

What Company Can Learn From Employee Turnover Intention

Mochamad Rizki Sadikin*, Junaedi Junaedi, Annis Raka Prianti

Faculty of Economics and Business
 Universitas Mercu Buana
 Jakarta, Indonesia

*mochrzk@gmail.com, junaedi@mercubuana.ac.id, annisprianti@gmail.com

Abstract—This research was conducted to analyze the Effect of Job Stress, Work Environment, and Job Satisfaction on Turnover Intention of Donut Company and Shops. The object of was permanent employees at Donut Company and Shop Jakarta area. It was conducted on 115 respondents using a causal method. Therefore, the data analysis used was statistical analysis in the form of multiple regression tests. The results of partially tested showed all independent variables affected the turnover intention.

Keywords: *job stress, work environment, job satisfaction, turnover intention*

I. INTRODUCTION

A. Background of Research

Employee turnover is indeed a classic problem that has been faced by entrepreneurs since the era of the industrial revolution. A high turnover rate will harm the organization. This would include creating organizational instability, decreasing service quality and increasing a higher recruitment, selection and training costs. High turnover also results in ineffective organizations due to the loss of experienced employees and the need to retrain new employees. The high level of labor turnover can be predicted from how much the desire to move felt by members of the organization [1].

A work environment is a place where employees carry out their activities daily which may also trigger employee turnover intention. The work environment is divided into two, namely physical work environment and nonphysical work environment. Physical work environment, which is all physical conditions exist around the workplace. It can affect employees both directly and indirectly. While the non-physical work environment is all the circumstances that occur related to work, both with superiors and with co-workers, or with subordinates [2].

Job satisfaction is the fulfillment of several wants and needs through work or work activities. This indicates that the work environment and job satisfaction, in general, can affect turnover intention. Because job satisfaction is an individual thing and each will have different levels of satisfaction. This satisfaction has different values that apply to each of them. Employees will show their commitment to remain loyal to the

company if their job satisfaction is obtained, while dissatisfaction will affect the discharge of employees, as well as other negative attitudes. Employees with job satisfaction will feel pleased and happy in doing their work and do not carry on evaluating another job opening. Conversely, employees who feel dissatisfied in their work tend to have the thought of going out, evaluating other work alternatives and wanting to leave because they thought they can get a more satisfying job.

From the above explanation led us to analyze the causes of employee turnover from the perspectives of employee stress, work environment, and job satisfaction.

Our research was done in a donut company and shops located around the Jakarta area. Questionnaires were given to the workers. The research was conducted on 115 respondents using a causal method. The data analysis used is statistical analysis in the form of multiple regression tests.

B. Research Problem Formulation

Based on the background of the problems described above, the formulation of the problem that can be taken is as follows:

1. Does job stress affect turnover intention?
2. Does the work environment affect turnover intention?
3. Does job satisfaction affect employee turnover intention?

This research is expected to be able to provide input for the Donut Company and Shops regarding work stress, work environment and job satisfaction on turnover intention. Furthermore, it can be used as a basis for human resource management policies.

II. LITERATURE REVIEW

A. Literature Review

A literature review will be conducted for example when we begin to understand a new research topic, follow the trend of new research and understand the state-of-the-art of a research topic. A good literature review is an evaluation of the quality and new findings of a scientific paper. It should be understood that the so-called scientific literature.

1) *Job stress*: Job stress is a tension condition that creates physical and psychological imbalances that affect emotions, thought processes, and conditions of an employee [3]. People who experience work stress become nervous and feel chronic anxiety so they often become angry. Job stress is exposed by aggressive, unable to relax, or show a non-cooperative attitude [4].

2) *Work environment*: The work environment in a company is very important to pay attention to management. The work environment has both a direct and indirect influence on employees in carrying out their work. The work environment is an atmosphere where employees carry out activities every day. The work environment refers to things that are around and surrounds the work of employees in the office. According to Leshabari, supportive work environments help workers to perform normal duties more effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality services [5]. According to Nitisemito in Nuraini, the work environment is everything that exists around employees and can influence in carrying out the tasks assigned to him for example by the presence of air conditioner (AC), adequate lighting [6].

