



## THE REACTION CAUSED BY WORK STRESS, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT TO TURNOVER INTENTION ON THE EMPLOYEES AT PT. BALI TOWERINDO SENTRA, TBK

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**Abstract:** This research aimed to investigate the affect which appeared on Employees at PT. Bali Towerindo Sentra Tbk relates to the high of turnover intention which caused by work stress, job satisfaction and organizational commitment. This research was included in type of causality research with quantitative research methods. Those population here was employees at PT. Bali Towerindo Sentra Tbk, which amounted to 395 people. Meanwhile, the sample consisted of 202 respondents (Slovin, 5% error tolerance). Data analysis method that used was multiple linear regression analysis to examine all the research hypothesis. The outcomes earned from this research was illustrated that work stress, job satisfaction and organizational commitment had a positive and significant impact on turnover intention. Work stress, job satisfaction and organizational commitment were also had simultaneously impact towards the turnover intention.

**Keywords:** Work stress, job satisfaction, organizational commitment, turnover intention.

### INTRODUCTION

The telecommunications industry in Indonesia is one of the largest industries which plays an important role in the development of economic, it is classified as an prospective business field which always promises with a great returns for investors and has a high level of competition compared to other industries. This caused by an increasing in use of smartphones in Indonesia which has become part of the people's lifestyle.

One of the companies which has huge contributed to the growth of the telecommunications industry in Indonesia is PT Bali Towerindo Sentra Tbk, which is a provider from telecommunications tower infrastructure. During its operation, PT Bali Towerindo Sentra Tbk is greatly dependent on its existing human resources because those human sources plays an active and dominant role in every organizational activity. Therefore, PT Bali Towerindo Sentra Tbk always strives to achieve the desired target or goal, one of way by reducing the employee turnover rates.

However, According to data which obtained from January 2016 till December 2018, the exit employees of PT. Bali Towerindo Sentra Tbk reached 290 employees (18.6%) from the total employees. The high employee turnover rate occurred caused by several factors. Elicited from the pre-survey conducted on 30 employees, it was found that work stress, Job satisfaction and Eork commitment were the 3 main factors that were thought to have strongly influenced the turnover intention of PT. Bali Towerindo Sentra Tbk.

Caused of this phenomenon, the authors were interested to analyzed further regarding the impact from work stress, job satisfaction and organizational commitment to employee turnover intention at PT. Bali Towerindo Sentra Tbk both partially and simultaneously.

## **LITERATURE REVIEW**

### **Work Stress**

According to Robbins & Judge (2007:597) stress is an dynamic condition in which an individual faced with opportunities, limitations or demands in accordance with the expectations of the results that they wanted to achieve in an important and uncertain conditions. According to Ivancevich (2010:553) stress is an physical, chemical and mental reaction to the causes or stimulants of stress in the environment. Stress could also defines as an individual interaction with the environment, as for more detail stress could be means by an adaptive response which is related to the individual differences and/or psychological processes which have a consequence from actions, situations, or external (environmental) events that places an excessive psychological and/or physical demands (Ivancevich & Matteson in Luthans, 2011:279). There are several factors which potentially become the sources of stress which could be said as the dimension of work stress, namely environmental factors, organizational factors and individual factors (Robbins & Judge, 2007:598).

### **Job Satisfaction**

According to Luthans (2011: 141) job satisfaction is the result from the employees' perceptions of how well their jobs provides things which are considered as an important. Meanwhile, according to Mathis & Jackson (2008:70) job satisfaction is an positive feelings that results from evaluating person's work experience. Noe, et al (1997:23) in Fajarto, et al (2019) has defines the job satisfaction as an pleasant feeling which perceived by the perception that person's job has exceed the value of its important work. Luthans (2011:141) argued that job satisfaction has shaped by five factors, namely the job itself, salary, promotion opportunities, supervision and co-workers.

### **Organizational Commitment**

Mathis & Jackson (2008:70) refers the organizational commitment as how much the employees believe and accept the organizational goals and still desire to remain as members of the organization. According to Kaswan (2012:293) organizational commitment is a measure of an employee's willingness to stay with a company in the future. According to Robbins & Judge (2008:100) in Prasetyo, et al (2021) organizational commitment is an condition in which an employee agreed to the organization and its goals and wants to maintain itself as part of its members. According to Meyer & Allen (1991) in Luthans (2011: 48) there are three dimensions of organizational commitment, which is: affective commitment, continuous commitment and normative commitment.

