
**THE EFFECT OF JOB STRESS, WORK ENVIRONMENT AND WORKLOAD ON
EMPLOYEE TURNOVER INTENTION
(CASE STUDY AT PT. WIKA REALTY MANADO)**

*ANALISIS PENGARUH STRESS KERJA, LINGKUNGAN KERJA DAN
BEBAN KERJA BERLEBIHAN TERHADAP KEINGINAN PERGANTIAN KARYAWAN
(STUDI KASUS PT. WIKA REALTY MANADO)*

by
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Abstract: Turnover phenomenon is the last option for employees in company when they find the working conditions are no longer suitable as expected. However, most of the turnover brought an adverse influence on the organization, both in terms of cost and in loss of time and chance to take advantage of opportunities. If the turnover occurs in a company, company will lose a number of employees and should replace them with the new ones. Some negative affect such as uninterested to the job, a lack of concern for the organization, or a loss of responsibility can occur. It may cause a decrease in job satisfaction of employees and this condition will certainly lead to job stress. Present study is focused to analysis the effect of among Job Stress, Work Environment and Workload on Employee Turnover Intention. This research used quantitative method. The sample of this research is all of the employee in PT. Wika Realty Manado consist of 56 employees. This research used probability sampling and the data filled by the questionnaire. The result of this research shows that there is a significant effect of Job Stress, work environment and workload on employee turnover intention. PT. Wika Realty must pay attention and manage well amount of job that they give to their workers.

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

Abstract: Fenomena perputaran adalah pilihan terakhir bagi karyawan di perusahaan ketika mereka menemukan kondisi kerja tidak sesuai lagi seperti yang diharapkan. Namun, sebagian besar omset membawa pengaruh buruk pada organisasi, baik dalam hal biaya dan kehilangan waktu dan kesempatan untuk memanfaatkan peluang. Jika omset terjadi di perusahaan, perusahaan akan kehilangan sejumlah karyawan dan harus menggantinya dengan yang baru. Beberapa pengaruh negatif seperti tidak tertarik pada pekerjaan, kurangnya perhatian terhadap organisasi, atau hilangnya tanggung jawab dapat terjadi. Ini dapat menyebabkan penurunan kepuasan kerja karyawan dan kondisi ini pasti akan menyebabkan stres kerja. Penelitian ini difokuskan untuk menganalisis pengaruh antara stres kerja, lingkungan kerja dan beban kerja terhadap keinginan pergantian karyawan. Penelitian ini menggunakan metode quantitative. Sampel penelitian ini adalah seluruh karyawan di PT. Wika Realty Manado terdiri dari 56 karyawan. Penelitian ini menggunakan probability sampling dan tanggal yang diisi oleh kuesioner. Hasil dari penelitian ini menunjukkan bahwa ada pengaruh yang signifikan dari stress kerja, lingkungan kerja dan beban kerja terhadap intensi perputaran karyawan. PT. Wika Realty sebaiknya memperhatikan dan mengatur jumlah pekerjaan yang baik yang mereka berikan kepada karyawan mereka.

Kata kunci: *pergantian karyawan, stress kerja, lingkungan pekerjaan, beban kerja*

INTRODUCTION**Research Background**

Nowadays, business competition is appearing tighter where many companies are keen to survive and maintain its existence to capture larger market effectively. Companies need to pay attention of its performance, so the company can determine the competitive strategy against their competitors.

Meanwhile, the development of the company in both industry products and services is very rapid. It can be seen from a variety of new companies come up that creates high competition among business players in the particular industry. Fast-moving competition requires more dynamic corporate strategy to face the current competition. Competitors in business creates higher level of change and competitions. Which is why they need employees who have higher responsiveness, stronger customer relationship and the creativity and innovation that keep a company one step ahead.

Employee's turnover is one of problems that considered to one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologist. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organization globally. In this competitive era, high performance of employee should be required to deal with fast-changing of consumer needs and demands. While, organizations are continuously looking for new ways to develop their human capital to adapt with it.

In this case, company need to retain professional employees who are dependent on the recruiting, selection, training and development candidates in accordance with company's goal. Selecting people who have the competence, has a high work standards according to expectations of the company is not easy. It Need a specific strategy in the recruitment and selection system to obtain superior human resources. Thus, here the company demanded more professional employees in the work, there will be pressure brought to bear employee workload given by the company.

