

The Effect of Organizational Climate and Job Stress On Turnover Intention with Job Satisfaction as An Intervening Variable

(Case Study: PT Grahamegaria Surabaya, East Java, Indonesia)

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Abstract: *The purpose of this study is to determine and analyze the influence of organizational climate, work stress on turnover intention by using job satisfaction as an intervening variable for employees at PT GrahaMegaria Surabaya. The population in this study was all employees of PT GrahaMegaria Surabaya, amounting to 58 employees, the sample in this study was carried out by saturated sampling or census technique, therefore the entire population in this study was as a sample. Data collection in this study used a questionnaire; data were analyzed using SPSS version 17.0. The analysis technique used is validity, reliability and t test.*

The results of the study based on multiple linear regression analysis show that Organizational climate has a positive effect on job satisfaction with the value of t-test for variable X1 is $3.889 > 2.004$ and the significance level is $0.000 < 0.05$. Job stress has a positive effect on job satisfaction with the value of t-test for variable X2 is $2.351 > 2.004$ and a significance level of $0.022 < 0.05$. The indirect effect of X1 on Y is 0.28 and the indirect effect of X2 on Y is 0.34, whereas job satisfaction has a negative effect on turnover intention with a direct effect of 0.91 so that job satisfaction as an intervening variable is acceptable.

Keywords: *Organizational Climate, Job Stress, Job Satisfaction, Turnover Intention*

I. Introduction

In the current era of globalization, competition in the market will be increasingly strict. In order to be superior in competition, the company must have a better performance, which depends on how well the company is managed by managers and top decision makers. To achieve performance it is better for companies to be able to utilize the resources that are in it including maximizing the function of human resources. In general, human resources can improve company performance through the formation of human resources reliability.

In relation to human resources, from various studies has been done, changes in environmental conditions of the organization both internally and externally directly or indirectly can affect organizational climate and stress level of the staff who can reduce the level of job satisfaction that eventually can raises the intention to move for employees (turnover intention) which in the end can cause actual turnover.

There is a lot of research on employee stress. Schuler and Jackson (1996) suggest that there are four "S" common causes of stress for many workers, they are Supervisor, Salary, Security and Safety.

In addition to stress, another factor that becomes a variable in this study is the organizational climate. Reichers and Scheneider (1990: 22) in Vardi (2001: 327) define climate as a shared perception or assumption regarding organizational policy, implementation of policies and procedures both formal and informal. Climate as a representation and goals of the organization and the tools and methods those are copied and implemented to achieve the desired results.

In previous studies, many researchers used stress variables and organizational climate as dimensions that could affect job satisfaction. Job satisfaction is defined as a person's general attitude towards his work or can also be interpreted as the difference between the amount of rewards received by employees and the amount they should get (Robbins, 2003). From this study we obtained hypotheses:

H1 : Organizational climate has a positive effect on job satisfaction

H2 : Job stress has a negative effect on job satisfaction

H3 : Organizational climate and work stress through job satisfaction as an intervening variable have a positive effect on turnover intention

Job stress and organizational climate are two variables that are predictors of the variable job satisfaction that will be studied in this study. This study took the subject in a private company, namely PT. GrahaMegaria Surabaya.

PT GrahaMegaria Surabaya or better known as Townsquare Surabaya is under the auspices of Graha Group which is a property developer company in the hospitality sector, especially hotels and shopping centers. PT GrahaMegaria Surabaya is a shopping center / mall with a unique concept of leisure and entertainment which was established in Surabaya in 2008 with the name Surabaya Town square or known as Sutos. In 2010, the name changed to Townsquare Surabaya so that it did not have a name similar to other property companies in the same field.

At the beginning of its establishment, PT GrahaMegaria Surabaya was the only shopping center / mall in Surabaya that had its own market share and became an idol in the community. Over time, many shopping business developers began to emulate the concept of Town square Surabaya, making the number of visitors and tenants in this mall decline, this has been increasingly seen since 2016.

