

## **The Influence Of Job Stress, Organizational Climate And Job Environment On Employee Turnover Intention**

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**Abstract:** *This study aims to examine and analyze the Influence of job stress, organizational climate and job environment on employee turnover intention. Research uses causal analysis with a quantitative approach. Population in this study was 121 employees. Sample collection technique uses simple random sampling. Sample of 93 employees is obtained based on Slovin formula. Data analysis uses multiple linear regression. Results show job stress has a positive and significant influence on turnover intention. Organizational climate has a negative and not significant influence on turnover intention. Job environment has a negative and significant effect on turnover intention. Job stress, organizational climate and job environment simultaneously have a significant influence on turnover intention. Job stress is the biggest significant variable in influencing turnover intention.*

**Keywords:** *Job Stress, Organizational Climate, Job Environment and Turnover Intention*

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### **I. INTRODUCTION**

Today, Companies generally want employees who have a potential and have a major influence on a company. Human resources keeping most important role and strategic position because it is a driving factor of company's organizational activities and should be in an institution or company is needed welfare that can encourage employees to desire developing which basically looks at a company and if the employee is given a opportunity to develop achieving his career as much as possible, then the employee will feel that he has a clear future so, he will really carry out his duties as well as possible and to desire moving to another company is very small. Companies which having high turnover must expend greater costs in conducting recruitment, selection, and training new employees, of course this will affect the company's financial performance..

PT.Putra Mulia Telecommunication (PMT) is one of the telecommunication companies in Jakarta. Based on data from the PT.PMT Human Resource Department (HRD), Based on Table 1 in the past 4 years the employee turnover rate has increased.

**Table 1. Employee Turnover of PT. PMT 2014 to 2017 Periode**

Years	Employee		Amount of Employee		Turnover (in %)
	Start	End	In	Out	
2014	69	76	6	7	9,21
2015	76	86	8	10	11,63
2016	86	98	13	15	15,31
2017	98	121	22	25	20,66

According to the phenomenon, researchers conducted a preliminary survey related to turnover intention in the company. According to survey results, the variables of job stress, organizational climate and job environment generate the lowest scores with an average of 19.6%, 22.4%, and 23.8%.

**Table 2 Preliminary Survey Result**

No	Variable	Average	Ideal	Average per Respondent	Amount (in %)	Average (in %)
1	Job Satisfaction	134,3	185	3,62	72,6	24,2
2	Organizational Commitment	141	185	3,80	76,2	25,4
3	<b>Job Stress</b>	<b>108,6</b>	<b>185</b>	<b>2,93</b>	<b>58,7</b>	<b>19,6</b>
4	Leadership	132,6	185	3,58	71,7	23,9
5	Organizational Culture	133,3	185	3,60	72,1	24
6	Employee Engagement	142,7	185	3,84	77,1	25,7
7	<b>Organizational Climate</b>	<b>124,3</b>	<b>185</b>	<b>3,35</b>	<b>67,2</b>	<b>22,4</b>
8	<b>Job Environment</b>	<b>132,3</b>	<b>185</b>	<b>3,57</b>	<b>71,5</b>	<b>23,8</b>

## II. LITERATURE REVIEW

According to Hasibuan (2013:204), stress is a condition of tension that affects emotions, thought processes, and one's condition. People who experience stress become nervous and feel chronic anxiety. They often become angry, aggressive cannot relax, or show an uncooperative attitude. Someone who experiences stress can be seen from the attitude, behavior and results of what is done.

According to Danang Sunyoto (2015:45-46), organizational climate is a series of feelings and perceptions of various workers that can change from time to time and from one worker to another. When the organizational climate is beneficial to individual needs such as paying attention to the interests of workers and achievement-oriented, then we can expect a high level of behavior towards goals. It can be concluded that the working climate is related to the characteristics or characteristics that are felt in a company's work environment and arises because of the activities carried out consciously or not, and are considered to influence behavior then in other words the climate can be seen as an organizational personality as seen by the its members.

Sedarmayanti (2011: 28) states that the work environment is the overall tools and materials faced, the surrounding work environment in which a person works, his work methods, and work arrangements both individually and in groups. If the working environment is created good, it can reduce turnover. And conversely, if the situation in the work environment is not good, it can create a high turnover rate.

Mathis and Jackson (2011: 159) say that turnover intention is a process when employees leave an organization and leave a job position and where the position must be replaced by someone else. It can be concluded that the desire of employees to move away from the company can be due to several things such as opportunities from other places, the desires of the employees themselves, or even because of company policy.

