

The Effect of Work Stress and Non-Physical Work Environment on Turnover Intentions through Job Satisfaction as an Intervening Variable for Employees of PT MNC Sky Vision Tbk

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ABSTRACT

The purpose of this study was to analyze the effect of work stress and non-physical work environment on turnover intentions through job satisfaction at PT MNC Sky Vision Tbk. This type of research is descriptive quantitative. The population in this study were all 157 employees of PT MNC Sky Vision Tbk. The sampling method used is proportional sampling, namely the number of samples to be taken in 11 sections in PT MNC Sky Vision Tbk, carried out proportionally according to the total population of employees at the PT. MNC Sky Vision Tbk, totaling 102 employees. The data analysis technique in this study used structural equation modeling with the Smart PLS 3 analysis tool. The results of this study found that work stress had a negative and significant effect on job satisfaction. Non-physical work environment has a positive and significant effect on job satisfaction. Work stress has a positive and significant effect on turnover intentions. The non-physical work environment has a positive and insignificant effect on turnover intentions. Job satisfaction has a negative and significant effect on turnover intentions. Then indirectly work stress has a positive and significant effect on turnover intentions through job satisfaction and the non-physical work environment has a negative and significant effect on turnover intentions through job satisfaction for employees of PT MNC Sky Vision Tbk.

Keywords: Work Stress, Non-Physical Work Environment, Turnover Intentions, Job Satisfaction

INTRODUCTION

In achieving the success of a company, employees are considered as company assets. Human resources are so important to the company because company activities cannot be carried out without human resources. So the human resources in the company must be managed and maintained in a professional manner in order to achieve company goals and also meet the needs of employees.

Employees as human resources who work in a company, often have the desire to leave the job (turnover intentions), so that employees work less optimally and even make the decision to leave the company. Intentions are the intention or desire to leave a job that arises from someone so that employees make the decision to leave the company; therefore turnover intentions are the employee's behavioral intention to voluntarily leave the job or company (Mobley, 2017).

Turnover intentions are attitudes or levels where individual employees have a thought to leave or voluntarily resign from the organization from their work. Employee turnover intentions can be seen from several indications, namely: increased absenteeism,

initial work, increased courage to violate work order, courage to oppose or protest to superiors, negative behavior that is very different from usual. It is so clear that turnover intentions will have a negative impact on the company because it creates instability in labor conditions, decreases employee productivity. Work that is not conducive and also has an impact on the increased cost of human resources.

There are several factors that affect employee turnover intentions, including organizational commitment, job satisfaction, work environment, work stress, and workload (Sutanto *et al.*, 2013; Qureshi, 2013; Mxenge, 2014). Work stress is one of the factors that cause high turnover intentions from employees. When work stress increases, it will cause an employee's desire to leave (Chandio *et al.*, 2013). Work stress is a symptom or feeling that can arise in an employee and can have an impact in an organization or company, which will have an influence on employee satisfaction and will affect employee performance.

Apart from work stress, there are other factors that influence turnover intentions, namely the work environment in particular, the non-physical work environment. According to Hoboubi (2016), the type of work environment is divided into a work environment or a physical work environment and a work environment or non-physical environment.

Job satisfaction can also affect employee turnover intentions. Mobley (2017), an expert in employee turnover, said that the main determining factor for individuals leaving the company is related to the satisfaction factor. In relation to the job satisfaction variable, Robbins (2013) says that job satisfaction is a condition of positive feelings about one's job which is the result of an evaluation of its characteristics. Employees who get satisfaction from their company will have a greater sense of attachment or commitment to the company than employees who are not satisfied. Employee satisfaction or dissatisfaction depends on the difference

between what is expected. Conversely, if the employee gets lower than expected, it will cause the employee to be dissatisfied. Job dissatisfaction will lead to low work motivation, decreased performance, decreased organizational commitment, increased absenteeism, complaining, stress, and even leaving the company.

PT. MNC Sky Vision Tbk is a pioneer in the subscription television industry in Indonesia which started its DTH service in 1994 and provides a selection of 137 of the best channels with 32 exclusive channels. MNC Vision is currently the largest DTH operator in Indonesia with market penetration reaching more than 70% (both satellite and cable subscribers). Using the S-Band frequency satellite, MNC Vision's broadcast is very suitable for use in tropical areas such as Indonesia. PT MNC Sky Vision Tbk is a company that holds the distribution license for subscription television shows via satellite, the first in Indonesia, which is under the auspices of MNC Media, which is the largest integrated media group in Indonesia. On 12 December 2017, Indovision has evolved into a MNC Vision that is more innovative, modern and in accordance with technological developments and market needs in the satellite TV industry.

RESEARCH METHODS

This type of research is descriptive quantitative. According to Syahronica and Ruhana (2015), research that aims to describe or describe the characteristics (characteristics) of a situation or object of research carried out through the collection and analysis of quantitative data and statistical testing (Umar, 2008).