This turned out to also affect the climate in the management organization of PT GrahaMegaria Surabaya. Changes in the management composition of this company have occurred 3 (three) times within 6 (six) years. In early 2008, there were 225 employees in the company, consisting of 82 management employees and 143 contract or outsourcing employees. But in 2018, the number of employees decreased by 21% or as many as 58 employees in various different positions.

Based on the above problems, the study of turnover intention of employees is something that really needs to be done, to be able to predict how much organizational climate, job stress and job satisfaction in influencing intention to relocate employees and provide feedback to the company as part of efforts to suppress actual turnover rate

II. Research Methods

The sample in this study was all employees of PT GrahaMegaria Surabaya, amounting to 58 people. The types of data used in this study are primary data and secondary data. The data collection techniques carried out in this study was questionnaire methods using a Likert scale of 1-5, documentation and interviews.

This type of research is quantitative in nature explanation (explanatory) which highlights the influence of the variables of research and testing hypotheses that have been formulated previously. The dependent variables of this study are the Organizational Climate (X1) and Job Stress (X2), with an intervening variable that job satisfaction (Z) at PT GrahaMegaria Surabaya. While the independent variable is Turnover Intention (Y).

In this study the data analysis used was an instrument test consisting of: validity test and reliability test, classic assumption test consisting of normality test, multicollinearity, autocorrelation and heterosodesitas, multiple linear test and hypothesis testing based on t-test.

III. Results and Discussions

1.1. Results

Respondent characteristics discussed in this study include age, gender and level of education. The results of the characteristics of respondents employees of PT GrahaMegaria Surabaya seen that the number of respondents by age, in this study had ages ranging from 31-40 years in the amount of 55 percent, ages 21-30 years by 33 percent, ages 41-50 year by 12 percent. Based on gender characteristics, the number of male respondents is 51 or 88 percent which is more dominant than the number of female respondents as many as 7 people or 12 percent. Based on the characteristics of the latest education level, the majority of respondents received final education at the level 1 level of 71 percent, while the respondents at the high school level were 24 percent, and the Strata 2 was 5 percent.

The results of the validity test show that all variables have a correlation coefficient value with a total score of all statement items greater than 0.30. These results indicate that the items in the research instrument are valid.

The results of the reliability test show that the three research instruments have a Cronbach's Alpha coefficient of more than 0.60. It can be said that all instruments are reliable so that they can be used to conduct research.

Data obtained from the distribution of questionnaires need to be described to provide a clear interpretation of the data. Riduwan and Kuncoro (2012: 9) mention the average value used to describe the results obtained.

The frequency spread of organizational climate variables shows that the average is 4.16 which mean that the organizational climate variable in PT GrahaMegaria Surabaya has a very good response from employees. With the existence of a good climate will be able to improve employee job satisfaction.

The frequency distribution of work stress variables shows that the average is 4.21 which means that the work stress variable in PT GrahaMegaria Surabaya has a very high response from employees.

The frequency spread of job satisfaction variables shows that the average is 4.21 which mean that the variable job satisfaction in PT GrahaMegaria Surabaya has a very high response from employees. With the existence of high job satisfaction will reduce employee turnover rates.

The frequency distribution of turnover intention variables shows that the average is 4.20 which means that the turnover intention variable in PT GrahaMegaria Surabaya has a very high response from employees. This shows that employee turnover in this company is very high.