3) *Job satisfaction*: Every person who works expects to get satisfaction from where he works. Job satisfaction is an individual matter because each will have different levels of satisfaction according to the values that apply in each. The more accomplished in the work that is following the wishes of the individual, the higher the level of satisfaction felt. According to Kreitner and Kinicki job satisfaction is effectiveness or emotional response to various aspects of work [7]. According to Robbins job satisfaction is a general attitude towards someone's work that shows the difference between the number of awards received by workers and the amount they believe they should receive [8].

4) *Turnover intention*: The meaning of turnover is the flow of employees entering and leaving the company. Mobley argues that the general limitation about employee turnover is the cessation of individuals as members of an organization accompanied by the provision of financial rewards by the organization concerned [9]. When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employees intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller [10].

B. Conceptual Framework

The conceptual framework of research according to Haryoko explains theoretically the conceptual model of the research variables, about how the correlations of theories are related to the research variables studied, namely the independent variable with the dependent variable [11].

1) *Job stress relationships with turnover intention employees*: The higher the work stress experienced by employees, the intention to move employees (Turnover

Intention) will be higher. Conversely, if the work stress of an employee is lacking, then Turnover Intention will also decrease. Research from Pradharma, shows that work stress, organizational commitment, and job satisfaction influence the desire to leave [12].

2) *Relationship between work environment and turnover intention employees*: According to Sedarmayanti, the work environment is divided into physical and non-physical environments [13]. This physical environment can be in the form of working conditions and facilities obtained by employees to support their work. According to Munandar, things like lighting, temperature, air, and noise are some of the factors that can affect employees' moods while working. These factors will have an impact on employee psychology so that they can trigger feelings of suspicion and irritation [14].

3) *Relationship between job satisfaction and turnover intention employees*: A person's job satisfaction can be seen from the commitment of an employee, where satisfaction will automatically emerge then the employee will commits. An employee has satisfaction with what he is doing, by having a good work environment, given the opportunity to learn many things, improve existing skills. So, employees who have job satisfaction, tend not to be intentional or have a turnover intention. Conversely, if the employee does not have satisfaction in working, then Turnover Intention will occur. Alam, show results, that job satisfaction harms turnover intention [15].

In this research, we used 4 variables. They consist of 3 independent variables and 1 dependent variable. The independent variable is a variable that affects or causes changes in the emergence of the dependent variable.

The following is a conceptual framework related to the variables previously discussed in the literature review:

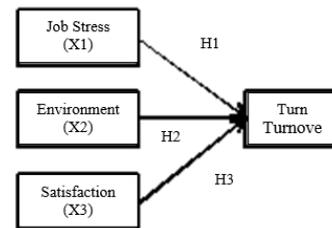


Fig. 1. Conceptual framework.

C. Hypothesis

According to Gunawan Hypothesis is an answer or a temporary guess that must be verified by scientific research. Based on the conceptual framework above, we created a hypothesis to find out whether there is a relationship between the independent variables on the dependent variable [16].

- H1: Job Stress affects Turnover Intention.
- H2: Work Environment affects Turnover Intention.
- H3: Job Satisfaction influences Turnover Intention.

III. RESEARCH METHODOLOGY

This research was done in May 2018 and the place used in this study was Donut Company and Shops Indonesia in Jakarta. The research design used by the author in this study was causal research. According to Sugiyono causal is a causal relationship where the independent variable influences the dependent variable. This study aims to test hypotheses about the influence of one or from several variables on other variables with statistical tests [17].

The approach used in this study was a quantitative approach. This research initially worked using qualitative aspects by compiling several questionnaires. This questionnaire will then be quantified or realized in the form of numbers that show work stress, work environment, job satisfaction and turnover intention scores using a Likert Scale measurement.

The population of this study was all employees of Donut Company and Shops Indonesia. We took a sample of 115 people. Data collection process used a questioner method. We conducted questionnaires and interviews to gather the data.

The analysis method in this study was done by testing the questionnaire answers. Some tests such as validity, reliability and classic assumption test i.e. normality, multicollinear and heteroscedasticity test were done and shown an acceptable result which made data is eligible for a further hypothesis test.

IV. RESULTS AND DISCUSSION

A. Descriptive Characteristics of Respondents

The sex of the respondents in this study shows results as in the following table 1:

TABLE I. GENDER OF RESPONDENTS

	Frequency	Percent
Male	53	46,1
Female	62	53,9
Total	115	100,0

Source: primary data, processed

Based on the table 1 above, it appears that the majority of respondents are female at 53.9%.

