

# **The Influence of Work Stress Towards Turnover Intention at State-Owned Bank in Bandung Area**

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## **Abstract**

A company's performance is determined by the conditions and behavior of employees owned by the company. The form of employee behavior that cannot be prevented is the desire to move (turnover intention). High employee turnover rates result in companies becoming unstable, losing experienced employees and needing to train new employees. In the last three years State-owned bank has a turnover intention value above the normal global turnover rate. Job stress is one of the factors for turnover intention, high job stress will affect the increase in turnover intention. This research aims to find out how the work stress on employees of State-owned bank Regional Office VI Bandung. How is Turnover Intention of employees of State-owned bank Regional Office VI Bandung, as well as to calculate how much influence Job Stress has on Turnover Intention of Employees of State-owned bank Regional Office VI Bandung. This research is descriptive and causal analysis with a population of 210 permanent employees of State-owned bank Regional Office VI Bandung. The total sample taken is 74 male and female employees from State-owned bank Regional Office VI Bandung. The scale used in this study is a Likert scale using research data testing. Validity and reliability testing is a quantitative method. Sampling was done by non-probability sampling method with incidental sampling type. The data analysis technique used is simple linear regression analysis. The results of this study indicate that work stress is in the fairly good category, which is 66.72%, turnover intention is also in the fairly good category, which is 67.60%. From this research, work stress has a positive and significant effect partially on turnover intention of 38.9% and the remaining 61.1% is influenced by other factors not examined in this study.

## **Keywords**

Job Stress, Turnover Intention, Human Resource

## **1. Introduction**

In the world of business development, one of the determining factors for company development is the company's resources (Anitha, 2014). Human resources are the most important assets and must be owned by every company because the progress of a company depends on its human resources (Fakhri et al., 2021). However, human resources are often demanded by companies to further improve their abilities and expertise in carrying out a job and without realizing it, this can make employees feel stressed which will affect job satisfaction and employee performance (Diamantidis & Chatzoglou, 2019). The definition of job stress is as a condition that suppresses a person's self and soul beyond the limits of that person's abilities (Eisapareh et al., 2020). In addition, work stress can affect a person's emotions, thought processes and psychological conditions (Lee & Jang, 2020).

From the results of the pre-survey of 15 senior employees at State-owned bank Regional Office VI Bandung, it indicates that employees at State-owned bank Regional Office VI Bandung have a fairly high stress level. With that results, the level of stress experienced by the employee is thought to be due to pressure when there is a supervisor and a work environment that is not conducive. This is in line with the results of interviews that have been carried out previously also to several employees who work at State-owned bank Regional Office VI Bandung saying that they experience work stress, this is due to experiencing pressure due to the many jobs given by their superiors and the many demands of their work, sometimes they are also given a workload outside of their duties. there should be special handling of work stress experienced by employees and the company must be responsive to handle it properly and

sustainably. If the work stress experienced by employees is not handled, it will have a bad impact on the company (Matteson & Ivancevich, 1987). One way that companies can maintain and manage employees well is to provide awards and bonuses every year or period so that the turnover rate in the company decreases every year (Hermawati & Mas, 2017). Turnover is one of the problems that must be considered because it can affect the condition of a company (Jabeen et al., 2018). Turnover can be interpreted as a real condition where employees enter and leave the company on their own accord without coercion from anyone, which is a form of turnover intention (Lambert, 2010). The turnover phenomenon also occurred at State-owned bank Regional Office VI Bandung, this can be seen from the turnover rate during 2017 to 2019 as shown in Table 1.1

**Table 1. Employee Data Turnover**

Year	Number of Employees at the beginning of the year	Number of Exiting Employees	Number of New Employees Entered	Number of Year-End Employees	Turnover rate
2017	213	4	4	213	1.87%
2018	213	5	3	211	2.35%
2019	211	7	5	208	3.34%

It can be seen from the table 1 that the turnover data of State-owned bank Regional Office VI Bandung is up and down from the number of employees at the end of the year. With a high turnover rate can result in losses for companies that lose employees who may have very proficient skills, besides that companies also have to spend time and money on new employees by conducting training. It can be concluded from the results of a pre-survey of 15 employees at State-owned bank Regional Office VI Bandung, indicating that the turnover rate in the company is quite high. According to the results of interviews with several employees of State-owned bank Regional Office VI Bandung, several employees said that they wanted to leave their current job, they also said that if there was another better opportunity they would consider leaving the company immediately. The reason employees want to leave is because the workload they do exceeds the task they should, so they experience work stress (Dechawatanapaisal, 2017). Judging from the results of the pre-survey as a whole, it can be seen that employees feel pressured by their superiors and the many demands and workloads given have resulted in a high contribution to work stress experienced by employees so that employees turn over. It can be seen from the turnover data at State-owned bank Regional Office VI Bandung with a period of three years back experiencing ups and downs. From the description in table 1 along with the data that has been submitted, the researchers are interested in further research on "The Effect of Work Stress on Turnover Intention at State-owned bank Regional Office VI Bandung".

