THE EFFECT OF JOB STRESS, WORKLOAD AND WORK ENVIRONMENT ON EMPLOYEE TURNOVER (CASE STUDY AT PT HASJRAT ABADI MANADO)

PENGARUH STRESS KERJA, BEBAN KERJA BERLEBIHAN DAN LINGKUKAN KERJA TERHADAP PERGANTIAN KARYAWAN (STUDI KASUS PT HASJRAT ABADI MANADO)

Gabriela R. Ngantung[1], David P. E. Saerang[2], Merinda Pandowo[3]
[1,2,3]*International Business Administration (IBA) Program, Management Department, Faculty of Economics and Business, Sam Ratulangi University, Manado 95115, Indonesia Email: [1]ngantunggabriela@gmail.com*

ABSTRACT

The term "employee turnover" is an important metric that is often central to organization' workforce planning and strategy. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. The objective of this research is to identify the effect of job stress, workload, and work environment on employee turnover. In this research, the population refers to the employees of PT Hasjrat Abadi Manado with sample size as many as 50 respondents. The data are gathered from using questionnaires and used multiple regression analysis. Result showed that job stress, workload, and work environment have significant effect on employee turnover simultaneously and partially at PT Hasjrat Abadi Manado.

Keywords: job stress, workload, work environment, employee turnover.

ABSTRAK

Istilah "pergantian karyawan" merupakan parameter yang penting yang sering menjadi pusat perhatian dalam perencanaan dan strategi tenaga kerja dalam sebuah organisasi. Dampak dari pergantian karyawan telah mendapat perhatian besar dari managemen eksekutif, ahli profesional sumber daya manusia, dan psikolog industry. Pergantian pegawai terbukti telah menjadi salah satu tantangan yang paling mahal dan sulit untuk managemen sumber daya manusia yang dihadapi oleh beberapa organisasi global. Perusahaan banyak berinvestasi pada karyawan mereka dalam hal induksi dan pelatihan, mengembangkan, menjaga dan mempertahankan karyawannya. Tujuan dari penelitian ini adalah untuk mengidentifikasi pengaruh stress kerja, beban kerja berlebihan, dan lingkungan kerja terhadap pergantian karyawan. Dalam penelitian ini, populasi diambil dari karyawan PT Hasjrat Abadi Manado dengan sampel sebanyak 50 responden. Data dikumpulkan dengan menggunakan kuesioner dan analisa regresi ganda. Hasil membuktikan bahwa stress kerja, beban kerja berlebihan, dan lingkungan kerja memiliki efek yang signifikan secara simultan dan parsial terhadap pergantian karyawan di PT Hasjrat Abadi Manado.

Kata Kunci: Stress kerja, beban kerja berlebihan, lingkungan kerja, pergantian karyawan.

1. INTRODUCTION

Research Background

Productivity is very important issue for an industry or organization. There are several factors on which productivity of an organization mostly depends upon. Employee's turnover is one of them which are considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally.

Yankeelov (2008) stated that employee turnover could refer to a situation whereby employees exit the organization voluntary for various reasons and thereby affecting the organization negatively in terms of costs and the capacity to deliver the minimum required services. According to Curran (2008) when an employee leaves the organization, this may have a variety of effects that not only impact on organization but also on employee itself and society also.

Talk about business company, PT. Hasjrat Abadi is the one of large companies in Indonesia especially in Manado. PT Hasjrat Abadi's business activities are about distributing, selling and give service. Some of top brands like Toyota, Yamaha, and Dunlop are showed by this company. PT. Hasjrat Abadi is main dealer of Toyota that sell Toyota's product in Middle Celebes, North Celebes, Gorontalo, Moluccas and Papua. Toyota has become one of most popular and trusted car brand in Indonesia. PT. Hasjrat Abadi in business activities related to PT. Toyota Astra Motor, which became the sole agent of shareholders. PT. Hasjrat Abadi is an authorized dealer of Toyota joint 4 other authorized dealers. Toyota leads with the highest market value which is $193.5B (Forbes; 2014). Based on the market share data in North Celebes area, Toyota dominated the market share from 2011-2014. In 2011, Toyota gained 33.4% of market share.