B. Reliability

The reliability test is to measure the reliability of data and to test the reliability. We used Cronbach's Alpha to find out the reliability and a good Cronbach's Alpha value is above 0.6. Ghozali [18].

TABLE II. RELIABILITY TEST

Variable	Cronbach's Alpha	N of items
Job Stress	0.816	6
Working Environment	0.971	9
Job Satisfaction	0.936	5
Turnover	0.725	3

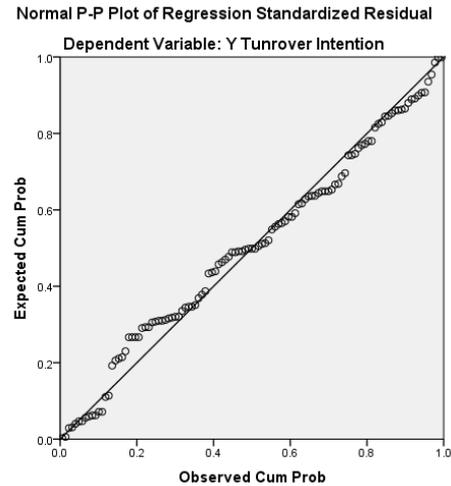
Source: primary data, processed

Based on the table 2 above, all questions in the turnover intention variable can be declared reliable because they have fulfilled the specified conditions where the good Cronbach's Alpha value is above 0.6.

C. Classical Assumption Test

The classical assumption quality test consists of Normality Test, Multicollinearity Test, and Heteroscedasticity Test

1) *Normality test*: The normality test aims to test in the regression model. It checked the disturbing or residual variables have a normal distribution or not. This is done by using the p-plot test, the results of which can be seen in the following figure 2



Source: primary data, processed

Fig. 2. P-plot regression.

Based on the figure 2, it can be said that if the residual originates from a normal distribution, then the data distribution values will be located around the diagonal line and follow the direction of the diagonal line, meaning that the data taken as material for this study is having normally distributed data [18].

2) *Multicollinearity test*: The multicollinearity test aims to find out whether in the regression model there is a correlation between independent variables. A good regression model should not correlate with independent variables [18]. We used the value of the Variance Inflation Factor (VIF). If VIF is smaller than 5, there is no multicollinearity in the model [18].

TABLE III. MULTICOLLINEARITY TEST RESULTS MODEL COLLINEARITY STATISTICS

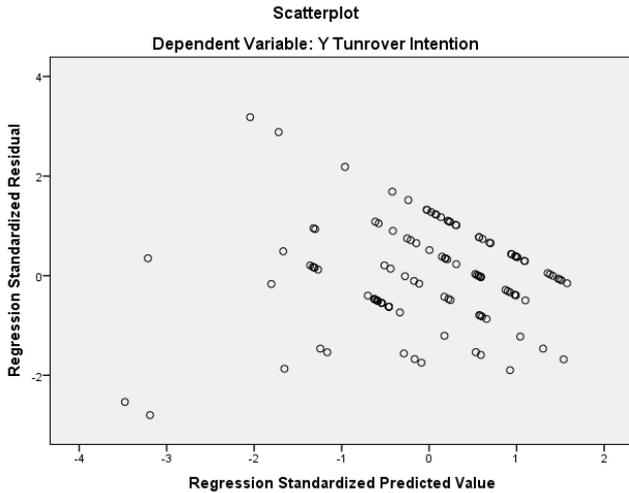
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
X1 Work stress	.773	1.293
X2 working environment	.448	2.234
X3 Job Satisfaction	.443	2.257

Source: primary data, processed

Then the calculation of Tolerance value also shows that there is no independent variable that has a Tolerance value of less than 0.10 which means there is no correlation between

independent variables whose value is more than 95%, and the calculation of the Variance Inflation Factor (VIF) value also shows the same thing, there is no independent variable that has a VIF value of more than 5. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

3) *Heteroscedasticity test*: Heteroscedasticity test to test whether, in a regression model, there is an inequality of variance from residuals from one observation to another observation. A good regression model does not occur heteroscedasticity [18].



Source: primary data processed

Fig. 3. Scatter plot regression.

From the scatterplots figure, it can be seen that the points spread randomly and spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model.

D. Hypothesis Test

Testing this hypothesis is done through testing Multiple Linear Regression, Analysis of the Determination Coefficient (R Square), Simultaneous Significance Test (Test F Statistic), and Individual Parameter Significance Test (Test Statistic t).