The approach used in this research is a survey. According to Kerlinger in Sugiyono (2006), a survey is a study conducted on large and small populations, but the data studied is data taken from that population. So that found relative incidents, distribution and relationships between variables, sociological and psychological.

The population in this study were all 157 employees of PT MNC Sky Vision Tbk. The sampling method used is proportional sampling, namely the number of samples to be taken in 11 sections in PT MNC Sky Vision Tbk, carried out proportionally

according to the total population of employees at the PT. MNC Sky Vision Tbk, totaling 102 employees.

The data analysis technique in this study used structural equation modeling with the Smart PLS 3 analysis tool.

RESULT

Direct Effect

Table 1 presents the path coefficient values and the p values for testing the significance of the direct effect.

Table 1. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	P Values
Work Stress -> Job Satisfaction	-0.294	-0.296	0.000
Non-Physical Work Environment -> Job Satisfaction	0.427	0.428	0.000
Work Stress ->Turnover Intentions	0.430	0.431	0.000
Non-Physical Work Environment ->Turnover Intentions	0.229	0.222	0.133
Job Satisfaction ->Turnover Intentions	-0.461	-0.457	0.000

Source: PLS Output (2020)

The following is a discussion of each hypothesis test based on the test results in Table 1:

Based on Table 1, it is known that the path coefficient of work stress (X_1) on job satisfaction (Z) is -0.294 (negative) and the p value is $0.000 < 0.05$, it is concluded that work stress has a negative and significant effect on job satisfaction (Z). Hypothesis H_3 , there is an effect of work stress on job satisfaction at a significant level of 5%.

Based on Table 1, it is known that the path coefficient value of the non-physical work environment (X_2) on job satisfaction (Z) is 0.427 (positive) and a p value of $0.00 < 0.05$, it is concluded that the non-physical work environment (X_2) has a positive and significant on job satisfaction (Z). Hypothesis H_4 , there is an effect of non-physical work environment on Job Satisfaction at a significant level of 5%.

Based on Table 1, it is known that the path coefficient of work stress (X_1) on turnover intentions (Y) is 0.430 (positive) and the p value is $0.000 < 0.05$, it is concluded that work stress (X_1) has a positive and significant effect on turnover

intentions (Y). Hypothesis H_1 , there is an effect of work stress on turnover intentions at a significant level of 5%.

Based on Table 1, it is known that the path coefficient value of the non-physical work environment (X_2) on turnover intentions (Y) is 0.229 (positive) and the p-value is $0.131 > 0.05$, so it is concluded that the non-physical work environment (X_2) has a positive effect but has no significant effect on turnover intentions (Y). Hypothesis H_2 , there is no effect of non-physical work environment on turnover intentions at a significant level of 5%.

Based on Table 1, it is known that the path coefficient of job satisfaction (Z) on turnover intentions (Y) is -0.461 (negative) and the p value is $0.000 < 0.05$, it is concluded that job satisfaction (Z) has a negative and significant effect on turnover intention (Y). Hypothesis H_5 , there is an effect of job satisfaction on turnover intentions at a significant level of 5%.

The value of R^2 is used to measure the degree of variation in changes in the independent variable on the dependent variable. The R^2 value of this study can be seen in Table 2 below:

Table 2. R Square

Variable	R Square	R Square Adjusted
Job Satisfaction	0.229	0.214
Turnover Intentions	0.490	0.475

Source: PLS Output (2020)

Based on Table 2, the coefficient of determination for the job satisfaction variable (Z) is 0.229, which means that work stress (X₁) and the non-physical work environment (X₂) can affect job satisfaction (Z) by 22.9%. The coefficient of determination for the variable turnover

intentions (Y) are 0.490, which means that work stress (X₁), non-physical work environment (X₂), and job satisfaction (Z) can affect turnover intentions (Y) by 49%.

Indirect Effect

Furthermore, the indirect effect is tested, namely testing whether job satisfaction (Z) is significant in mediating the effect of work stress (X₁), non-physical work environment (X₂) on turnover intentions (Y) in Table 3.

Table 3. Indirect effect

Variable	Original Sample (O)	Sample Mean (M)	P Values
Work Stress -> Job Satisfaction ->Turnover Intentions	0.135	0.133	0.000
Non-Physical Work Environment -> Job Satisfaction ->Turnover Intentions	-0.197	-0.195	0.001

Source: PLS Output (2020)

The following is a discussion of each hypothesis test based on the test results in Table 3: Based on the results in Table 3, the results of the indirect effect of work stress (X₁) on turnover intentions (Y), through job satisfaction (Z) are 0.135 (positive), with p values = 0.000 < 0.05, it is concluded that work stress (X₁) indirectly has a positive and significant effect on turnover intentions (Y), through job satisfaction (Z).