## III. RESEARCH METHODOLOGY

In this study the type of sampling using Non-Probability Sampling is Convenience Sampling namely samples taken based on the availability of elements and ease in getting answers from respondents. In other words, this sample was taken by chance to meet or was willing to fill out questionnaires distributed to various units taken as samples. In addition to distributing questionnaires to respondents, researchers also adapted the use of library study methods to support research.

This study has a population of 121 people consisting of staff, supervisors, managers, senior managers, and directors at PT. PMT. With a total sample of 93 people who were processed using the Slovin formula. All data obtained from respondents in this study were processed using SPSS 25.0 for windows.

## IV. RESULT AND ANALYSIS

Regression analysis in this study has the aim to find out how much influence the independent variable (independent) which consists of work stress, organizational climate and work environment on the dependent variable, namely turnover intention on the employees of PT. PMT. In this study, statistical processing SPSS 25.0 for Windows is used to process data and the following calculation results are obtained:

**Table 3 Multiple Linear Regression Result**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,211	,557		3,967	,000
	Job Stress	,655	,052	,794	12,717	,000
	Organizational Climate	-,100	,102	-,062	-,985	,327
	Job Environment	-,241	,108	-,137	-2,234	,028

Based on the results of multiple linear regression tests in the table above to see the effect of work stress, organizational climate and work environment on turnover intention using multiple linear regression analysis and the coefficient value obtained with a constant value of 2,211, and the coefficient value for B1 = 0.655, B2 = - 0,100, and B3 = -0,241 derived from the regression equation as follows:

$$Y = 2,211 + 0,655 X1 - 0,100 X2 - 0,242 X3 + e$$

Information:

Y = Turnover Intention

X1 = Job Stress

X2 = Organizational Climate

X3 = Work Environment

As for the table for a total sample of 93 with 4 variables, two-way testing at a significance level of 0.05 is 1.987. While the significance value for the variable work stress is 0,000 ( $p < 0.05$ ). Thus  $t_{count} > t_{table}$  ( $12.717 > 1.987$ ) and a significance value of  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, which means that work stress has a positive and significant effect on turnover intention.

While the organizational climate variable has a value of  $t$ -count = -0.985 which is smaller than the value of  $t$  table = 1.987 and a significance value of  $0.327 > 0.05$  then  $H_0$  is accepted and  $H_a$  is rejected which means that the organizational climate has no negative and significant effect on turnover intention.

While the work environment variable has a value of  $t$ -count = -2.234 which is greater than the value of  $t$  table = 1.987 and a significance value of  $0.028 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, which means that the work environment has a negative and significant effect on turnover intention.

**Table 4 F Test Result ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35,828	3	11,943	59,299	,000 <sup>b</sup>
	Residual	17,924	89	,201		
	Total	53,752	92			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Lingkungan Kerja, Iklim Organisasi, Stres Kerja

Dari tabel diatas diketahui nilai Fhitung sebesar 59,299. Adapun nilai Ftabel untuk jumlah sampel sebanyak 93 dengan 4 variabel dan pengujian pada taraf signifikansi sebesar 0,05 adalah 2,71.  $F_{hitung} > F_{tabel}$  ( $59,299 > 2,71$ ) dan nilai signifikansi  $0,000 < 0,05$  sehingga hipotesis 4 diterima. Hal ini dapat diartikan bahwa variabel stres kerja, iklim organisasi dan lingkungan kerja secara simultan berpengaruh signifikan terhadap turnover intention.

**Table 5 Correlation Matrix between Dimensions**

Variable	Dimension	Turnover Intention	
		Internal Factor	External Factor
Job Stress	<i>Role Overload</i>	0,658**	0,685**
	<i>Role Conflict</i>	0,626**	0,615**
	<i>Role Ambiguity</i>	0,732**	<b>0,747**</b>
	<i>Responsibility for Other People</i>	0,673**	0,671**
Organizational Climate	Rewards	-0,127	-0,003
	Organizational Physical Condition	-0,187	-0,149
	Management Style	-0,166	-0,160
	Organizational interest	<b>-0,197</b>	-0,097
Job Environment	Physical Environment	-0,017	-0,065
	Non Physycal Environment	<b>-0,208</b>	-0,213

1. For work stress variables, the strongest relationship dimension is the role of role ambiguity to the dimensions of external factors with a coefficient value of 0.747 (has a "strong" relationship).
2. For organizational climate variables, the strongest dimension in relation is the dimension of organizational interest to the dimensions of internal factors with a coefficient value of 0.197 (has a "Very Weak" relationship).
3. For work environment variables, the strongest relationship dimension is the non-physical environment dimension to the dimensions of internal factors with a coefficient value of 0.208 (having a "Weak" relationship).