1) *Multiple regression test*: Calculations performed using SPSS produce output as follows:

TABLE IV. MULTIPLE REGRESSION TEST

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	1.119	.427	
X ₁ Work Stress	.061	.099	.049
X ₂ Working renvironmrnt	.782	.115	.705
X ₃ Work Satisfaction	-.069	.113	-.064

Source: primary data processed

Based on the results obtained from the regression coefficients of work stress, work environment and job satisfaction on employee turnover intention, a regression equation can be made, namely, $Y = 1.119 + 0.061X_1 + 0.782X_2$

- 0.069X₃. It can be concluded that any increase at independent variables work stress (X₁) or working environment (X₂), it will affect positively at dependent variable (turnover intention). However, work satisfaction (X₃) has negative effect at turnover intention (Y). It shows less satisfy the workers will create higher intention to leave the company.

2) *Determination coefficient test*: Testing the coefficient of determination is done to measure how far the ability of the regression model to explain the dependent variable [18]. The result of this test can be seen from the value of Adjusted R Squared in the Model Summary table.

TABLE V. DETERMINATION COEFFICIENT TEST

Model	R	R Square	Adjusted R Square
1	.682 ^a	.465	.451

Source: primary data processed

The result of the table 5 above was the adjusted R Square value is 0.465, so it can be concluded that 46.5% Y variables can be explained by variables X₁, X₂, and X₃. The remaining amounting to 53.5% is explained by other variables not examined in this study.

3) *Significance test (t-test)*: The t-test aimed to test the hypothesis whether it is true or not. A decision can be concluded by looking at the probability level of significant.

If the significance > 0.05 then H₀ is accepted and H_a is rejected.

If the significance < 0.05 then H₀ is rejected and H_a is accepted.

TABLE VI. T-TEST

Variable	T	Significant
(Constant)	2.619	0.010
X ₁ Work Stress	0.616	0.024
X ₂ Working renvironmrnt	6.801	0.000
X ₃ Work Satisfaction	-0.612	0.041

Source: Output SPSS 2019

From the above result, we concluded that the work environment, work satisfaction, and job satisfaction has independently affect at turnover intention. The significant values were below a benchmark number of 0.05. The significant level of working environment is the lowest (0.000) meaning that working environment has the highest correlation with turnover intention.

E. Discussion of Research Results

Work stress indicates that when the level of work stress is quite high in carrying out each task and responsibility, it will affect the higher desire of employees to turnover intention. This is in line with research from Waspojo job stress has significant influence on turnover intention [19].

The work environment affects employees to have turnover intention. This result is in line with the results of research conducted Anggrani stating that the physical and non-physical work environment affects employee turnover intention [20].

The level of job satisfaction of employees is in a low category. One form of dissatisfaction in their work is reflected in the indicators of job satisfaction. Having the work done, not having a harmonious relationship with the boss and the lack of support from coworkers themselves causing employees to do major changes in his work by finding better jobs. This is in line with the results of research by Arshadi stating that work stress affects employee turnover intention [21].

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the results of research and discussion in the previous statements regarding the Effect of Job Stress, Work Environment and Job Satisfaction on Turnover Intention Employees at Donut Company and Shops in Jakarta, the conclusions in this study are as follows:

Job Stress has a positive effect on employee turnover intention. This means that the higher the stress level of employees, the employee turnover intention increases. The inability of employees to complete work with very limited time conditions results in employees being unable to explore themselves in working to be more creative and finally have the desire to find a better job.

Work Environment has a positive effect on employee turnover intention. In contrary, uncomfortable work environment gives effect to employees to have the desire to turnover intention. Company should maintain and create a joyful work environment to make employee stay.

Job Satisfaction has negative effect on employee turnover Intention. The level of job satisfaction of the employees is in a low category this is especially evident regarding the salary earned and support from coworkers themselves. Lack of any of these factors can causes employees to feel they want to find a better job.

B. Suggestions

It is expected that Donut Company and Shops to consider the level of work stress, because of the high level of work stress makes employees feel bored in doing every job that is their responsibility. To overcome this, companies can hold office outing activities scheduled for a certain period as a means for recreation. The level of job satisfaction is not much different from work stress, where employees already feel dissatisfaction in work, so the desire to find a better job becomes the best alternative to achieve the level of job satisfaction itself. To overcome this, companies can provide rewards for employees who excel in both material and non-material. Material rewards can be in the form of bonuses and non-material rewards can be in the form of promotion. More fun and joy environment are necessary for company to prevent employee intention to leave the company.