## 2. Theories

### Work Stress

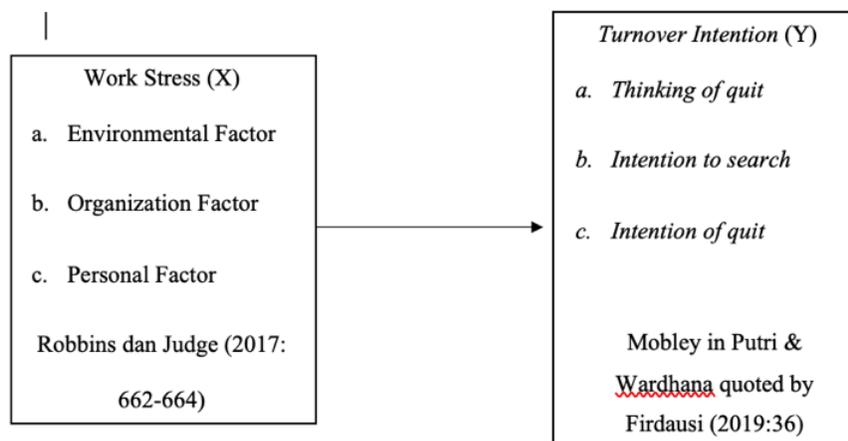
Job stress is a feeling of pressure experienced by employees in dealing with work (Matteson & Ivancevich, 1987). Another definition of job stress is an unpleasant psychological condition experienced by an individual who is faced with opportunities, demands, or related resources desired by the individual and whose outcomes are considered important and uncertain as job demands (Robbins & Judge, 2018).

### Turnover Intention

Turnover intention is an employee's intention to stop working from his job voluntarily or move from one workplace to a new one according to his own choice (Sugianingrat, et al., 2019). Another understanding also explains that turnover intention is the level at which a supervisor gains and loses employees so that the word turnover intention is not a new concept but a problem in human resource management that already exists and has been faced by all industries in various countries for many years (Lee & Jang, 2020).

### Research Framework

The model in this research can be described in Figure 1:



**Figure 1. Research Framework**

### **Research Hypothesis**

The hypothesis in this study is, "Work stress has an effect on employee turnover intention of State-owned bank Regional Office VI Bandung".

### **3. Research methods**

Quantitative calculation methods and descriptive analysis methods are the methods in this study. Simple regression analysis is an analytical technique in this study using the SPSS. Hypothesis testing is used to determine the magnitude of the effect partially (T test). State-owned bank Regional Office VI Bandung is used as the object of research. The population used is 210 employees of State-owned bank Regional Office VI Bandung. This study used a sample of 74 people. The sample was taken using incidental sampling technique, namely the sample was taken by chance at the company State-owned bank Regional Office VI Bandung.

The variables studied are as follows:

#### **1. Variable X**

Work Stress (X) is the independent variable in this study. The assessment aspect for work stress is measured by 3 (three) aspects, namely: environmental factors, organizational factors, and individual factors.

#### **2. Variable Y**

Turnover Intention (Y) is the dependent variable in this study. Several dimensions that can determine turnover intention are "thinking of quitting (thinking about leaving), intention to search for alternatives (intention to find alternative work), intention of quitting (intention to leave).

### **4. Research result**

#### **Descriptive Analysis Results**

Overall, it can be indicated that the Turnover Intention (Y) variable belongs to the fairly good category, which is 67.60%, which means that the employees of State-owned bank Regional Office VI Bandung have a fairly good turnover intention. Overall, the work stress variable (X) is classified as quite good, which is 66.72% which means that employees of State-owned bank Regional Office VI Bandung have had work stress quite well.

#### **Multiple Linear Regression Analysis**

From the processed multiple linear regression data that has been carried out, the following equation is obtained in the Table 2:

**Table 2. Multiple Regression Result**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,048	3,058		0,016	0,988
	Work Stress	0,254	0,038	0,624	6,772	0,000

a. Dependent Variable: Turnover Intention

$$Y = a + bX$$

Information:

Y : Turnover Intention

X : Work Stress

a : Constant value, which is the value of Y' if X=0

b : Regression Coefficient, which is the value of the increase or decrease in the variable Y' based on the variable X

Based on the results of data processing in Figure 4.23, the constant values and regression coefficients can be obtained so that a simple linear regression equation can be formed as follows:

$$Y = 0.048 + 0.254 (X)$$

a = 0.048 which means that if Work Stress (X) is 0, then Turnover Intention (Y) will be worth 0.048 units.

b = 0.254 which means that if Work Stress (X) is 0 then Turnover Intention (Y) will increase by 0.254 units.