Another important aspect of the business of PT. Hasjrat Abadi at Eastern of Indonesia is as an exclusive representation for Yamaha motorcycles in North Celebes, Southeast Celebes, Maluku, Irian Jaya, and Nusa Tenggara Timur (NTT). Once again, the market share of PT. Hasjrat Abadi of total sales of motorcycles in that territory is reached almost fifty percent (50%) compared with other competitors. PT. Hasjrat Abadi gained up most of the total of motorcycle market in this area because of the reputation of the company in terms of service excellence, through the availability of authorized service centers and spare parts.

PT. Hasjrat Abadi realize that innovation in providing the best service in all aspects have to be conducted to meet the commitment of the company which is the customers' satisfaction. And to achieve that goal, this company had many employees to run the business activities. According to the official website of Hasjrat Abadi, The objective of all business owners is profitability, including PT. Hasjrat Abadi. The success of PT. Hasjrat Abadi depends on their employee's performance; poor performance is detrimental to company's success.

PT Hasjrat Abadi will do their best to retain their valuable employees. The purpose of this research is therefore, to analyze the effect of job stress, workload, and work environment on employee turnover in PT. Hasjrat Abadi Manado. All the results statistically analyzed and generalized it for the population through this research.

Research Objectives

The objectives of this research are to identify the effect of:
1. Job stress, workload and work environment on employee turnover, simultaneously.
2. Job stress on employee turnover, partially.

3. Workload on employee turnover, partially.
4. Work environment on employee turnover, partially.

Theories

Employee Turnover

Employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated. Turnover occurs when employees leave the organization. The fact that human capital plays such a vital role in the outcome of an organizations financial performance, the negative impact of employee turnover gets both executives and HR professionals' ever more concerned. The term turnover is defined by Price (1977) as the ratio of the number of organizational members that have left during the period under consideration divided by the average number of people in the organization during that period. 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.

Job Stress

Coleman (1976) stated that stress is the term within which everyone is familiar; in fact modern times have been called as the "age of anxiety and stress", however it is notoriously difficult to define. Nevertheless, Beer (1976), has defined stress a situation which will force a person to deviate from normal functioning due to the change in his/her psychological and/or physiological and/or physiological condition, such that the person is forced to deviate from normal functioning. According to Naumann, turnover as it "typically refers to the separation of an employee from the firm". Conversely turnover intention is defined as a conscious and deliberate willingness to leave the organization.

Workload

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. As defined by Robbins & Judge (2014), change in workload tends to change the stress level of employees, which ultimately affect the performance of employees. Stress is not necessarily bad in and of itself, while it is typically discussed in a negative context. It is an opportunity when it offers potential gain.

Work Environment

Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment. An organization's physical environment and its design and layout can affect employee behavior in the workplace. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Mano (2004) stated that unfavorable and poor working conditions are cited as a major reason for high turnover intention among employees.

Research Hypotheses

The hypotheses for this research are as follow:
    H1: There is a significant effect of job stress, workload and work environment on employee turnover simultaneously.
    H2: There is a significant effect of job stress on employee turnover partially.

H3: There is a significant effect of workload on employee turnover partially.
H4: There is a significant effect of work environment on employee turnover partially.
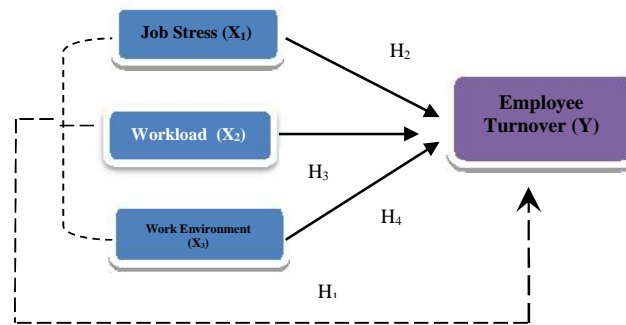
2. METHODS

Type of Research

This research is causal research with quantitative approach. This research is conducted to analyze the effect of Job Stress, Workload and Work Environment on Employee Turnover.