REFERENCES

- [1] I.N. Sudita, "Pengaruh Kepuasan Gaji, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Turnover Intention (Studi Kasus Pada Bidang Praktek Swasta Di Kabupaten Sleman)," *Jurnal Bisnis dan Ekonomi* vol. 6, no 1, 89-99, Juni 2015.
- [2] Sedarmayanti, *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil* (cetakan kelima). Bandung: PT Refika Aditama, 2011.
- [3] V. Rivai, *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktik*. Jakarta: Raja Grafindo Persada, 2011.
- [4] M. Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara, 2012.
- [5] M. Leshabari, E. Muhondwa, M. Mwangu and N Mbembati, "Motivation of Health care workers in Tanzania: case study of Muhimbili National Hospital. East African," *Journal of Public Health*, vol. 5, no. 1, pp. 30-36, 2008.
- [6] T. Nuraini, *Manajemen Sumber Daya Manusia*. Pekanbaru: Yayasan Aini Syam, 2013.
- [7] R. Kreitner and A. Kinicki, *Organizational behavioral-Ed. 5*. Boston: McGraw-Hill, 2014.
- [8] Stephen P. Robbins (2009). *Organizational Behavior*, Pearson Education South Africa, 8th ed., 602-603
- [9] W.H. Mobley, *Pergantian Karyawan: Sebab, Akibat dan Pengendaliannya* (Terjemahan). Jakarta: PT Pustaka Binaman Pressindo, 2011.
- [10] P. Jeffrey, "Human Resources from an Organizational Behavior Perspective: Some Paradoxes Explained," *The Journal of Economic Perspectives*, vol. 21, no. 4, pp. 115-134, 2007.
- [11] U. Haryoko, "Identifikasi Kekuatan Dan Kelemahan Komponen Sistem Informasi Iklim (Strength And Weakness Identification Of Climate Information Component)," *Agromet*, vol. 22, no. 2, pp. 132-143, 2008.
- [12] Pradharna, A. Sidra, and F. Achyani, "Pengaruh Kepuasan Kerja, Stres Kerja, Dan Komitmen Organisasi Terhadap Intensi Turnover (Studi Empiris di "CV. U.L.A.MA PAPER, CV. CIPTA PUSTAKA dan UD. REALITAS di Surakarta)," Skripsi thesis, Universitas Muhammadiyah Surakarta. Unpublished.
- [13] Sedarmayanti, *Manajemen Sumber Daya Manusia*. Bandung: Refika Aditama, 2013.
- [14] A.S. Munandar, *Psikologi Industri dan Organisasi*. Jakarta: Universitas Indonesia (UI-Press), 2011.
- [15] I.A. Alam and L.T. Monica, "Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening," *Jurnal Manajemen dan Bisnis*, vol. 5, no. 2, pp. 242 – 265, 2015.
- [16] E.M. Sutanto and C. Gunawan, "Kepuasan kerja, komitmen organisasional dan turnover intentions," *Jurnal mitra ekonomi dan manajemen bisnis*, vol. 4, no. 1, pp. 76-88, 2013.
- [17] Sugiyono, *Metode Penelitian Manajemen*. Bandung: Alfabeta, 2013.
- [18] I. Ghozali, *Analisis Multivariate lanjutan dengan program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro, 2006.
- [19] A. Waspodo, N. Handayani, and W. Paramita, "Pengaruh Kepuasan Kerja Dan Stres Kerja Terhadap Turnover Intention Pada Karyawan PT. Unitex Di Bogor," *JRMSI - Jurnal Riset Manajemen Sains Indonesia*, vol. 4, no. 1, pp. 97-115, 2017.
- [20] Anggrani, M. Putri, Irwansyah and N. Wahyuni, "Pengaruh Lingkungan Kerja Non Fisik dengan Kepuasan Kerja sebagai Variabel Intervening terhadap Turnover Intention Karyawan PT. Andika Lintas Samudera, Banjarmasin," *Jurnal Bisnis dan Pembangunan*, vol. 5, no. 2, pp. 51 – 56, 2016.
- [21] Arshadi, Nasrin and H. Damiri, *The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE*, *Proceeding, Procedia - Social and Behavioral Sciences*, vol. 84, pp. 706-710, 2013.