### Hypothesis testing T Test (Partial)

Partial testing is using the T test. The value of the t table at significance = 0.05 with df (0.05;68) is 1.666757. T tests are interpreted inside Table 3 as follows:

**Table 3. T Test Partial Result**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,048	3,058		0,016	0,988
	Work Stress	0,254	0,038	0,624	6,772	0,000

a. Dependent Variable: Turnover Intention

Based on table 3, it can be seen that from the Work Stress variable = t count of 6.772 > 1.667 and a significance level of 0.000 < 0.05

Work Stress Variable : 6.772 (to) > 1.667 (tα) = H0 is rejected, H1 is accepted.

From the results of hypothesis testing, it can be concluded that work stress has a partial effect on turnover intention.

### Coefficient of Determination

The value of the coefficient of determination is used to determine the magnitude of the effect simultaneously and described in Table 4:

**Table 4. Coefficient of Determination.**

<b>Model Summary<sup>b</sup></b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	<b>.624<sup>a</sup></b>	<b>0,389</b>	<b>0,381</b>	<b>4,028</b>
<b>a. Predictors: (Constant), Work Stress</b>				
<b>b. Dependent Variable: Turnover Intention</b>				

The following is the calculation of the coefficient of determination:

$$KD = R^2 \times 100\%$$

$$KD = 0,389 \times 100\% = 38,9\%$$

The coefficient of determination from the calculation results obtained is 0.389 or 38.9%. This shows that work stress has an effect of 38.9% on Employee Turnover Intention of State-owned bank Regional Office VI Bandung, while the remaining 61.1% is influenced by other variables not examined in this study.

### 5. Discussion

Work Stress (X) is in the fairly good category with a value of 66.72%. This indicates that the employees of State-owned bank Regional Office VI Bandung do not experience work stress. The highest dimension is the dimension of economic problems of 86.57%. And the one who got the highest score on the dimension indicator of role demands was "With the pressure of time, I feel that the work I have completed is maximal" with a percentage of 74%. This shows that the problem of time for employees of State-owned bank Regional Office VI Bandung that appears does not interfere with attention to work. Meanwhile, the lowest dimension is the dimension of personal characteristics that is equal to 57.63%.

The Turnover Intention (Y) variable as a whole is included in the fairly good category which can be proven by having an overall value on each turnover intent variable which has a value of 67.60%, which means that employees of State-owned bank Regional Office VI Bandung have a turnover rate. employees quite well. The highest value of the dimension of intention to search for alternatives with a percentage of 72.29%, this indicates that employees of State-owned bank Regional Office VI Bandung have no intention to look for other alternatives while the lowest value is in the thinking of quit dimension with a percentage value of 65.13% with the indicator "about looking for another company if there is a better company" of 63%. Therefore,

Work stress shows that it has a positive and significant influence on turnover intention, this can be seen from the results of the T test, and it can be seen from the t value of 6.772 (to) > 1.66757 (tα) = H0 is rejected, H1 is accepted. And the significance value is smaller than the value of (alpha), which is 0.000 < 0.05. The results of the regression analysis show that the work stress variable has a partial influence on turnover intention in employees of State-owned bank Regional Office VI Bandung. Based on the results of the coefficient of determination (R2), it shows that the R value of 0.624 means that the relationship between the independent variable (work stress) and the dependent variable (turnover intention) has a positive and close relationship. The value of R2 = 0.389 or 38.9% means that the work stress variable has an influence of 38.9% on the turnover intention of State-owned bank Regional Office VI Bandung and the remaining 61.1% is influenced by other factors not examined in this study. This shows that the results of the output of work stress have an influence on the turnover intention of employees of State-owned bank Regional Office VI Bandung.

### 6. Conclusion

Based on the results of the study, it can be concluded as follows:

1. Work stress at State-owned bank Regional Office VI Bandung is included in the fairly good category with the highest dimension score on the task demand dimension with the highest indicator, namely that employees do not feel bored with the tasks that must be completed. This means that the work stress of the employees of State-owned bank Regional Office VI Bandung is quite good.
2. Turnover Intention at State-owned bank Regional Office VI Bandung is included in the fairly good category with the highest dimension score on the Intention to Search for Alternative dimension with the highest indicator, namely employees will not leave the company if there is an offer from another company that gives more salary big. This means that employees of State-owned bank Regional Office VI Bandung on average have a desire to leave this company even though there is a higher salary offer.
3. Job stress has a positive and significant effect on turnover intention, which is 38.9% on turnover intention of State-owned bank Regional Office VI Bandung and the remaining 61.1% is influenced by other factors not examined in this study.

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