Stress at work is relatively a new phenomenon of modern life style. Stress exists in every organization either big or small and organizations have become so much complex due to the existence; work place stress has significant effects over the employees' job performance, and the organizations are trying to cope with scenario,

Employers today analyze the stress management issues that contribute to dissatisfaction and high turnover intention ultimately affecting organizational goals and objectives. Higher level of stress existed with no managerial concern for solution consequently lowering the employee performance. Staking organizational reputation and loss of skilled employees. These situations call for immediate concern from organization management for employing effective stress management practices to increase employee satisfaction level and reduce their turnover intention.

Work environment may have various positive and negative impacts on employees' outcomes such as turnover intentions. Work Environment consists of the office building, its furniture and layout as well as the physical conditions under which workers operate. However, poor work environment and bad conditions have posed a great danger to workers' health and therefore make them to work with less joy and enthusiasms and work progress is hampered and disrupted. Work environment is very influential on employee turnover performance. Work Environment that makes employees is not comfortable cause to affect the employees to leave the company. Competition and the increasingly high demands of professionalism raise many pressures to be encountered by the individuals in the work environment.

The workplace environment plays a crucial role for the employees. Companies that create good work environments, can bring the spirit and motivation for employees to demonstrate efficient performance in achieving the company's goals together. All employees in firms should be responsible for doing the work of the company, and be accountable for the work in accordance with the education and training that has been taught. Therefore, a company that utilizes the human resources available is the company that can be an exemplified one.

Workload pressure can be positive leading to increased productivity, underutilization of human skills or failing to reach the full potential of the employees is also one cause to increase stress. Employees whose experienced high workloads can trigger high level of job stress such as: unhealthy body condition poorly motivated, less productive and less safe at work.

In organizations, the employees' perspective of workload is different. Some tackle much better while the others suffer in destructive consequences. Just as workload differs as a function of the individual, it also differs as a function of one's type of occupation. Some occupations are, inherently more work loaded than others. All the stress strain relationships have an apparent impact on the organization and industry.

Workload refers to the amount of work that is allocated to an employee to do or the intensity of job assignments. Employees who possess the capabilities to perform a job enjoy workload. However, when this pressure becomes excessive it has negative impact. In this stage, the individuals perceive that they do not possess necessary skills and abilities, required to affray with the stress. Stress among employees and their turnover intention have always been important issues for managers.

Turnover phenomenon is the last option for employees in company when they find the working conditions are no longer suitable as expected. However, most of the turnover brought an adverse influence on the organization, both in terms of cost and in loss of time and chance to take advantage of opportunities. If the turnover occurs in a company, the company will lose a number of employees and should replace them with the new ones. Turnover is an important phenomenon faced by each company.

Research Objectives

Based on the research problems, the objective of this research is:

To analyze the effect of job stress, work environment and workload on employee turnover intention at PT. Wika Realty Manado simultaneously.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resource or HR is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices. Also, according to Hariandja (2008), Human Resource is one very important factor in a company in addition to other factors such as capital. Therefore, HR must be properly managed to improve the effectiveness and efficiency of the organization.

Job Stress

Job stress is one of the most important workplace health risk for employees in developed and developing countries (Paul, Danna and Griffin, 2002). The Job Stress factor is interconnected with the hypertension, heart attacks, headaches and many other related diseases playing a negative role in the organization.

Work Environment

The stressor in the work environment influences the job satisfaction of employees which in turn leads to the intention to leave the job (Applebaum *et al*, 2010). Some studies have examined the impact of work environmental factors such as the height and thickness of work station partitions, furniture measurements and the amount and availability of file and work storage on individual and team performance. Study concluded that there is an impact of job characteristics and working conditions on job performance in a manufacturing setting.

Workload

Ksenia (2012) regarded workload as the one in the working environment exceeding personal capabilities and further resulting in threats and the reactions of nervousness, anxiety, frustration, pressing, annoyance. Such reactions would change the physical and mental conditions of a normal person as well as the behaviors. Workload originating from role overload that, in the competitive environment, personal work was extended from single items to multiple duties, and the risk of over-workload resulted in low emotion of employees, delaying work, low team atmosphere, and not obeying rules to further affect the organizational performance and the employee's centripetal force.