Place and Time of Research

This research is conducted in Manado, North Sulawesi, Indonesia from August to October 2015.

Research Procedures

Figure 1. Research Procedure
Source: Data processed (2015)

Populations and Sample

The population of this research is all the employees of PT Hasjrat Abadi Manado, both permanent and temporary employees. The sample size of this research is minimum ten times larger than the number of variables being considered (Roscoe, 1975, in Hill, 1998). Since there are four variables in this research, the minimum sample used will be 40 employees of PT Hasjrat Abadi Manado.

2.5 Data Collection Method

All the data gathered in this research come from two sources of data, which are primary and secondary data to make an appropriate result. The primary data is collected by distributing the questionnaires, while for the secondary data were gathered from related books, journals, and literatures that could be found in the library and the Internet. In this research the questionnaires were distributed to 50 employees of PT. Hasjrat Abadi Manado, with 23 questions, each questions containing indicator for each variables. While the measurement, Likert scale was used with five points scale that refers the responses from strongly disagree to strongly agree.

Data Analysis Method

Validity Test

Validity is the extent to which a construct measures what it is supposed to measure (Hair, *et al,* 2003). The test is performed by using value of MSA (Measures of Sampling Adequacy). If the value of MSA is above 0.5, the data is considered as valid so it can be used for further tests and analyses (Nasution and Usman, 2008).

Reliability Test

According to Malhotra and Peterson (2006) in Maghanati *et al* (2012), Reliability refers to the extent to which a scale produces consistent results if repeated measurements are made. Therefore, reliability can be defined as the extent to which measures are free from random error. A survey of instrument (questionnaire) is considered reliable if its repeated application results in consistent scores (Hair et al 2003). Alpha Cronbach test is utilized as reliability test in this research with following criteria.

Multiple Regression Analysis Model

Multiple regression analysis is similar to the simple regression analysis but it uses more than one independent variable to explain variance in the dependent variable. (Sekaran and Bougie 2010). The starting point of multiple regression analysis is the conceptual model and the hypotheses derived from that model that the researcher has developed in an earlier stage of the research process. (Sekaran and Bougie 2010). The formula of multiple regression models in this research is shown as follows:

$$Y = \ + \ 1X1 + \ 2X2 + \ 3X3 + e$$

Description:

Y   = Employee Turnover
                              = Intercept
  1,   2,   3   = The Regression Coefficient of Job Stress, Workload, and Work Environment
X1   = Job Stress
X2   = Workload
X3   = Work Environment
e   = Error Standard or Error Term

3. RESULTS AND DISCUSSION

Validity Test Result

The following Table 1 explained about the measuring instrument, which in this research the indicators are overload, role ambiguity, responsibility for people, participation, financial insecurity, career growth, long-working hours, weekend duty, ambiguity in authorize and responsibility, lack of participation in decision-making, communication at workplace, colleagues and manager behavior, physical working condition, training and development, communication practices, the economy, the characteristics of the job, the bad match between the employee's skills and the job, and lack of opportunity for advancement or growth.

