



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



www.hrmars.com

ISSN: 2222-6990

The Effect of Job Stress, Job Satisfaction and Organizational Culture on Turnover Intention at Pt. Sddm

Wenty Febrianti, Ahmad Darda

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v12-i1/12158> DOI:10.6007/IJARBSS/v12-i1/12158

Received: 16 November 2021, **Revised:** 21 December 2021, **Accepted:** 01 January 2022

Published Online: 24 January 2022

In-Text Citation: (Febrianti & Darda, 2022)

To Cite this Article: Febrianti, W., & Darda, A. (2022). The Effect of Job Stress, Job Satisfaction and Organizational Culture on Turnover Intention at Pt. Sddm. *International Journal of Academic Research in Business and Social Sciences*, 12(1), 2397–2410.

Copyright: © 2022 The Author(s)

Published by Human Resource Management Academic Research Society (www.hrmars.com)

This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen at: <http://creativecommons.org/licences/by/4.0/legalcode>

Vol. 12, No. 1, 2022, Pg. 2397– 2410

<http://hrmars.com/index.php/pages/detail/IJARBSS>

JOURNAL HOMEPAGE

Full Terms & Conditions of access and use can be found at
<http://hrmars.com/index.php/pages/detail/publication-ethics>



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



www.hrmars.com

ISSN: 2222-6990

The Effect of Job Stress, Job Satisfaction and Organizational Culture on Turnover Intention at Pt. Sddm

Wenty Febrianti, Ahmad Darda

STIE Muhammadiyah Jakarta, Indonesia

Email: wentystiemj@gmail.com

Abstract

This study aims to identify and analyze the factors that cause the turnover intention at PT. SDDM. The data collection techniques used in this study were questionnaires, interviews and observations. The respondents were 50 employees, all of which were the employees of PT. SDDM at the head office. The method used was the survey method with a descriptive analysis approach. The data processing techniques with the use of the path analysis model, the SmartPLS program and the hypothesis testing by comparing t statistics with t tables. The results of this study indicated that the job stress had no effect on the turnover intention at PT. SDDM, and the job satisfaction had no effect on the turnover intention at PT. SDDM. Meanwhile, the organizational culture which had a negative effect on the turnover intention at PT. SDDM showed that if there was an decrease in the organizational culture, the turnover intention would increase at PT. SDDM. This research suggests that PT. SDDM pay more attention to the organizational culture by creating the working culture and working environment, by appreciating, respecting employees at every opportunity and by providing positive feedbacks and rewards for the best-performance employees.

Keywords: Job Stress, Job Satisfaction, Organizational Culture, Turnover Intention

Introduction

The advancement of the industrial revolution 4.0 gives a huge impact to the increasing of the computerized development and the digitalized technology. It results in the tight business competition and it is undeniable that the qualified human resources to promote the successful business are required. Fulfilling this requirement, a company needs to provide a well-managed human resources as a strategy to prevent a company from the employee turnover. It becomes, however, problematic when a company does not provide a well-run human resources management as an effort to promote and to maintain the qualified employees. Instead, the absence of the proper human resources management will increase the employee turnover and will make the company waste valuable times recruiting the new ones. Also, it distracts the company's effort to reach out its expected goals. PT SDDM, a company which provides the integrated services on the human resources management and is located on Suryupranoto 2 street Plaza office complex Blok A4-7 Center Jakarta, Indonesia

also experiences the employee turnover. It has increased for three years, 2016-2018. Following is the employee turnover of PT SDDM.

Table 1. Employee Of Turnover PT. SDDM

No.	Year	Total Employee	of Employee Login	of Employee of Logout	Percentage %
1.	2016	55	26	18	14%
2.	2017	63	17	7	15%
3.	2018	73	20	6	18%

Source: HR PT. SDDM

Table 1 shows the increasing employee turnover each year, and the highest rate occurred in 2018 which is 3% higher than that of 2017. It implies that PT. SDDM needs to apply a proper human resources management to decrease the rate of employee turnover .