## V. Conclusion

1. Job Stress has a positive and significant effect on PT. Noble son of Telecommunication. It shows that the higher employee work stress can increase employee turnover intention. The lowest correlation between dimensions in the Work Stress variable and the Turnover Intention variable is in the role conflict dimension. So to reduce employee turnover intentions should be able to improve and minimize conflicts in the workplace.
2. Organizational climate has a negative and not significant effect on employee turnover intentions of PT. Noble son of Telecommunication. This shows that the Turnover Intention of PT. Putra Mulia Telecommunication will be lower if the Organizational Climate is getting better. The lowest correlation between dimensions in the Organizational Climate variable with the Turnover Intention variable is in the reward dimension. So to reduce employee turnover intention is to make changes to better policies related to the provision of employee benefits provided.
3. The work environment has a negative and significant effect on employee turnover intentions of PT. Noble son of Telecommunication. This shows that employee turnover intentions will be low if the employee's work environment is good. The lowest correlation between dimensions of the work environment variable to the dimensions of the Turnover Intention variable is on the dimensions of the physical environment. So as to reduce employee turnover Intention by improving the physical work environment related to facilities and infrastructure, work space and other work facilities that can support the work of employees.
4. Work stress, organizational climate and work environment simultaneously have a significant effect on employee turnover intentions of PT. Noble son of Telecommunication. This shows that factors of work stress, organizational climate and work environment are very important in influencing employee turnover intentions. Thus, paying attention to the elements that represent these independent variables will give optimal results to the increase in organizational commitment of employees.

### Suggestion:

Based on the results of research and discussion and conclusions that have been described previously, then some suggestions that can be put forward by the author are as follows:

1. To reduce employee turnover intention with regard to work stress so that the company pays more attention to factors that can cause stress in the workplace (job stressor) mainly related to role overload because based on descriptive analysis the lowest indicator is found in the role overload dimension, which is the indicator working below pressure. So management can minimize the occurrence of these pressures by making work schedules / work priorities for employees. And the demands of the work should be clear in accordance with the Standard Operational Procedure (SOP) and always be supervised by superiors so as to produce maximum performance. In this study the context of role overload should be considered in order to consider one's ability to resolve work demands.
2. Provide training (coaching) in accordance with their respective roles so that there are no conflicts of interest. Staff level are given basic training in the form of computer skills, BNSP certification of staff or officer level according to their department, and interpersonal communication training that can be held by vendors. Supervisor level is given intermediate training in the form of leadership training in the field using outbound vendors, BNSP certification supervisor level according to the department, and interpersonal skills training. Level Managers are given advanced training in the form of problem solving, critical analytical training, and BNSP level Manager certification training according to their departmental fields. For Manager level and above, more training on coaching clinics held by the CEO as planning and brainstorming to equalize the company's vision and mission.
3. Trying to minimize conflicts in the workplace. Such as creating a comfortable work environment, respecting the work of subordinates and coworkers, superiors give praise to employees who perform well, give enough authority to employees to carry out work, do mentoring, equalize the vision between superiors and subordinates to a job and agency goals, avoiding disputes between fellow employees or employees with superiors and others.
4. To reduce employee turnover intentions in connection with Organizational Climate, the company should make changes to policies related to providing employee benefits, especially with bonuses given by the company to its employees, because bonuses are the indicator with the lowest value among other indicators. Therefore companies should pay more attention and try to make improvements in terms of bonuses. In addition, so that the implementation of employee benefits can provide good results, then the leadership of the company should include or consult with experts in the field concerned in conducting a careful review of the methods and procedures for providing employee benefits.
5. To reduce employee turnover intentions in connection with the work environment so that the organization should improve the quality of facilities and infrastructure needed by employees to get a sense of security and comfort in working, so that employees work more optimally, hold activities that can encourage a sense of kinship and improve relationships that are harmony between employees. Social activities for these employees can be in the form of outbound, gathering, or dinner with superiors. This can improve the climate in the work environment of employees on non-physical aspects, taking into account the increase in the provision of healthy workspace facilities, guaranteed security, cleanliness of the work environment. This can provide the highest correlation with aspects of the physical environment that reduce Turnover Intention.
6. Given the independent variables in this study are very important in influencing employee turnover intentions, it is expected that the results of this study can be used as a reference for future researchers to develop this research by considering other variables, especially organizational culture, employee engagement, job satisfaction, leadership style or other variables beyond the variables included in this study. This is useful to know the extent to which these variables affect Turnover Intention.

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