Based on the results in Table 3, the results of the indirect effect of the non-physical work environment (X₂) on turnover intentions (Y), through job satisfaction (Z) are -0.197 (negative), with a p value = 0.001 < 0.05, It is concluded that the non-physical work environment (X₂) indirectly has a negative and significant effect on turnover intentions (Y), through job satisfaction (Z).

The following Table 4 shows the direct and indirect effect between the research variables.

Table 4. Direct Effect and Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Work Stress -> Job Satisfaction	-0.294	-0.296	0.080	3.672	0.000
Non-Physical Work Environment -> Job Satisfaction	0.427	0.428	0.114	3.739	0.000
Work Stress ->Turnover Intentions	0.430	0.431	0.079	5.429	0.000
Non-Physical Work Environment ->Turnover Intentions	0.229	0.222	0.152	1.506	0.133
Job Satisfaction ->Turnover Intentions	-0.461	-0.457	0.074	6.206	0.000
Work Stress -> Job Satisfaction ->Turnover Intentions	0.135	0.133	0.036	3.770	0.000
Non-Physical Work Environment -> Job Satisfaction ->Turnover Intentions	-0.197	-0.195	0.058	3.386	0.001

Source: PLS Output (2020)

Based on Table 4, work stress has a negative and significant effect on job satisfaction, and non-physical work environment has a positive and significant

effect on job satisfaction. Then work stress has a positive and significant effect on turnover intentions, and the non-physical work environment has a positive but not significant effect on turnover intentions. Then, job satisfaction has a negative and significant effect on turnover intentions, work stress has a positive and significant effect on turnover intentions through job satisfaction, and the non-physical work environment has a negative and significant effect on turnover intentions through job satisfaction.

CONCLUSION AND SUGGESTION

The results of this study found that work stress had a negative and significant effect on job satisfaction. Non-physical work environment has a positive and significant effect on job satisfaction. Work stress has a positive and significant effect on turnover intentions. The non-physical work environment has a positive and insignificant effect on turnover intentions. Job satisfaction has a negative and significant effect on turnover intentions. Then indirectly work stress has a positive and significant effect on turnover intentions through job satisfaction and the non-physical work environment has a negative and significant effect on turnover intentions through job satisfaction for employees of PT MNC Sky Vision Tbk.

Based on the results of the research, discussion and conclusions above, the authors provide the following suggestions with the hope of providing input for the progress and development of PT. MNC Sky Vision Tbk Medan, as follows:

1. From the research results of PT. MNC Sky Vision Tbk Medan is advised to pay more attention to the way it treats its employees and also pay attention to the suitability of the salary and the workload given, so that employees feel appreciated when they are working well, because if the level of employee job satisfaction is higher, it will reduce the employee's thinking to leave the company. Various policies regarding achievement recognition,

interaction between top and subordinates also need to be improved to increase the satisfaction of employees.

2. The company must be able to control the stress level of employees to reduce turnover intentions, this can be done by paying attention to the work target given and the time given to complete work, there are variations in job giving because employees tend to feel bored when given a monotonous job. PT. MNC Sky Vision Tbk is also advised to give awards to employees who have done their job well, the suitability of salaries and work targets given also need to be considered properly so that employee job satisfaction remains high. These things can control the level of work stress and also keep employee satisfaction high, which indirectly can prevent employees from wanting to leave the organization and look for work elsewhere.

3. Maintain a good non-physical work environment such as providing motivation to employees, establishing good relationships between borders and subordinates as well as relationships between employees so that communication is well established, and always maintaining harmony and paying attention to what employees need at PT. MNC Sky Vision Tbk Medan. To maintain harmony and well-maintained communication, you can conduct a Family Gathering which can be packaged as a recreational event, which is carried out in a pleasant atmosphere and inserted with several forms of games (outbound, paintball, rafting, etc.) that can be done once a year to strengthen brotherhood between fellow employees of the PT. MNC Sky Vision Tbk Medan. If it is working well it is expected to reduce the level of employee work stress, so that employees can work enthusiastically to do their job in order to achieve company goals and reduce the rate of turnover intentions.

4. We recommend that the company PT. MNC Sky Vision Tbk Medan held training for prospective new employees, especially children in the millennial generation to better understand how to deal with

consumers who subscribe to cable TV at PT. MNC Sky Vision Tbk Medan, due to many complaints from consumers of services provided by employees of PT. MNC Sky Vision Tbk Medan is not satisfying for consumers, employees who serve do not smile, face jutek and unfriendly in handling complaints that occur for this reason require training for new employees and old employees. Conduct useful training for new and existing employees to gain new knowledge in dealing with customers and in completing their work.

5. For further researchers, it is advisable to expand the research so that more complete information will be obtained about what factors can influence turnover intentions. So that actions can be taken that can improve the factors that cause the high turnover intentions and can take appropriate steps to address the causes of the high turnover intentions. So that PT MNC Sky Vision Tbk can improve better through the results of research conducted each study.

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