Table 2. Pre-Survey Results of Employee Job Stress Factors at PT. SDDM

No	Statement	Favorable		Neutral		Unfavorable	
		Total	%	Total	%	Total	%
1.	I can stay away from stress because technological developments always make me innovate and improve my skills at work.	5	25%	6	30%	9	45%
2.	I can stay away from stress at work because I never work overtime.	0	0%	9	45%	11	55%
3.	I keep out of the way of job stress because I never have family problems.	0	0%	5	25%	15	75%
4.	I do not have the job stress because I can separate the problems at home from problems at work.	8	40%	4	20%	8	40%
5.	I have no job stress because the rest time that is given allows me to relieve fatigue after work.	5	25%	8	40%	7	35%
Average			18%		32%		50%

Source: Pre survey result May 2020

The above results of the pre-survey shows that 50% of employees feel that they are not out of job stress.

Table 3. Pre-Survey Results of Employee Job Satisfaction Factors at PT. SDDM

No	Statement	Favorable		Neutral		Unfavorable	
		Total	%	Total	%	Total	%
1.	The basic salary given to me has satisfied me.	9	45%	3	15%	8	40%
2.	The income I receive is in accordance with the workload given.	7	35%	4	20%	9	45%
3.	I am satisfied with the benefits that have been given.	9	45%	7	35%	4	20%
4.	I am satisfied with the workload that I live now.	4	20%	2	10%	14	70%
5.	My current job is less interesting.	4	20%	7	35%	9	45%
Average		33%		23%		44%	

Source: Pre survey result May 2020

The results of the pre-survey in table 3 shows that 44% of employees perceive that they do not experience job satisfactions.

Table 4. Pre-Survey Results of Organizational Culture Factors at PT. SDDM

No	Statement	Favorable		Neutral		Unfavorable	
		Total	%	Total	%	Total	%
1.	My boss always demands that I have the initiative in getting the job done.	8	40%	3	15%	9	45%
2.	My boss always gives me freedom in making decisions.	5	25%	8	40%	7	35%
3.	I am ready to take risks in doing the work that is my responsibility.	7	35%	5	25%	8	40%
4.	I always fill working hours to complete the work that is assigned to me.	7	35%	3	15%	10	50%
5.	I am happy with my current job because it can bring benefits to the company.	8	40%	8	40%	4	20%
Average		35%		27%		38%	

The results of the pre-survey in Table 4 shows 38% of employees feel that the organizational culture does not support employees in doing the work. Some of the factors listed in the above tables which cause the turnover intention were also studied by Hakim et al. (2018). They found that the job stress has a positive and significant effect on the turnover intention. Similarly, Kurniawaty et al (2019) found that the job stress has a positive and significant effect

on the turnover intention. On the contrary, Mohyi (2021) found that the job satisfaction has a negative influence on the turnover intention. Also, Alam and Asim (2019) found that the job satisfaction has a negative and significant effect on the turnover intention. Meanwhile, Kwakye et al (2018) found that the organizational culture has a positive and insignificant effect on the turnover intention. Habib et.al (2014) found that organizational culture has a positive effect on turnover intention. Niguse (2018) found that there was a positive influence between organizational culture and the turnover intention. Those previous research findings left some research gaps and they need a comprehensive study on factors affecting the turnover in the intention. Therefore, the purpose of this study is to reveal whether the factors of the job stress, the job satisfaction and the organizational culture also affect the turnover intention at PT. SDDM.

Literature Review

Job Stress

Robbins and Judge as cited in Andre and Nursanti (2016:85) stated that the stress is a dynamic condition in which someone is faced with opportunities, requests and sources related to what he wants but he finds uncertain and unimportant results. According to Arshadi and Damiri (2013), stress at work is an increasingly common feature of modern life because of an increasing impact of psychosocial stress at work on health and economic loss. Job stress is a consequence of any activity (environment), external situation or event that impose excessive psychological or physical demands on a person. Specifically, stress is related to constraints and demands.

Job Satisfaction

According to Robbins and Judge, as cited in Srimindarti et al (2017:179), a job satisfaction is a positive feeling about a job, which is the impact of work from various aspects of evaluation. According to Chiang and Hseish, as cited in Ibrahim et al (2016: 3), a job satisfaction is determined with the difference between individual needs and what is provided by the organization; the closer the balance between organizational provision and individual needs, the higher job satisfaction. Consequently, it can reduce the turnover intention. According to Salguero et al., as cited in the research of Anwar and Shukur (2015: 75), a job satisfaction is an attitude related to someone's level of dislike and like his current job. Suminto (2014:116) defines job satisfaction as a consequence of various elements such as satisfaction, promotion, relations between employees, wages and equal employment opportunities.