## Turnover Intention

Mathis & Jackson (2008:84) argued that turnover is an level of employee turnover which occurs once the employees leave the organization and should be replaced. According to Aydogdu & Asikgil (2011) turnover intention is often refers as an behavior to leave the company while turnover itself is an actual separation between employees and company. Mobley (2011:15) defines that turnover intention as the tendency or desired within the employees to quit their job voluntarily or move from one workplace to another based on their own will. Mobley (1986) in Nisa, et al (2012: 81) was explained that the factors which highly influenced the employee turnover could be divided into two factors, namely organizational factors and individual factors.

## Previous Research

Prasetyo, et al (2021) has found that work stress had a positive and significant impact on turnover intention. Hakim & Ibrahim (2017) found that if job satisfaction had a negative and significant impact on turnover intention. Meanwhile, Setiawan & Harahap (2016) who was found that job satisfaction had a positive and significant impact on turnover intention. Prasetyo, et al (2021) who was found that if the organizational commitment had a negative and significant impact on turnover intention. Furthermore, Setiawan & Harahap (2016) were also argued that employee commitment had a positive and significant impact on turnover intention.

## Theoretical Framework and Hypothesis

Then after quoted from the background, literature reviews and prior researches which has been existed, then the theoretical framework and hypothesis which could be drawn from this research are:

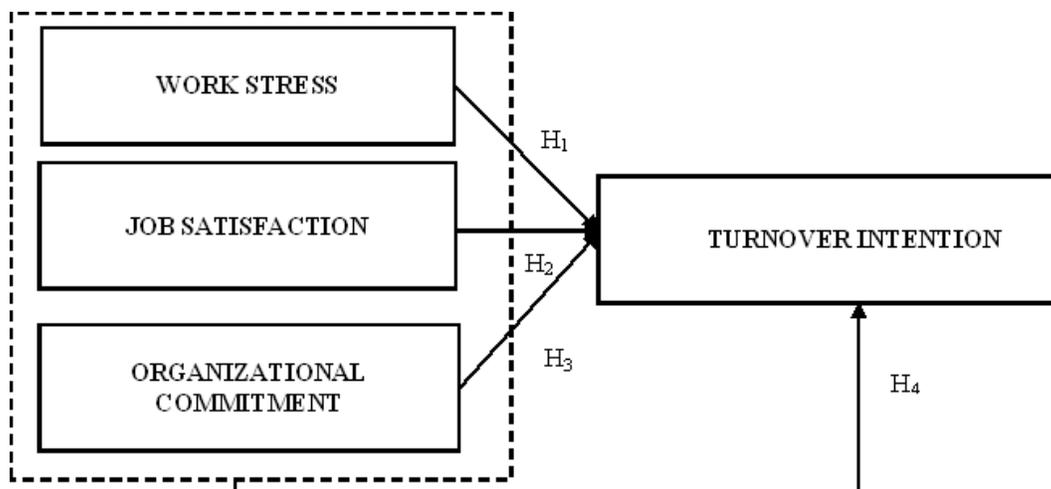


Figure 1. Theoretical Framework

H1: Work stress affects the turnover intention.

H2: Job satisfaction affects the turnover intention.

H3: Organizational commitment affects the turnover intention.

H4: Work stress, job satisfaction and organizational commitment have a simultaneous affect on the turnover intention.

## RESEARCH METHODS

This research is included in a type of causality research with quantitative methods. The independent variables in this research are work stress, job satisfaction and organizational commitment while the dependent variable is turnover intention. The research population was the employees from PT. Bali Towerindo Sentra Tbk and was filtered according to criteria which stipulated so the the total number of employees was 395 people. The sampling method used was non-probability sampling, namely purposive sampling with a total sample of 202 respondents at an error level of 5%. The data collection method that used in this research was a survey method, while the data analysis method was performed by multiple linear regression analysis through instrument tests, classical assumption tests and also hypothesis tests.

