

## Effect Of Work Stress, Job Satisfaction, Organizational Climate To Turnover Intention Nurses On Mayapada Hospital (Case Study at Public Hospital in Indonesia)

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**Abstract :** *The purpose of this research is to investigate the effects of working stress, job satisfaction, organizational climate to turnover intention on Mayapada Hospital nurses. The deep theory analysis of variables affecting turnover intentions brings the researcher to develop a research model consisting of four variables which are working stress, job satisfaction, organizational climate, and turnover intentions as well as three research hypotheses. Instruments of data collection using questionnaires, sample of 121 respondents who are nurses Mayapada Hospital. Then, data is analyzed using Structural Equation Modeling (SEM). The results of three research hypotheses test using SEM shows that job stress did not affect job satisfaction, organizational climate has an influence on job satisfaction, job satisfaction has influence to turnover intention.*

**Keywords -** *job stress, job satisfaction, organizational climate, and turnover intention.*

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### I. Introduction

The hospital is one of the organizations engaged in health services to meet the needs of public health sector region. A hospital will give optimal service when supported by a quality resource. Resources needed hospital very diverse, one of which is human resources. Human resources in the organization is a crucial aspect determine the effectiveness of an organization. Organizations need to constantly do investment for recruiting, selecting and retaining resources his human.

In conjunction with human resources, form various the research that has been done, the organization's good environmental conditions change internal and external directly or indirectly can affect the level of work stress and climate organization that can lower the level of jobsatisfaction, which in turn can give rise to intention to move work for nurses (turnover intention) that ultimately can lead to the actual turnover.

Stress in the workplace has become a problem for the management of the company in the world of business. Robbin, Stephen P (2006), says stress is a dynamic condition where individuals face opportunities, constraints or demands that are associated with what is highly desired and the results are perceived as uncertain but it is important. The appearance of a work place stress redirect nurse on the labor discontent. Stress occurs when a nurse is not able to meet the demands of being a job. Confusions be the responsibility of work, lack of time to complete to task, there is no support facilities for running jobs, tasks contradictory, is an example of stressors. In the short term, stress that left it without a handling the serious side of the company making the nurse not being depressed, motivated, and frustrated causing nurses to work not optimal so that it's performance may be compromised. In the long run, nurses who could not hold the work stress then she is no longer able to work in the company. On stage more severe stress can make nurses become ill or even resigned from the company.

Addition to work stress, job satisfaction is one of the factors that contributes to a person's desire to quit her work. Respect to the emergence of turnover intention, nurse have job satisfaction would be more productive, contributing to goals and objectives of the organization, in general have a desire low to get out of the company (Harter, Schmidt, and Hayes, 2002). Job satisfaction also has considerable influence againts the productivity of the company either directly or indirectly. A workers who come in and join in a company has a set of wants, needs, desires, and past experiences that coalesce and form an expectation which is expected to be met at the place works. Individuals who feel satisfied with his work tends to the company works with respect to survive. Job satisfaction of nurses is an attitude the common individual to his job or may be interpreted as the difference between the amount they are supposed to get. This attitude mirrored by labor, discipline, morale and work achievement. This satisfaction enjoyed in the work, out of work, and a combination of inside and outside job.

Worker discontent could lead to results not working desired for example theft, looking for odd jobs and can bring up the absence (Roznowski and Hulin, 1992 in Samad, 2006). Nurses with low satisfaction levels will exhibit a negative attitude, good againts his work as well as to the environment, so the nurse will feel insecure in themselves and feel anxiety in the his job through to the end of nurse will jave the intention to move and leave

his job. Dissatisfaction of nurses also tend to degrading practices behavioral withdrawal from such work out of the company or the resignation (Samad, 2006) and considering get a job opportunity (Roznowski and Hulin, 1992 in Samad, 2006). The personnel department or management should continuously monitor the job satisfaction, because it affects the rate of absences, rotation of personnel work, morale, grievances and other vital personnel problems. By because of that job satisfaction have significance both for the nurse or the company, mainly because of the positive state in creating the environment the company's work.

There are other indications affecting nurse turnover intention that is from internal company called climate of the organization. Organizational climate describe a situation, traits or psychological environment properties organizations that are perceived by the people within the organization's environment such. In this case the organization and nurse should be together create conditions conducive to attaining the organization's climate commitment better. A commitment that is influenced by the climate of the organization places a the nurse works. If the climate in the organization less support, for example, facilities less, less harmonious working relationships, social security, security is lacking, then automatically the commitment of nurses to organizations became more fade so that it appears the desire out of his work (turnover intention).