Organizational Culture

Kwakye (2018:2) states that the organizational culture is one of the main sources of organizational competitive advantage today. The organizational culture consists of organizational attitudes, experiences, beliefs, and values that can be acquired through social learning, and they control the way individuals and groups within the organization interact with each other and with those outside it. Moynihan and Pandey, in Mitic et al (2016:21) state that the organizational culture is one of the important factors in achieving employee satisfaction. Wallach in Niguse's research (2018:82) states that the organizational culture is defined as beliefs, values, norms and philosophies about how things are done. Employees' behavior (engagement and job satisfaction), their attitudes and performance will be determined if the implementation of plans, policies and strategies is successful and if the organization is competitive. According to Schhneider in Habib et al (2014:215), the

organizational culture is a set of different value systems that can help an organization to run itself and run a successful business.

Turnover Intention

According to Sopiah and Sangadji (2020), the turnover intention is basically the same as the desire to move employees from one workplace to another. Takase in Bugis et al (2010) explains that the turnover intention or the desire to leave the company has been described as an effort or willingness of employees to voluntarily leave their workplace. Intention to leave is dissatisfaction with work that can trigger a person's desire to leave and to look for a new job. Robbins and Judge in Srimindarti's research (2017:178) explain that the turnover intention is the desire of individuals with full awareness to leave the organization they work at. Mathis and Jackson in Kurniawaty's research (2019: 879) explain that the turnover is a process where employees leave the organization and must be replaced. Zeffane in Kurniawaty (2019:879) explains that the turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily according to their own choices. Saeed (2014:243) explains that the turnover intention is the plan of organizational employees to leave their jobs. Jeffrey in Saeed et al. (2014: 244) says that when employees are dissatisfied with their jobs and the organization does not trust their employees, the employee's intention to move will be greater; they will leave the organization and the duration of their work will be shorter.

Research Hypothesis

Based on the results of related previous studies, the hypothesis in this research process is determined as follows:

- 1) Ha₁: There is an influence of job stress factors on turnover intention of employees of PT.SDDM.
- 2) Ha₂: There is an effect of job satisfaction on turnover intention of PT. SDDM.
- 3) Ha₃: There is an influence of organizational culture on turnover intention of PT. SDDM.

The research model in this study is as follows:

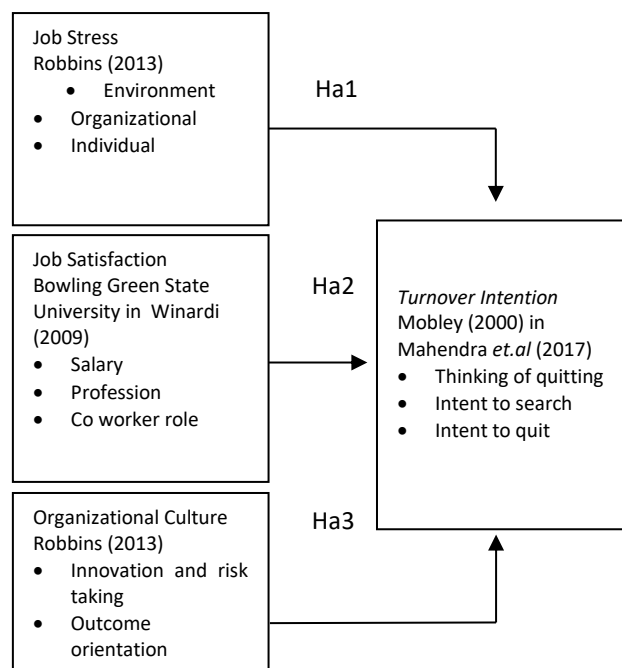


Figure 1. Model of Research
Source: Various References

Methods

The first thing to do for the research method is to make the path diagram with the path modeling analysis and with the SmartPLS program. The data processing techniques are used to determine the correlation between variables by using the model analysis and the hypothesis testing and by comparing t statistics with t tables. Based on the instrument test using the validity and the reliability tests on latent variables, it can be concluded that the questionnaire item submitted is valid and reliable because it has a loading factor value (λ) with latent variable measured ≥ 0.5 and it has a construct reliability value greater than 0.8 (Wati, 2017). The model test was carried out after measuring the goodness of fit evaluation of the structural model using the predictive-relevance (Q^2) value. The hypothesis testing was carried out by comparing t-tables and t-statistics.