## FINDINGS AND DISUCUSSION

### Respondent Characteristics

According to the research results, those characteristics from the respondents here was that the majority of research respondents were male (65%), 26-30 years old (50%), with work period of 1-2 years (48%), and have an undergraduate degree (74%). This illustrated that the majority of employees of PT Bali Towerindo Sentra Tbk are belongs to category of millennial generation which has a tendency to change jobs in a short period of time. Therefore, The companies should be able to serves each of their employees well.

### Descriptive Statistics Variable

Quoted from these research, the employees of PT. Bali Towerindo Sentra Tbk shows that their work stresses are quite high with an average value of 3.0160 and its standard deviation of 0.79384. Employees of PT. Bali Towerindo Sentra Tbk shows the dissatisfaction which relates to its work with an average value of 3.0157 and its standard deviation of 0.9759. Employees of PT. Bali Towerindo Sentra Tbk. shows that their organizational commitment with an average value of 3.0349 and its standard deviation of 0.8681. Employees of PT. Bali Towerindo Sentra Tbk shows their turnover intentions by an average of 3.4856 and its standard deviation of 0.6457.

### Validity and Reliability Test

According to the validity test results, those all indicators on the research variables were declared valid because the  $t\text{-count} > t\text{-table}$  (0.1158). And Based on the reliability test results, it was found that these research variables were declared reliable because the Cronbach alpha value was  $> 0.600$ .

Table 1. Validity and Reliability Test Results

Variable	r-count	Alpha Cronbach
Work Stress	0.681-0.818	0.895
Job Satisfaction	0.601-0.795	0.936
Organizational Commitment	0.463-0.788	0.949
Turnover Intention	0.376-0.642	0.686

### Classic Assumption Test

The results from the normality test has shown that the K-S test value was 0.043 with a significance of 0.200 because the K-S significance value was  $0.200 > 0.05$ , then it could be said that the data was normally distributed.

**Table 2. The Normality Test Results by Kolgomorov-Smirnov**

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		<b>Unstandardized Residual</b>
<b>N</b>		<b>202</b>
<b>Normal Parameters<sup>a,b</sup></b>	<b>Mean</b>	<b>0.0000000</b>
	<b>Std. Deviation</b>	<b>0.99422949</b>
<b>Most Extreme Differences</b>	<b>Absolute</b>	<b>0.043</b>
	<b>Positive</b>	<b>0.043</b>
	<b>Negative</b>	<b>-0.040</b>
<b>Test Statistic</b>		<b>0.043</b>
<b>Asymp. Sig. (2-tailed)</b>		<b>.200<sup>c,d</sup></b>

The multicollinearity test result shows that the tolerance value for each independent variable was tolerance value  $> 0.10$  and VIF value  $< 10$ , and this could be means that there is no multicollinearity occured in these regression model.

**Table 3. Multicollinearity Test Results**

<b>Coefficients<sup>a</sup></b>		
<b>Model</b>	<b>Collinearity Statistics</b>	
	<b>Tolerance</b>	<b>VIF</b>
<b>1</b>		
Constant		
Work Stress	0.595	1.682
Job Satisfaction	0.929	1.076
Organizational Commitment	0.624	1.602

The heteroscedasticity test result shows that the points on the scatterplots graphic was did not form any clear pattern besides the dots were evenly distributed randomly above and below the number 0 on the Y axis (Studentized Residual Regression). Then it could be interpreted that there is no heteroscedasticity occured in these regression model as well.

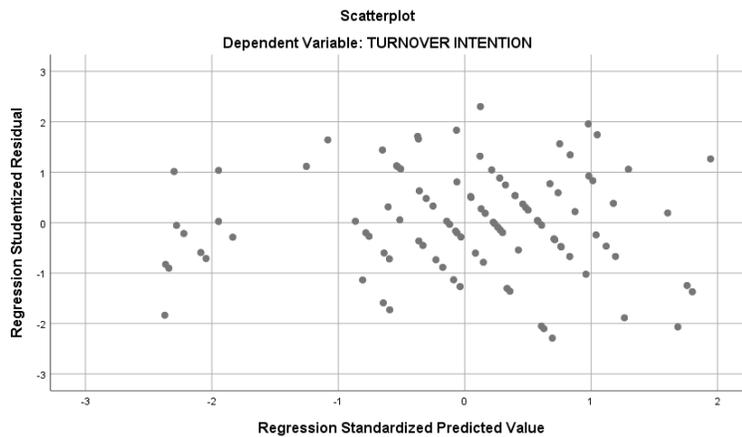


Figure 2. Heteroscedasticity Test Results

### Hypothesis Examination

Analyzed by the results from the multiple linear regression tests through its significance level of 5%, the regression equation that could obtained was:  $Y = 4.148 + 0.310 X_1 + 0.275 X_2 + 0.200 X_3 + e$ .