In testing normality, it was found that the normal curve that formed a perfect bell and on the histogram graph gave a normal distribution pattern. Both of these graphs show that the regression model is feasible because it meets the assumptions of normality. Based on the results of multicollinearity testing, the results of the calculation of tolerance values also show that there are no independent variables that have tolerance values < 0.10 which means there is no correlation between independent variables that are more than 95%. Likewise, with the calculation of the VIF value, from the two independent variables tested there was no VIF value of more than 10, it can be concluded that there was no multicollinearity between the independent variables in the regression model. Analysis of heteroscedasticity test with plot graph is if the points in the graph are scattered (not forming a pattern) then heteroscedasticity does not occur. Based on the picture it can be seen that the existing points do not form a regular pattern. So it can be concluded that the data in this study are free from heteroscedasticity. This means that the regression function in this study does not appear disturbance because the variants are not the same.

Based on autocorrelation testing, it can be seen that the Durbin Watson value is 1,808. So that the DW value is between $dU (1.6475) < DW (1,808) < 4 - dU (4 - 1,5052 = 2.4948)$. Then it can be concluded that in this study there was no autocorrelation. This means that the independent variables in this study were not disturbed or affected by interfering variables.

Table 1
Results of Z Variable Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.509	2.602		2.886	.006
Organizational Climate	.365	.094	.444	3.889	.000
Job Stress	.514	.219	.268	2.351	.022

a. Dependent variable: Job Satisfaction

Data Source: Processed in 2018

Based on the results of the calculation of constants and beta coefficients it is known that multiple regression equations for Z variable are as follows:

$$Z = 7,509 + 0,365 X1 + 0,514 X2$$

Based on these results it can be explained that the Organizational Climate variable (X1) will affect Job Satisfaction (Z) of 0.365. This means that if the Organizational Climate increases, the Satisfaction of Work increases while other variables are considered to be non-existent or constant. Job Stress Variable (X2) will affect Job Satisfaction (Z) of 0.514. This means that if Job Stress increases, Job Satisfaction will increase while other variables are considered to be non-existent or constant.

Table 2
Results of Y Variable Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.231	.995		.232	.817
Job Satisfaction	.801	.047	.915	16.926	.000

a. Dependent Variable: Turnover Intention

Data Source: Processed in 2018

Based on the results of the calculation of constants and beta coefficients it is known that multiple regression equations for Y variable are as follows:

$$Y = - 0.231 + 0.801$$

Partial test is used to test the significance of partial coefficient by using the t-test of each regression coefficient with t-table at a significant level of 5%. If $t_{count} > t_{table}$, then H_0 is rejected, this means that the independent variable can explain the dependent variable tested. Partial tests conducted with regression analysis can also be known from the calculated value, provided that:

1. If the t-count is significant $\leq (0.05)$, or the coefficient of t-count is significant at the level of less or equal to 5%, H_0 is rejected and H_a is accepted.
2. If the value is significant $> (0.05)$, or the coefficient calculated is significant at the level of more than 5%, H_0 is accepted and H_a is rejected.
3. The real level is 5% or 0.05 with $N = 58$ $df = 58-3 = 55$, $t_{table} = 2.004$

Under the terms at n above, the results of hypothesis testing with statistical t-test, among others:

1. Based on the results of calculations on t test with a significance level of 5% and df 55, it is known that the value of the t-test for variable X1 is $3.889 > 2.004$ and the significance level is $0,000 < 0.05$. Thus the hypothesis which states that there is a positive influence between Organizational Climate on Job Satisfaction can be accepted (H_1 accepted).
2. Based on the results of calculations on t test with a significance level of 5% and df 55, it is known that the value of the t-test for variable X2 is $2.351 > 2.004$ and the significance level is $0.022 < 0.05$. Thus the hypothesis which states that there is a negative influence between Job Stress and Job Satisfaction is not acceptable (H_2 is not accepted).

Table 3
Path Analysis Results

	DIRECT EFFECT	INDIRECT EFFECT
X1 AGAINST Y	0.28	$0.44 \times 0.91 = 0.40$
X2 AGAINST Y	0.34	$0.26 \times 0.91 = 0.24$
Z ON Y	0.91	

Source: primary data processed author, 2018- SPSS 17.0

From the summary table of the Effect of Organizational Climate, Job Stress on Turnover Intention through Job Satisfaction as an intervening variable, it can be seen that the total influence is greater than direct influence so it can be concluded that Job Satisfaction is able to mediate the Effect of Organizational Climate, Job Stress on Turnover Intention.