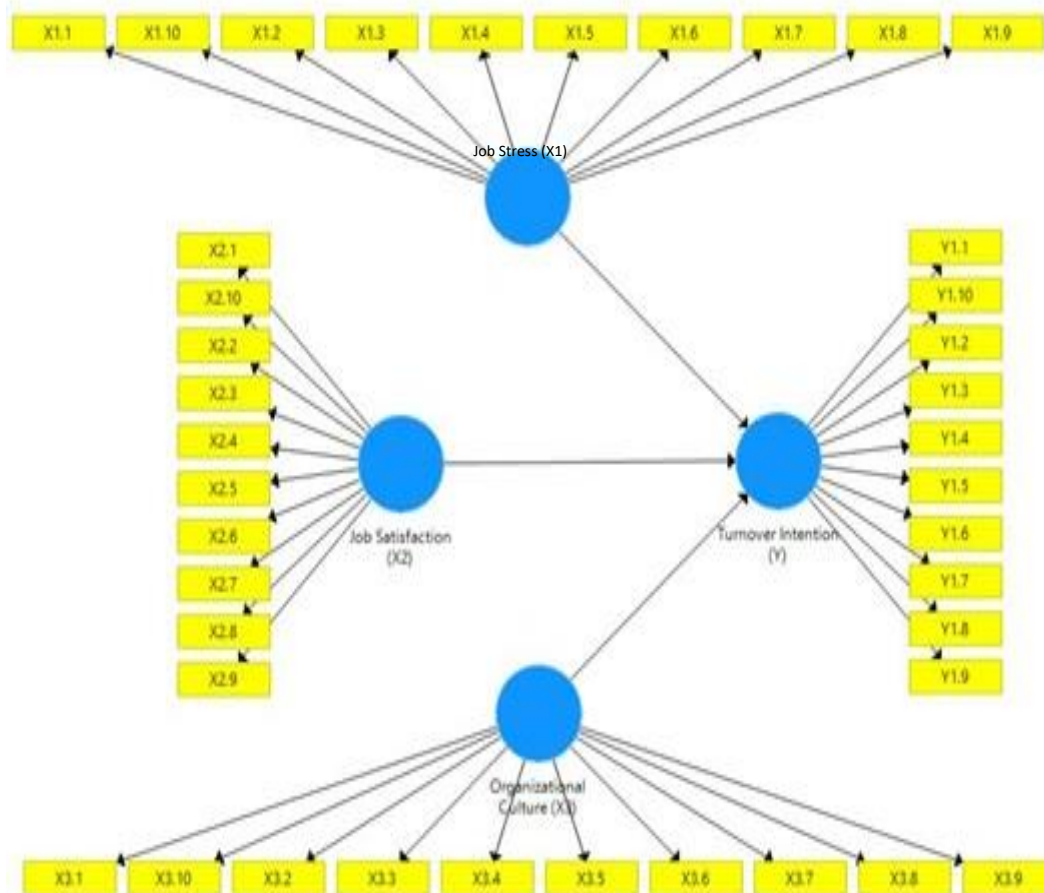


Figure 2. Path Modelling
 Source: Data processed SmartPLS

Results And Discussion

Characteristics of the respondents indicate more female respondents than male respondents; the former is 26 respondents (52%), and the latter is 24 people (48%). Furthermore, for respondents based on education level, Undergraduate (S1) is 39 respondents (78%), Diploma three (D3) is 2 respondents (4%) and high school is 9 respondents (18%). The respondents based on age with age of 17-30 years takes 34 respondents (68%), and the age of 31-45 is 16 respondents (32%). The distributed data is described according to the frequency, the total score and the average value; the overview of the data obtained in the field as follows:

Table 5. Describe of the Frequency Distributed Questionnaire

Variable	Dimension	Indicator	No of Quest ionnai re	Result Questionnaire Average (%)			Respond ent Total
				<i>Favorable</i>	<i>Neutral</i>	<i>Unfavorable</i>	
1. Job Stress (X1)	1. Environmen t; 2. Organizatio n; 3. Individual	1. Technolog y 2. developme nt; 3. Political and economic conditions; 3. Task demand; 4. Facility demand; 5. Leadership; 6. Family problem	1- 10	37%	34%	29%	50
2. Job Satisfa ction (X2)	1. Salary and wage; 2. Profession; 3. Coworker role	1. Salary and wage received; 2. Salary and wage eligibility; 3. Interest of work; 4. Co- worker role	1- 10	67%	29%	5%	50
3. Organi za- tional culture (X3)	1. Innovations and risk taking; 2. Outcome orientation; 3. People orientation	1. Innovation and dare to take risks; 2. Focus on result; 3. Individual Orientation	1- 10	57%	33%	9%	50
4. Turnov er Intenti on (Y)	1. Intent to search; 2. Thinking of quitting; 3. Intent to quit	1. Better opportuniti es for talent developme nt; 2. Better security; 3. Better pay; 4. Unable to handle a job	1- 10	56%	26%	17%	50

Source: Primary data is processed (2021)

Table 5 shows the each variable has an average value is not good for favorable, this shows that there is indeed a problem with the four variables.

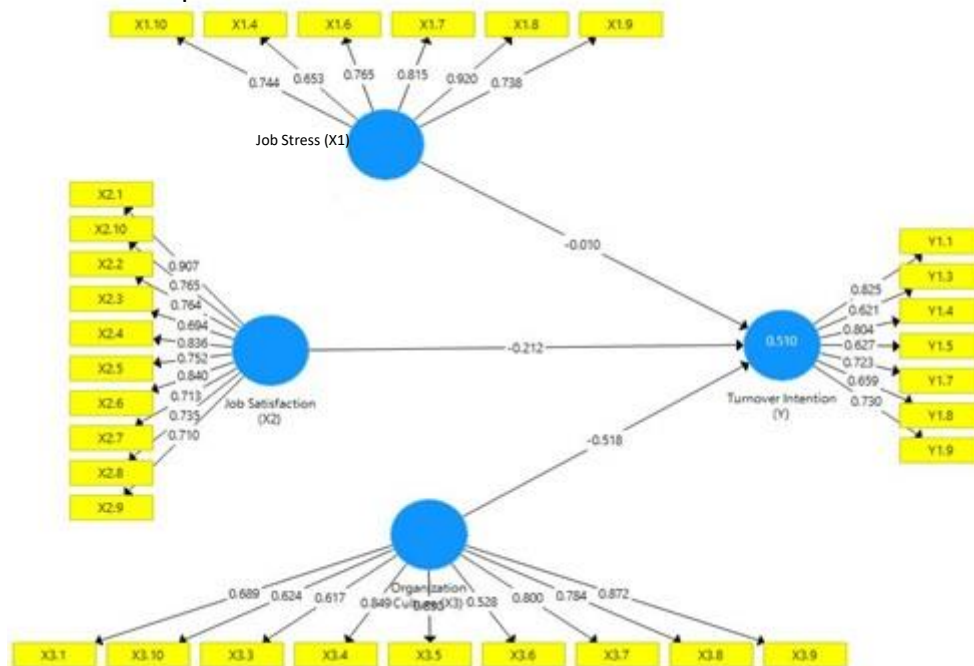


Figure 3. Path & Loading Factor Diagram

Source: Data is processed by Smart PLS

And then the data analysis used the first order confirmatory by building a path diagram of the causal relationship that has been formed. The equation model consists of two groups of constructs, namely exogenous constructs and endogenous constructs. In this study, the exogenous constructs are the job stress (X1), the job satisfaction (X2) and the organizational culture (X3) and the endogenous construct is the turnover intention (Y) by testing the validity and reliability of the research variables. Based on the output on the path diagram above, the loading factor has met the convergent validity, the indicator value is above 0.5. And the results of the reliability output of the each variable have the composite reliability is above 0.8 and the Cronbachs alpha is above 0.6; it shows the indicators used in each variable have a good reliability, meaning they are able to measure their constructs as shown in the table below:

Table 6. Reliability Test

Variable	AVE	Composite reliability	Cronbachs alpha
Job Stress (X1)	0.604	0.900	0.869
Job Satisfaction (X2)	0.600	0.937	0.925
Organizational Culture (X3)	0.550	0.915	0.893
Turn Over Intention (Y)	0.514	0.880	0.841

Source: Data is processed by Smart PLS

Then the goodness of fit evaluation of the structural model is measured with the R-Square (R²) value. It was found that the R² value for the turnover intention variable is 0.498, meaning that the turnover intention can be explained with the variables of job stress, job satisfaction and organizational culture of 49.8%, while the remaining 50.2% is influenced by other variables which are not included in the study.