Turnover Intention

According to Naumann (2010), turnover as it "typically refers to the separation of an employee from the firm". Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover (Ongori, 2007). On the job turnover factors such as communication at workplace, environment, assignment given, salary and benefit received not satisfy the employee.

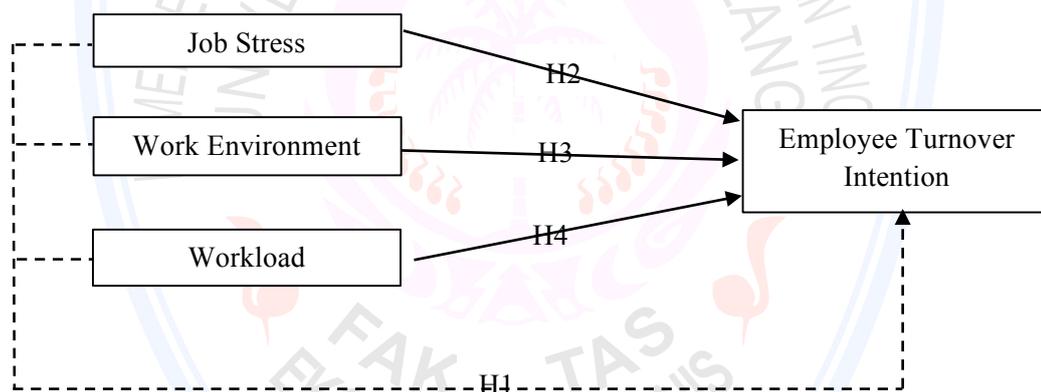
Previous Research

Qureshi *et al.*, (2013) titled, Relationship between Job Stress, Workload, Environment and Employees Turnover Intentions: What we know, what should we know by. This study is focused to find out the relationship among job stressor, workload, and work place environment and employee turnover intentions. A random sample of 250 employees from textile industry of Pakistan is selected. Is used for empirical analysis of data using AMOS 18 software. Results reveal that employee turnover intentions are positively related with job stressor and work load. While negative relationship with work place environment is reported.

Arshadi and Damiri, (2013) titled, The Relationship Of Job Stress With Turnover Intention and Job Performance: Moderating Role of OBSE. The aim of this research was to investigate the relationship of job Stress with turnover intention and job performance, considering the moderating role of organization-based self-esteem (OBSE). Data collected from 286 employees of Iranian National Drilling Company (INDC), who were selected by simple random sampling method. Person correlation and Moderated regression analysis through SSPS 19 software package were used for data analysis. Findings indicate the negative relationship between job stress and job performance and positive relationship between job stress and turnover intention. In addition, organization-based self-esteem (OBSE) significantly moderated the relationship of job stress with turnover intention and job performance.

Markey, Ravenswood and Webber, (2012) titled, The Impact Of The Quality Of The Work Environment On Employees' Intention To Quit. This study investigates the intentions and argues that QWE will influence a manager's ability to shape their employees' quitting intentions. The results support the extant literature findings only if employees perceive their QWE is good; if an employee perceives their QWE is poor then extant policy implications could be toothless. This suggests QWE is an important focus of policy to shape quitting intentions.

Conceptual Framework



Picture1. Conceptual Framework
Source: Data Processed (2017)

This research aimed to find the influence of Job Stress, Work Environment and Workload on Employee Turnover Intention. Thus, the variables that determine to do this research are Job Stress (X₁), Work Environment (X₂), and Workload (X₃) and Y is the effect used on Employee Turnover Intention.

RESEARCH METHOD

Type of Research

This research will use causal type of research with Quantitative method. As an analysis tool this research will use multiple linear regression method. The factorial design focuses on two or more categories with the independent variables as compared to the dependent variable.

Place and Time of Research

This research will be conducted in Manado and the time of research is about 2 (two) months from October until November 2017.

Population and Sample

Population is all members of a defined group that possess some common characteristic defined by the sampling criteria established by the researcher. According to Malhotra (2010) population is the aggregate of all the elements, sharing some common set of characteristics that comprises the universe for the purpose of the marketing research problem. The population in this research is all the employees of PT. WIKA Realty Manado. Sample size of this research is the 56 employees of PT. WIKA Realty Manado, which is the total amount of employees working in that company.

Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary data collected by researchers to answer the research questions. The primary data of this study gets from the results of questionnaires. The questionnaires are distributed to respondents so they can respond directly on the questionnaires. There were two sections in the questionnaires that should be filled in by respondents. The first section asked about respondents' identities and the second section asked about things that related with the variables.

Operational Definition of Research Variable

1. Job Stress
The Job Stress factor is interconnected with the hypertension, heart attacks, headaches and many other related diseases playing a negative role in the organization
2. Work Environment
The stressor in the work environment influences the job satisfaction of employees which in turn leads to the intention to leave the job
3. Workload
Employee spending psychological cost on task practice to achieve the requirement.
4. Turnover Intention
Employee turnover intention is also defined as "individuals' own estimated probability (subjective) that they are permanently leaving the organization at some point in the near future"

Data Analysis Method

Descriptive analysis was employed to describe characteristics of respondents based on factors of age, education and work duration. Validity test was conducted to analyse of whether all questions used for variables in the questionnaire were valid or not, based on correlation between each question to the total questions. Pearson Product Moment was used for this test. A question was categorized as valid question if the value of Pearson correlation was positive and the significance value below 0.05 to the total questions of variables. Reliability test was established by testing for both consistency and stability of the answers of questions. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2009). A variable is categorized as reliable valuable if value of Cronbach's Alpha is above 0.60.

Classical Assumption Test

Four assumptions including normality, no multicollinearity, homoscedasticity and no auto-correlation were analysed to make multiple linear regression. Normality was checked by plotting residual values on a histogram with a fitted normal curve. No multicollinearity was tested by the Variance Inflation Factor (VIF) statistic. Another way to think of co-linearity is "co-dependence" of variable (Schreiber-Gregory and Jackson, 2017). Intellectus Statistics plot the standardized residuals verses the predicted Y' values can show whether points are equally distributed across all values of the independent variables or not. According to Sekaran (2005: 268), homoscedasticity occurs if the one residual observation to other observation is fixed, otherwise it is called heteroscedasticity. The multiple linear regression model was checked for autocorrelation with the Durbin Watson test.

Multiple Linear Regression

In this research, multiple regression analysis was employed to analyse the effect of job satisfaction and perceived availability on job alternatives on turnover intention. In general, the equation of multiple linear regression is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where, X1, X2, X3, are independent variables and Y is dependent variable. To test simultaneous effect of independent variables (job satisfaction and job alternatives) to dependent variable (turnover intention), Ftest was used. A Ftest as any statistical test in which the test statistical has an F-distribution if the null hypothesis is true. If Fcount is greater than Ftable, H0 is rejected and H1 is accepted. Accepting H1 means that all consumption values has an effect on consumer purchase decision at certain significant level used. To test partial effect of each independent variable ttest was used (5 %, $\alpha = 0.05$). Statistically, this test has a t distribution if the null hypothesis is true. In this test, t count is compared to t table. If t count is greater than t table H0 is rejected and H1 is accepted. Accepting H1 means that a single independent variable has an effect on dependent variable. Goodness of Fit Test through Coefficient of Correlation (R) and Coefficient of Determination (R²) was applied in this research. "Coefficient of determination is used to show the percentage of variability in Y that can be explained by regression equation". Meanwhile, "Coefficient of Multiple Correlation is used to measure the strength of relationship between Y (dependent variables) and X (independent variables)" (Newbold and Thorne, 2003). The following considerations are used to classify the strength of correlation: > 0.70 (very strong positive correlation), 0.50 – 0.69 (substantial positive correlation), 0.30 to 0.49 (moderate positive correlation), 0.10 to 0.29 (low positive correlation), 0.00 (no correlation), - 0.01 to - 0.09 (means a negligible negative correlation), - 0.10 to - 0.29 (low negative correlation), - 0.30 to - 0.49 (moderate negative Correlation), - 0.50 to - 0.69 (substantial negative correlation), < - 0.70 (very strong negative correlation).

RESULT AND DISCUSSION

Result

The data used of this research is collected by distributing questionnaires to the company which is PT. WIKA REALTY MANADO. The following is description about the characteristic of the respondents consists of characteristic based on gender, age, marital status, and educational background.