Table 1 explained 23 (twenty three) questions, which are indicators of Job Stress (X_1), Workload (X_2), Work Environment (X_3) and Employee Turnover (Y). It shows that indicators of Job Stress (X_1), which are Overload (0.813), Role Ambiguity (0.545), Responsibility for people (0.851), Participation (0.805), Financial Insecurity (0.906), are valid. And for the indicators of Workload (X_2), which are Long-working hours (0.616), Weekend duty (0.689), Ambiguity in authorizes and responsibility (0.689), Lack of participation in decision-making (0.770), Being in an innovative role (0.752), and Career Growth toward Their Job (0.711) are valid. The same result is gained when testing the indicators of Work Environment (X_3), which are Communication at workplace (0.790), Colleagues behavior (0.744), Manager behavior (0.687), Physical working condition (0.781), Training and development (0.858), and Communication practices toward their job (0.925) are valid. Lastly, the result also shows that the indicators of Employee Turnover (Y), which are the economy (0.784), The characteristics of the job (0.718), The bad match between the employee's skills and the job (0.843), Lack of feedback (0.773), Role conflict (0.799), and Lack of opportunity for advancement or growth (0.839), are valid.

Table 1. Validity Test Result

Indicators	Result
Overload	0.813
Role Ambiguity	0.545
Responsibility for people	0.851
Participation	0.805
Financial Insecurity	0.906
Long-working hours	0.616
Weekend duty	0.689
Ambiguity in authorizes and responsibility	0.689
Lack of participation in decision-making	0.770
Being in an innovative role	0.752
Career Growth	0.711
Communication at workplace	0.790
Colleagues behavior	0.744
Manager behavior	0.687
Physical working condition	0.781
Training and development	0.858
Communication practices	0.925
The economy	0.784
The characteristics	0.718
The bad match between the employee's skills and the job	0.843
Lack of feedback	0.773
Role conflict	0.799
Lack of opportunity for advancement or growth	0.839

a. Measures of Sampling Adequacy (MSA)
Source: Data Processed, 2015

Reliability Test Result

Table 2. Reliability Test Result

Reliability Statistics

Cronbach's Alpha	N of Items
.918	23

Source: Data Processed, 2015

Table 2 shows that the Cronbach's Alpha is 0.918, which is larger than 0.8 and indicates that all the indicators of each variables are consistent and reliable.

Multiple Regression Test Results

The analysis result of multiple regression models using SPSS statistic. 20 are the multiple regression formula, which displayed in Table 3.

Table 3. Multiple Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.246	.294		.837	.407
	Job Stress	.368	.107	.394	3.445	.001
	Workload	.175	.079	.202	2.222	.031
	Work Environment	.397	.132	.392	3.019	.004

a. Dependent Variable: Employee Turnover

Source: Data Processed, 2015

Based on Table 3, the result of multiple regression analysis can be concluded:

The equation of this research is:

$$Y = 0.246 + 0.368X_1 + 0.175X_2 + 0.397X_3 + e$$

1. Intercept ( ) 0.246 shows that if all independent factors are equal to 0 (zero), Employee Turnover is predicted to be 0.246.
2. 0.368 as the regression coefficient of job stress shows that if the other variables are constant, a one-point increase in Job Stress (X_1) will result in an average increase of at least 0.368 in Employee Turnover (Y).
3. 0.175 as the regression coefficient of workload shows that if the other variables are constant, a one-point increase in Workload (X_2) will result in an average increase of at least 0.175 in Employee Turnover (Y).
4. 0.397 as the regression coefficient of employee motivation shows that if the other variables are constant, a one-point increase in Work Environment (X_2) will result in an average increase of at least 0.397 in Employee Turnover (Y).

Hypotheses Testing

F-Test (Simultaneous)

Table 4. F-test result

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.216	3	2.739	64.878	.000[b]
	Residual	1.942	46	.042		
	Total	10.158	49			

a. Dependent Variable: Employee Turnover

b. Predictors: (Constant), Work Environment, Workload, Job Stress

Source: Data processed, 2015

$F\text{-}_{Count} < F\text{-}_{Table}$, H_0 is accepted; $F\text{-}_{Count} > F\text{-}_{Table}$, H_0 is rejected