Table 7. R Square

Variable	R Square
<i>Turn over Intention (Y)</i>	0,498

Source : Data is processed by Smart PLS

The value of t statistics on each partial direct path is used to examine the research hypotheses. It is as follows:

Table 8. Hypothesis Testing

Relation Among Variable	Parameter Coefficient	T statistic	P Value	Description
Job stress (X1) => Turnover Intention (Y)	-0.010	0.073	0.942	Not Significant
Job satisfaction (X2) => Turnover Intention (Y)	-0.212	1.097	0.273	Not Significant
Organizational Culture (X3) => Turn Over Intention (Y)	-0.518	2.365	0.018	Significant

Source: Data is processed by Smart PLS

The hypothesis testing path diagram shows that all indicators in each variable have statistics values which is greater than 2.0106 (t table) so that these indicators are able to measure each construct. Meanwhile, to test the relationship between variables (hypothesis testing), the statistical value of the Smart PLS output is compared with the t table value.

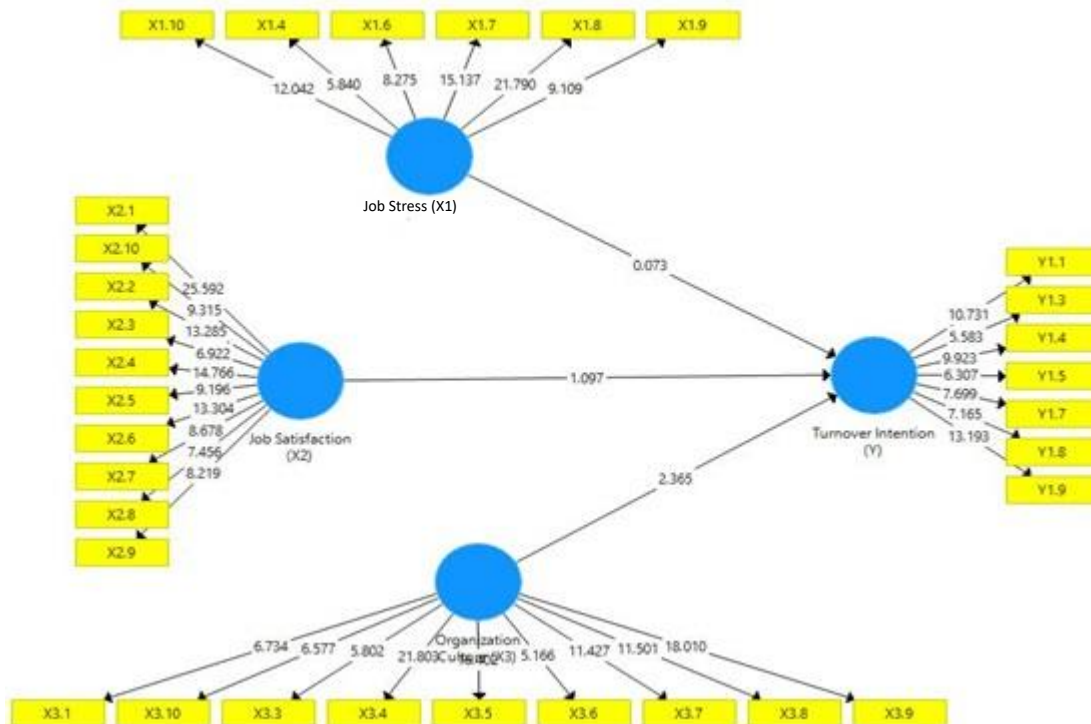


Figure 4. Path of Hypothesis Testing
 Source: Data is processed by Smart PLS

The influence of the relationship among variables is explained as follows:

- 1) The coefficient of the path parameter obtained from the influence of the job stress variable on the turnover intention is -0.010 with the t statistic value of 0.073 < 2.0106 at the significance level of 0.05 (5%), stating that there is no effect between the job stress and the turnover intention. So, the first hypothesis is not supported or rejected because t statistics is smaller than t table.
- 2) The coefficient of the path parameter obtained from the influence of the variable job satisfaction on the turnover intention is -0.212 with the t statistic value of 1.097 < 2.0106 at the significance level of 0.05 (5%), stating that there is no effect between the job satisfaction and the turnover intention. So, the second hypothesis is not supported or rejected because t statistics is smaller than t table.
- 3) The path parameter coefficient obtained from the influence of organizational culture on the turnover intention is -0.518 with the t statistic value of 2.365 > 2.0106 at the significance level of 0.05 (5%), stating that there is a negative and significant influence between the organizational culture and the turnover intention. The minus 0.518 value in the parameter coefficient means that the worse the company's organizational culture, the higher the turnover intention, and vice versa. So, the third hypothesis is accepted and it is in line with the previous research conducted by Kwakye et al. (2018), Habib et al. (2014), and Niguse (2018). They found that there was an influence of organizational culture on the turnover intention.

Based on the path diagram and the table above, the research equation model is obtained as follows:

$$Y = -0.010X1 - 0.212X2 - 0.518X3 + e \dots\dots\dots(1)$$

Description:

X1 = Job Stress X2 = Job Satisfaction X3 = Organizational Culture e = Error

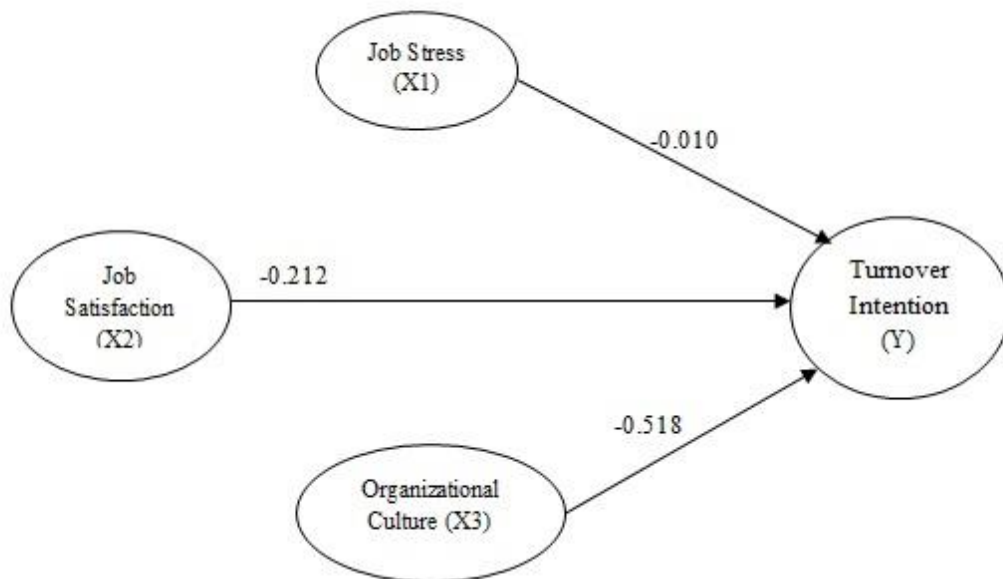


Figure 5. Path Hypothesis

Source: Data is processed by Smart

Conclusion

The results of the analysis come to a following conclusion:

- 1) The job stress has no effect on the turnover intention at PT. SDDM.
- 2) The job satisfaction has no effect on the turnover intention at PT. SDDM.
- 3) The organizational culture has a negative and significant effect on the turnover intention, showing that if there is a decrease in organizational culture, the turnover intention will increase at PT. SDDM.