Characteristic of Respondents

Based on gender shows the largest number of sampled respondents 57% comes from male respondents and then followed by female (43%). Based on age shows the largest number of sampled respondents 64% comes from age 21-30 years and then followed by age 31-40 years (48%), and the last is >50 years are 1% of respondents. Based on marital status shows that the largest number of sampled respondents respondent are 62% of respondent that already married, and then followed 38% of respondent which are single.

Validity Test

Table 1. Validity Test Result

		avr impr	avr perf	avr impr perf
Job Stress	Pearson Correlation	1	.381**	.724**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Work Environment	Pearson Correlation	.381**	1	.914**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Workload	Pearson Correlation	.724**	.914**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100
Turnover Intention	Pearson Correlation	.724**	.914**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2017

Table 1. Shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid.

Reliability Test**Table 2. Reliability Test Result**

Cronbach's Alpha	N of Items
.833	4

Source: SPSS Output, 2017

Table 2. Shows that Alpha Cronbach is 0.833 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Multiple Regression Analysis

In this research analysis of multiple linear regression was employed to analyze the effect of leadership, work environment, and discipline on employees' productivity simultaneously and partially. Results of analysis are presented in the following explanations.

Table 3. Multiple Linear Analysis Output

Model	Unstandardized		Standardized		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	23.021	4.083		5.639	.000
Job Stress	-.047	.065	-.103	-.722	.474
Work Environment	.413	.131	.451	3.158	.003
Workload	.413	.131	.451	3.158	.003

Source: Data processed, 2017

Discussion**Job Stress and Employee Turnover Intention**

The result of the multiple regression analysis shows that Job Stress does not partially affect Employee Turnover Intention. In this research, it is represented by the situation given by office superiors, limited time for doing work and office mates that not helpful during work.

It fits with research previously done by Muhammad Imran Qureshi that gives positive result for job stress. According to Rose, employees have tendency towards high level of stress regarding time, working for longer hours which reduces employees urge for performing better. It does not affect employee turnover intention partially because each people handle their stress differently, because some people can get through it easily while others going through it the hard way. Office can give Management Support for employee to help them, Management support helps in reducing stress in employees, management support work as a cushion which acts positively in decreasing work related stress in employees.

Work Environment and Employee Turnover Intention

Based on the result of the questionnaire, Work Environment does not partially affect Employee Turnover Intention. In this research, it is represented by physical work environment, not enough free time given by office, and bad relationship between co-workers.

This result contradicts with Markey that gives positive result for work environment toward employee intention to quit.

Each individual have their own way to adapt within environment, if their have problem with work environment, in mean time people can adapt because sometimes problems in work environment does not last long.

Workload and Employee Turnover Intention

The result of multiple regression analysis shows that there is a significant effect of Workload and Employee Turnover Intention. In this research, it is represented by types of jobs given, big responsibility towards jobs, and tight schedules that being given.

The result is also same with research that being previously done by Muhammad Imran Qureshi that said Workload gives major impact toward employee turnover intention.

Based on the result of the questionnaire, Workload affect partially toward Employee Turnover Intention, because each people can think that they can look for another jobs that fits to their capability if an office that they work on now gives them too much too handle.

CONCLUSION AND RECOMMENDATION

Conclusion

There are three conclusions based on the result of this research conducted to analyze the influence of Job Stress, Work Environment and Workload toward Turnover Intention in PT. Wika Realty Manado:

1. The independent variable which are Job Stress, Work Environment, and Workload simultaneously affect Employee Turnover Intention as the dependent variable.
2. Job Stress as one of independent variables does not partially affects Employee Turnover Intention significantly.
3. Work Environment as one of independent variables does not partially affects Employee Turnover Intention significantly.
4. Workload as one of independent variables partially affects Employee Turnover Intention significantly.

Recommendation

Based on the analysis and conclusions from overall result in this research regarding effect of Job Stress, Work Environment and Workload towards Employee Turnover Intention. The researcher makes the following recommendations for PT. Wika Realty:

1. PT Wika Realty needs to apply Management Support in order to reduce the stress of employee such as counseling to employee because it can help to reduce stress.
2. PT Wika Realty office superiors must pay attention to their work environment more specifically toward the relationship between workers by always give direct supervising and evaluation on each employee.
3. PT Wika Realty must manage well amount of job that they give to their workers so that their workers are not going to handle to much job at the same time. By example, before giving a new job to employee, superiors must ask the current situation of jobs that being given beforehand.

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