The result of F test shows that $F\text{-}_{Count} > F\text{-}_{Table}$ (64.878 > 2.79) and Sig F < 5% (0.000 < 0.05). It means that there is significant effect of Job Stress (X_1), Workload (X_2), and Work Environment (X_3) on Employee Turnover (Y) simultaneously. Therefore, it can be concluded that Hypothesis 1 (H_1) is accepted.

t-Test (Simultaneous)

Table 5. t-test result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.246	.294		.837	.407		
	Job Stress	.368	.107	.394	3.445	.001	.318	3.142
	Workload	.175	.079	.202	2.222	.031	.504	1.986
	Work Environment	.397	.132	.392	3.019	.004	.247	4.046

a.   Dependent Variable: Employee Turnover

Source: Data Processed, 2015

$t\text{-}_{Count} < t\text{-}_{Table}$, H_0 is accepted; $t\text{-}_{Count} > t\text{-}_{Table}$, H_0 is rejected.

Table 5 explained the level of significant of 0.05 (= 0.05) and Degree of Freedom (df) = 47, the results are:
1. T_{count} of Job Stress is 3.445. Value on t_{table} used for comparison is found at the level of significance of 0.05, which is at the confidence level of 95%. The outcome is t_{table} will be $t_{50; 0.05}$ = 1.678. Comparing the t_{count} with t_{table} : 3.445 > 1.678. Since the t_{count} is greater than t_{table}, H_0 is rejected and H_2 is accepted. The result of this test can be used to declare that job stress (X1) partially influence employee turnover (y) significantly.
2. T_{count} of Workload is 2.222. By using the level of significance 5%, the t_{table} will be $t_{50; 0.05}$ =1.678. Comparing the t_{count} with t_{table} : 2.222 > 1.678. Since the t_{count} is greater than t_{table}, H_0 is rejected and H_3 is accepted. The result of this test can be used to declare that workload (X2) partially influence employee turnover (y) significantly.
3. T_{count} of Work Environment is 3.019. Since there is a level of significance 5%, then the t_{table} will be $t_{50; 0.05}$ = 1.678. Comparing the t_{count} with t_{table} : 3.019 > 1.678. Since the t_{count} is greater than t_{table}, H_0 is rejected and H_4 is accepted. The result of this test can be used to declare that work environment (X3) partially influence employee turnover (y) significantly.

Discussion

Based on to the overall result from this analysis, it is clear that the first Independent Variable in this current research which is job stress is significantly and has positively influence on Employee Turnover in PT. Hasjrat Abadi Manado. It is proved on the analysis of T-test shows that the value of $T_{count} > T_{table}$. The T-test result shows job stress as the dominant influence compared with the other variables that influence employee turnover in PT. Hasjrat Abadi Manado. Thus, job stress effect should be a serious concern for the top management in there. Job Stress has positive significant effect on employee turnover due to Overload, Role Ambiguity, Responsibility for people, Participation, Financial insecurity, and Career growth provide an optimal contribution to the employee of PT. Hasjrat Abadi Manado. From 50 questionnaires, all the employees choosed agree and strongly agree for those indicators of job stress that has significant influence on employee turnover. With the increase in job stress employee turnover increases. If organizations are willing to retain their intellectual capital they must reduce the job stressor which may cause job stress and ultimately this leads to the employee turnover.

According to the result, workload has a significant influence towards employee turnover in PT. Hasjrat Abadi Manado. It is proved on the analysis of T-test shows that the value of $T_{count} > T_{table.}$ In this research the instrument to measure workload is long-working hours, weekend duty, ambiguity in authorize and responsibility, and lack of participation in decision-making. For the result, researcher found that workload for employees of PT.Hasjrat Abadi Manado has significant influence on employee turnover. The employees there that are spent too many hours a day at work are easy to get bored at work that can lead to employee turnover. With the increase in job stress employee turnover increases. If organizations are willing to retain their intellectual capital they must reduce the job stressor which may cause job stress and ultimately this leads to the employee turnover.