The results of the analysis mentioned above can promote the management implications to reduce the turnover intention:

- 1) Create a comfortable and flexible work culture and work environment by appreciating and respecting employees at every opportunity; for example, listen to complaints, accommodate their ideas and do not humiliate employees in public.
- 2) The recognition of employee contributions is a form of strengthening and retention of employees; it is essential to promote a culture of providing positive feedback and rewards for employees who do a good job.
- 3) Encouraging the employees' involvement with their own capabilities.
- 4) Create fun events or traditions within the company, such as breaking the fast together, Christmas and New Year's events, office outings, or eating together at the end of the month, can increase employee intimacy and increase the sense of engagement among employees and the company; furthermore, it provides refreshment to employees.
- 5) Provide opportunities for employees' career development by involving them in work-related trainings.
- 6) Create good communication relationships and establish friendships with fellow co-workers.

- 7) This research is expected to contribute to PT. SDDM in regulating and reducing the level of turnover intention in employees, through several managerial implications given in this research.

References

- Alam, A., & Muhammad, A. (2019). Relationship between job satisfaction and turnover intention. *International Journal of Human Resource Studies*, 9(2), 163-194.
- Anwar, G., & Inji, S. (2015). Job satisfaction and employee turnover intention: A case study of private hospital in Erbil International. *Journal of Social Sciences & Educational Studies*, 2(1), 2409-1294.
- Arshadi, N., & Hojat, D. (2013). The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. *Elsevier Ltd Procedia - Social and Behavioral Sciences*, 84, 706 – 710.
- Bugis, M., Dedi, P. E. S., & Saparuddin. (2021). The effect of job involvement and work stress on turnover intention with organizational commitment as an intervening variable PT. Perkebunan Minanga Ogan. *International Journal of Multicultural and Multireligious Understanding*, 8(9), 421-431.
- Habib, S., Saira, A., Amjad, H., Sana, Y., & Muhammad, I. (2014). The impact of organizational culture on job satisfaction, employees commitment and turnover intention. *Advances in Economics and Business*, 2(6), 215-222.
- Hakim, A. L., Sudarmiati, & Sutrisno. (2018). The effect of work stress on turnover intention with work satisfaction and commitment as intervening variable (study at PT Infomedia Solusi Humanika in Malang). *European Journal of Business and Management*, 10(12), 2222-2839.
- Ibrahim, M. G., Haim, H., & Narentheren, K. (2016). Effect of job satisfaction on turnover intention: An empirical investigation on Nigerian banking industry. *International Journal of Organizational & Business Excellence*, 1(2), 2504-8589.
- Kurniawaty, Mansyur, R., & Ramlawatib. (2019). The effect of work environment, stress, and job satisfaction on employees' turnover intention. *Management Science Letters*, 9, 877–886.
- Kwakye, & Osei, E. (2018). Organisational culture and employee turnover: Evidence from Ghana, *Journal of Economics, Management and Trade*, 21(2), 1-11.
- Mitic, S., Jelena V., Terek, B. G., & Katarina, Z. (2016). Organizational culture and organizational commitment: Serbian case. *Journal Of Engineering Management And Competitiveness (JEMC)*, 6(1), 21-27.
- Mohyi, A. (2021). The effect of job satisfaction on turnover intention through organizational commitment as a mediation. *Asia Pacific Journal of Management and Education (APJME)*, 4(3), 61-75.
- Niguse, G. T. (2019). The effects of organizational culture on turnover intention: The mediating role of job satisfaction: A case of Oromia forest and wild life enterprise. *African Journal of Business Management*, 13(2), 82- 89.
- Robbins, S. P., Timothy, A., & Judge. (2013). *Organizational behavior* (15th Ed.). Boston: Pearson.
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International Journal of Learning dan Development*, 4(2), 242-256.

- Sopiah, & Etta, M. S. (2020). The effect of job stress on turnover intention through job satisfaction of government commercial bank employees. *International Conference on Islam, Economy, and Halal Industry*, 1(1), 66-82.
- Srimindarti, C., Rachmawati, M. O., & Pancawati, H. (2017). Antecedents of job satisfaction and the influence on turnover intention. *Jurnal Dinamika Manajemen*, 8 (2), 177-187.
- Suminto, & Adi. (2014). The effect of leadership style and motivation employee job satisfaction on ward in the district Citangkil Cilegon city – Indonesia. *Scholarly Journal of Business Administration*, 4(4), 113-123.
- Wati, L. N. (2017). *Metodologi penelitian bisnis terapan aplikasi SPSS, EVIEWS, Smart PLS, dan Amos*. Mujahid Press: Bandung.