionnaire given to respondents directly in order to

determine whether the questionnaire feasible for use in research using validity and reliability.

IV. RESULTS AND DISCUSSION

TABLE I. DESCRIPTIVE STATISTIC

	N	Minimum	Maximum	Sum	Mean	Std. deviation
StresKerja_x_1	360	2	5	1431	3.98	,717
StresKerja_X_2	360	2	5	1347	3.74	,627
StresKerja_X_3	353	1	5	1169	3.31	,842
StresKerja_X_4	360	2	5	1364	3.79	,684
StresKerja_X_5	360	2	5	1421	3.95	,899
StresKerja_X_6	360	2	5	1451	4.03	,791
StresKerja_X_7	360	2	5	1394	3.87	,804
StresKerja_X_8	360	3	5	1520	4.22	,607
StresKerja_X_9	360	2	5	1240	3.44	,925
StresKerja_X_10	360	2	5	1431	3.98	,717
StresKerja_X_11	360	2	5	1313	3.65	,642
StresKerja_X_12	360	1	4	1119	3.11	1,090
Total_X	360	28	53	16200	45.00	5,005
TI_Y_1	360	1	5	1207	3.35	1,528
TI_Y_2	360	1	5	1315	3.65	1,404
TI_Y_3	360	2	5	1325	3.68	,647
TI_Y_4	360	2	5	1402	3.89	,559
TI_Y_5	360	1	5	1379	3.83	,930
TI_Y_6	360	1	5	1167	3.24	1,325
TI_Y_7	360	1	5	1470	4.08	1,146
TI_Y_8	360	2	5	1320	3.67	,676
TI_Y_9	360	1	5	1028	2,86	1,115
TI_Y_10	360	1	5	1356	3.77	1,227
TI_Y_11	360	1	5	1329	3.69	1,588
TI_Y_12	360	1	5	1511	4.20	1,162
TI_Y_13	360	1	5	1522	4.23	1,200
total_Y	360	26	61	17331	48.14	10,138
Valid N (listwise)	353					

Based on the test results of descriptive statistics Table 1 shows the amount of data that is 360 respondent data were taken using a questionnaire, the minimum represents the low response of each item questions: 1, the maximum shows the highest score is 5, the highest average response work stress variables for 1,451, while the highest average turnover intention answer variables amounted to 1,522. The highest standard deviation of work stress lies in the question item 12. The highest standard deviation in turnover intention lies in the question item 11. From these results it can be seen that the average value of work stress on respondents approaching the maximum value, which means that work stress on respondents in the study it has a fairly high level.

The hypothesis proposed in this study is a positive effect on job stress on employee turnover intention.

TABLE II. HYPOTHESIS (H1)

Hypothesis	T count	Sig	Result
H1	33.512	0,000	Supported

Based on table 2, the results of statistical tests that have been described above, these results indicate that H1 is supported, which means there is a positive influence between work stress variables on employee turnover intention. This study is in line with previous research hypothesis and the hypothesis of the investigators where several studies that examine the relationship between job stress and turnover intention has been done in some countries. As expressed by the Goddess and Authority (2009) in his study with 1912 agents in Indonesia significantly positive results obtained between job stress and turnover intention. Mxenge et al (2014) said in its study on indutri education in South Africa which shows that there is a significant positive association between job stress and turnover intention.

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Thus, researchers concluded from many studies and theories that have been described above that job stress positive effect on turnover intention of employees and of course according to previous hypotheses made by researchers. In other words, the presence of the company work stress may affect the willingness of employees to leave the company and get a job.

V. CONCLUSION

Based on the results of research on work stress on turnover intention happens to the employees in the Agency of Batam, the authors take the following conclusions: Work stress results supported the hypothesis has a significant positive effect on turnover intention. The research that has been done is in line with our hypotheses stating that job stress effect and positively related to turnover intention of employees so that the company should pay more attention to the behavior of the employee that may cause the employee wishes to leave the company voluntarily.

Limitation

In this study, the authors found several limitations including:

- a. The data in useful analysis using a questionnaire based on the perception of the results of responses.
- b. The samples in this study is confined to the Board of Batam, the possibility of getting a different result or answer if analyzed in other areas.
- c. The lack of specification in distributing questionnaires where should researchers grouping in spreading the questionnaire according to how long an employee already employed or contracted by the company, so that researchers will be able to determine more clearly the actual employees

who experience stress of work and wanted to quit his job voluntarily is a new employee within the company or long.

Implications and Suggestions

High levels of job stress on employees could adversely affect the performance of the company and resulted in the following conclusions: job stress effect on positively to turnover intention of employees, the higher the stress levels of employees higher the level of employees' desire to get out of a company. The results of this study can be used as additional insight into the reader and the writer to be the welfare of the employees and to minimize the level of work stress on employees are encouraged.

Suggestions for the company: Board of Batam should be able to manage the level of work stress that occurs to employees so that no negative impact on the company itself. Suggestions for further research are to be able to undertake the development of the limitations of this study. Researchers further should:

- a. Adding more than Sattu variables in order to find anything other than work stress can affect the turnover intention.
- b. Specifically distributing questionnaires to the respondent in accordance with the old work within a company.
- c. Researchers should conduct further research not only in Batam but further expand the study sample locations.

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