- 1) Work stress variable had a significance value ( $0.000 < 0.05$ ) with the t-count was 6.454. Thus it could be said that work stress has a positive and significant impact on turnover intention.
- 2) Job satisfaction variable had a significance value ( $0.000 < 0.05$ ) with the t-count was 17.319. Thus it could be said that job satisfaction has a positive and significant impact on turnover intention.
- 3) Organizational commitment variable had a significance value ( $0.000 < 0.05$ ) with the t-count was 6.351. Thus it could be defined that organizational commitment has a positive and significant impact on turnover intention.

Table 4. Multiple Linear Regression Analysis

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	4.148	0.336		131.324	0.000	
Work Stress	0.310	0.048	0.670	6.454	0.000	
Job Satisfaction	0.275	0.016	1.126	17.319	0.000	
Organizational Commitment	0.200	0.031	0.846	6.351	0.000	

According to the F test results, it is known if the value of F-count  $>$  F-table with its significant value of  $0.000 < 0.05$ , then it could be explained that work stress, job satisfaction and organizational commitment had simultaneous affect on turnover intention. These simultaneous affect value was 88.4% (R-Square = 0.884).

Table 5. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.540.204	3	513.401	511.626	.000 <sup>b</sup>
	Residual	198.687	198	1.003		
	Total	1.738.891	201			

Table 6. The Determination Coefficient Test Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 <sup>a</sup>	0.886	0.884	100.173

### Inter-Dimensional Correlation Analysis

According to the results from inter-dimensional correlation coefficient analysis, it could be described that:

- 1) In the work stress variable, the dimension which has a strong correlation was occurred in the dimension of organizational factors towards turnover intention's dimension of individual factors, because it has a coefficient value of 0.679. Meanwhile, the fair value was occurred in the dimensions of environmental factors towards turnover intention's dimensions of organizational factors, because it has a coefficient value of 0.606.
- 2) In the Job satisfaction variable, the dimension with the strongest correlation was occurred in the dimension of co-workers to the dimension of performance in the dimension of organizational factors, because it has a coefficient value of 0.746. Meanwhile, the fair level of correlation on job satisfaction dimensions occurred in the job itself dimension towards turnover intention's dimensions which is organizational factors, because it has a coefficient value of 0.565.
- 3) In the organizational commitment variable, the dimension with the strongest correlations was occurred in the dimension of normative commitment towards the individual factor dimension from turnover intention, because it has a coefficient value of 0.707. Meanwhile, as for the fair correlation value goes to the dimension of affective commitment towards turnover intention's dimension which is organizational factors, because it has coefficient value of 0.657. This could described that affective commitment only provides a fair relations when influencing the organizational factors.

Table 7. Inter-Dimensional Correlation Matrix

Variable	Dimension	Turnover Intention (Y)	
		Organizational Factor (Y1)	Individual Factor (Y2)
Work Stress (X1)	Environmental Factor	<b>0.606</b>	0.591
	Organizational Factor	0.620	<b>0.679</b>
	Individual Factor	0.610	0.651
Job Satisfaction (X2)	Job Itself	<b>0.565</b>	0.654
	Salary	0.631	0.684
	Promotion	0.632	0.667
	Supervision	0.689	0.693
Organizational Commitment (X3)	Co-Workers	<b>0.746</b>	0.690
	Affective Commitment	<b>0.657</b>	0.687
	Continuous Commitment	0.629	0.681
	Normative Commitment	0.648	<b>0.707</b>

## Discussion

From the research which has been done accordingly, it shows that work stress has a positive and significant impact on turnover intention. These results were strengthened by the research from Prasetyo et al (2021). Apart from that, from this descriptive analysis of the respondent's data has shown that the dimension from work stress which has the most dominant impact on turnover intention is work stress because of the environment, in this case it refers to the external environment. Uncertain environmental factors which has a huge impact to the organizations are economic uncertainties and technological changes. When the economy is in turmoil, the employees become worried about their future. Employees turn into stressed because they were afraid that their jobs will be affected by the political and economic turmoil that occurs lately. Technology that develops fast, particularly the new innovations has the potential to replace employees with skills that could be adjusted to these new technologies. Eventually those stress appears among the employees. The increasing of work stress due to environmental factors at PT. Bali Towerindo Sentra Tbk were also increased their turnover intention.