1.2. Discussions

H1: Organizational climate has a positive influence on job satisfaction

Based on the results of calculations on t test with a significance level of 5% and df 55, it is known that the value of the t-test for variable X1 is $3.889 > 2.004$ and the significance level is $0,000 < 0.05$. Thus the hypothesis that there is a positive influence between Organizational Climate on Job Satisfaction can be accepted. Thus the results of this study are in accordance with the results of research conducted by Kirk L. Rogga (2001), Jennifer and Bersade (1997), Snyder (1990) and Soedjono (2005) and Koesmono (2005). This implies that Job Satisfaction will experience an increase when there is an increase in organizational climate, including the feeling

of happy employees towards their duties or work, employees are given the opportunity to argue, the existence of reward or appropriate income, and the existence of promotion.

H2: Job stress has a negative influence on job satisfaction

Based on the results of calculations on t test with a significance level of 5% and df 55, it is known that the value of the t-test for variable X2 is $2.351 > 2.004$ and the significance level is $0.022 < 0.05$. Thus the hypothesis which states that there is a negative influence between Job Stress on Job Satisfaction cannot be accepted (H2 is not accepted). Thus the results of this study are not in accordance with the results of research conducted by Robbins (2003), Sullivan and Bhagat (1992) and Hollon&Chesser (1976). This implies that a a right kerj satisfaction increased when the peningkatanstress work, in this case can be concluded that job stress does not always give a high negative influence to job satisfaction. According to direct observation at PT GrahaMegaria Surabaya, it appears that all levels of office always get stress and demands in their work, so that each individual has been trained and familiar with this. Furthermore, what seems to be the most important factor in job satisfaction here are salary levels and promotion.

H3: Organizational climate and work stress through job satisfaction have a negative influence on intention to move (turnover intention)

From the summary table of the Effect of Organizational Climate, Job Stress on Turnover Intention through Job Satisfaction as an intervening variable can be seen that the total influence is greater than direct influence so it can be concluded that Job Satisfaction is able to mediate the Effect of Organizational Climate, Job Stress on Turnover Intention means that). Thus the hypothesis which states that there is a positive influence between the Organizational Climate on Job Satisfaction can be accepted. Thus the results of this study are in accordance with the results of research conducted by Ing-San Hwang and JyhHueiKuo (2006), SarminahSamad (2006), and Irwansyah (2005) andEndangNurWidyastuti (2004). This implies that the intention to move (turnover intention) will increase when there is a decrease in job satisfaction.

IV. Conclusions

Based on the results of previous research and discussion, a conclusion can be drawn as follows:

- a. There is an influence of Organizational Climate on Job Satisfaction at PT GrahaMegaria Surabaya.
- b. There is no effect of Job Stress on Job Satisfaction at PT GrahaMegaria Surabaya.
- c. There is the influence of Organizational Climate and Job Stress through Job Satisfaction on Intention to Switch (turnover intention) at PT GrahaMegaria Surabaya.

From the three conclusions above, the hypothesis shows that the research problem has been answered. The high level of work stress does not always reduce employee job satisfaction, but at the place of this study it was found that job satisfaction is determined by the level of salary, the existence of rewards and promotions. Jobsatisfaction can ultimately reduce the intention to move (turnover). A good organizational climate can increase job satisfaction, which in turn can reduce the intention to move of the employees. Organizational climate has a stronger and indirect influence on the intention to move when compared to work stress.

From the conclusions above, the advice that can be given is the need for career development compensation promotion and promotion policies that are more justable, transparent and based on competence and work performance for all employees in order to increase job satisfaction which will reduce the turnover intention rate at PT GrahaMegariaSurabaya .

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