4. CONCLUSIONS AND RECOMMENDATION

Based on the result of the research, the research conclusions are as follow:
1. The result of T-test shows that each independent variable has significant influence toward Employee Turnover. The value of T_{count} by each variable is greater than T_{table} required in this research. Therefore, this analysis answered the research objectives 2, 3, and 4 that Job Stress, Workload, and Work Environment influence Employee Turnover in PT.Hasjrat Abadi Manado partially.
2. The result of F-test shows that all independent variables influence Employee Turnover. The value of F_{count} is greater than F_{table} required in this research. Therefore, this analysis answered the research objective 1 that Job Stress, Workload, and Work Environment influence the Employee Turnover in PT. Hasjrat Abadi Manado simultaneously.
3. The result of multiple linear regression analysis obtained by the equation $Y= 0.246 + 0.368X_1 + 0.175X_2 + 0.397X_3$ which means that Job Stress, Workload, and Work Environment have a positive impact on Employee Turnover. The value means that an increase of one unit of change in Job Stress (X1) leads to increase of 0.368 units of change in Employee Turnover (Y), an increase of one unit of change in Workload (X2) leads to increase of 0.175 units of change in Employee Turnover (Y), and an increase of one unit of change in Work Environment (X3) leads to increase of 0.397 units of change in Employee Turnover (Y).
4. It is proved on the analysis of T-test shows that the value of $T_{count} > T_{table}$. It means that the employees of PT. Hasjrat Abadi Manado who have to do different activities and tasks at their workplace within a specific amount of time, they find that it is difficult to make a life balance. Result depict that employee turnover is positively related with job stress. With the increase in job stress, employee turnover increases.
5. Workload has a significant influence towards employee turnover in PT. Hasjrat Abadi Manado. It is proved on the analysis of T-test shows that the value of $T_{count} > T_{table.}$ Result depict that employee turnover is positively related with workload. Workload is the work requirements exceeding the boundry of employee, that is employee could not bear the load phisically or spiritually when excessive amount of work needs to be completed in certain period or the working time is too long. With the increase in workload, employee turnover increases.
6. Work environment has a significant influence towards employee turnover in PT. Hasjrat Abadi Manado. It is proved on the analysis of T-test shows that the value of $T_{count} > T_{table.}$ The workplace environment plays a crucial role for the employees. The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. Result depict that employee turnover is positively related with workload. With the increase in work environment, employee turnover increases.

Based on the result and the conclusion, the research recommendations are as follows:
1. Job Stress (X1), Workload (X2), and Work Environment (X3) show significant influence towards Employee Turnover in PT. Hasjrat Abadi Manado. Therefore, the researcher suggests the management of PT. Hasjrat Abadi Manado to paying attention about the importance effect of job stress, workload, and work environment in order to minimize Employee Turnover
2. Communicatin should be more improve; each employee should more often communicate with manager and other staffs to tighten relationship. Leader should always give motivation to the employee to do their job in team so the result to be achieved in next time will be more increase. When communication run well in one company between employee and leader, it would help to minimize the employee turnover.
3. Job stress has positive significant effect on employee turnover due to overload, role ambiguity, respondsibility for people, participation, financial insecurity, and career growth. Thus, job stress effect with all those indicators above, should be serious concern for the top management in PT. Hasjrat Abadi Manado.
4. Workload has positive significant effect on employee turnover due to long-working hours, weekend duty, ambiguity in authorize and responsibility, and lack of participation in decision-making. Thus, workload effect with all those indicators above, should be serious concern for the top management in PT. Hasjrat Abadi Manado.
5. Work environment has positive significant effect on employee turnover due to communicatin at workplace, colleagues and manager behavior, physical working condition, and training and development. Thus, work environment effect with all those indicators above, should be serious concern for the top management in PT. Hasjrat Abadi Manado. If the top managers are willing to retain intellectual capital they must considering the indicators which may cause work environment and ultimately this leads to the employee turnover.
6. For next researcher need to consider about other variable or intermediaries to make this research completed.

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