Gained from the results of these research, it shows that job satisfaction has a positive and significant impact on turnover intention. These results were strengthened by the research from Setiawan & Harahap (2016). Besides, according to the descriptive analysis from the respondent's data, it could be described that the dimension of job satisfaction which has a huge impact on turnover intention was job satisfaction due to coworkers. Intensive interaction with colleagues who have different characters will affect the job satisfaction of employees at PT. Bali Towerindo Sentra Tbk. And in which also has an influence to the increasing of employee turnover intention in the company. This phenomenon shows that the decision to resign by employees in this company is more or less triggered by their colleagues who have previously resigned from this company and moved to another company.

According to the research which has been done, it shows that organizational commitment has a positive and significant effect on turnover intention. These results were strengthened by the research which conducted by Setiawan & Harahap (2016). Besides, according to the descriptive analysis from the respondent's data, it could be explained that the dimension of organizational commitment which has the most dominant impact on turnover intention is an affective commitment which according to the losses that should be felt once the employees leave the organization. The loss could be in form of the seniority status, opportunities for promotion or those benefits that the organization has provided so far. This shows that the benefits provided by the management of PT Bali Towerindo Sentra Tbk plays a major role in influencing employees' decisions to leave the company. Through increased satisfaction by the benefits obtained, then it makes the employees not to have a huge motive to do turnover.

The results of the research analysis indicate that work stress, job satisfaction and organizational commitment simultaneously affect the turnover intention. The performance is a crucial factor for companies in carrying out those activities within the company. The existence of this variable was explained that PT. Bali Towerindo Sentra Tbk would have a better performance if the work stress, job satisfaction and organizational commitment are given more attention. By increasing each variable would have a good impact to the performance so it would improve the company performance and achieving its goals. Those employees within the

company are required to performed all orders accordingly to the existing rules which applied in the company so then the company would gives an encouragement in order to do a better job.

## CONCLUSION AND SUGGESTION

### Conclusion

Based on the research results and the discussion, those following conclusions that could be stated as follows:

- 1) Work stress had a positive and significant affect on the employee turnover intention at PT. Bali Towerindo Sentra Tbk.
- 2) Job satisfaction had a positive and significant affect on the employee turnover intention at PT. Bali Towerindo Sentra Tbk.
- 3) Organizational commitment had a positive and significant affect on employee turnover intention at PT. Bali Towerindo Sentra Tbk.
- 4) Work stress, job satisfaction and organizational commitment had a simultaneous or joint affect on employee turnover intention at PT. Bali Towerindo Sentra Tbk.

### Suggestion

Based on the results of the discussion analysis and some of the conclusions above, the suggestions that the author can give are as follows:

- 1) Management were advised to provide rewards which could increase the proportionally to the consideration of Indonesia's economic situation at a macro and micro level as well as the benefits in the form of upgrading skills and technological knowledge for each employee at PT. Bali Towerindo Sentra Tbk in order to prevent turnover intention.
- 2) Management of PT. Bali Towerindo Sentra Tbk were advised to improve the employee commitment by providing benefits that keep the employee attachment to the company.
- 3) Management were advised to review relates to the compensation policies, career development and promotions which need to be fairer, transparent and based on competence and work performance and given this opportunity to all employees in order to increase the job satisfaction. These efforts need to be emphasized in the company's internal policies in order to reduce the turnover rate which currently high enough
- 4) Companies were advised to be more attentive from an early age regarding the possible desire of their employees to leave the company. This could determined by holding regular meetings between superiors and subordinates to evaluate and encourage their works. In addition, The companies need also create an joint events with subordinates so the employees would be more familiar with the company.
- 5) For further researchers, it is hope that they will capable to continue the similar research and werr expected to be able to develop the variables of this research model and the population size which is not only in one place so the generalization would be better. Moreover, For the further research it is hope that it could be more comprehensive on employee turnover intention by adding another factors outside these factors which have studied here.

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