It has become a serious problem for many companies, even some companies are experiencing frustrating when knowing the recruitment process who has managed to attract high quality staff it turns out in the end be in vain, because the staff recruited have chosen jobs inside another (Manurung and Ratnawati, 2012). High levels of desire out on companies more and more raises a wide range of potential costs of good it costs already invested in training nurses, performance levels must be sacrificed, as well as the cost of recruitment and retraining. When the nurse left the company, the ability of other nurses to complete jobs that there would also be disturbed (Fah, et al. 2010). Therefore, it is very important for companies to identify early on things lead nurses have a desire to move the work.

The desire to switch work (turnover intention) is a very serious problem in the context of human resources management (Fah, et al. 2010). According to the research of Mobley (2011). Wants the move work (turnover intention) is a tendency or intention of nurses to stop working from his job voluntarily or not volunteering or displacement from one work place to another work according to his own choice. Turnover intention is one form of behavior pulls away (withdrawal) in the world of work, but at once is also a right for any individual to determine the choice, do keep working or out of the company. But such behavior is not bad because it could be that a nurse want out of the company to get a chance a much better somewhere else or he wants out because it was stand the situation where he worked at than time (Yulianto and Margaretha, 2011).

## **II. Literature Review**

### **1. Work Stress**

Rivai (2009), work stress is the demands of external on a person, for example, the objects in the environment or a the stimulus is objectively dangerous. Stress can also be interpreted as a pressure, tension or unpleasant distractions from outside one's self. Stress is not only seen from a condition of employees in facing the working environment however can work stress is a feeling.

Handoko (2008), states that stress is a condition tension affects emotions, thought processes, and the condition of the person. As a result, the stress is too great it can threaten a person's ability to facing an environment that ultimately interfere with the execution of his duties, mean interfere with the accomplishment of work. Robbins and Timothy (2011), stress is a condition in which an individual is exposed to opportunities, demands, or resources related to what the individual desires and whose results are deemed uncertain and important with some of the symptoms that indicate that the individual experience work stress.

### **2. Job Satisfaction**

Nasution (2009), states that job satisfaction is a condition satisfy the needs of the working surroundings such as the need for the workers, the level of supervision work, the relationship of fellow workers, the opportunity promotion of adequate, and adequate wage level. Job satisfaction is very determine whether a good performance of an employee. If employees feel satisfied with her work, then they will be encouraged to do better again.

Rivai (2010), states that teory of job satisfaction as follows: first with Discrepancy Theory (theory of non conformity). This theory measures a person's job satisfaction by calculating the difference between what should be and the perceived reality. So if the satisfaction is obtained more than the desired, then people will become more satisfied again, so there is discrepancy, but is a positive discrepancy. A person's job satisfaction depends on the difference between what is deemed to be achieved by what is achieved; second with

Equity Theory (theory of justice). This theory suggests that people will feel satisfied or dissatisfied, depending on whether or not there is equity in a situation, especially the work situation. According to this theory the main components in the theory of justice are input, outcome, justice and injustice; Third with Two Factor

Theory (two factor theory). According to this theory, job satisfaction and job dissatisfaction are different things. Satisfaction and dissatisfaction with the job is not a continuous variable.

### **3. The Climate Of The Organization**

According to Wirawan (2007), the climate of the organization is the quality of the environment internal organization that on a relative basis continued, experienced by members of the organization, influencing their behavior and can be described in terms of a set of characteristics or the nature of the organization. According to Lussier (2005), said that the organizational climate is the perception of employees about environmental quality the internal organization of the relative perceived by member organizations that then it will affect their behaviour.

Hillrieger and Slocum in Darzanti (2010), suggests the definition of climate the organization is a set of organizational attributes and subsystem can in felt by members of the organization, which is caused by the ways your organization or subsystem, against members of their surroundings. Darzanti (2010), definition the climate of the organization as a concept which reflects the contents and power of common values, norms, attitudes, behaviour and feelings of members of a the system.

### **4. Turnover Intention**

Robbins (2006) defines turnover as the dismissal of employees that is permanent from the company well done by employees own (voluntarily) and performed by the company. Harnoto (2002), declaring turnover intention is the level or intensity of desire to out of the company, and the desire to get a job the better. Rivai (2009), turnover intention is the wishes of the employees to stop work from the company voluntarily or moved from one place other work place according to his own choice. According to Siregar (2006), turnover intention is a tendency or intention of the employee to stop working from his job voluntarily, according to his own choice.

## **III. Hypotheses Development**

Ellitan (2007), said that one of the factors driving the occurrence of work stress is the individual stressor, which includes too heavy workload, the amount of time in doing the job, the occurrence of role ambiguity and lack of supervision from the leadership. Ellitan (2007), taking measurements of stress focuses more on general stress, emotional stress and burnout stress. Smith (2013), discovered the emotional, mental, and physical state of fatigue caused by excessive and prolonged stress.

Rivai (2009), examining the condition of tension can create physical and psychological imbalance will affect the emotions, the process of thinking, the condition of a nurse to be stressed in the face of his work. The high stress of the nurse affects the nurse's dissatisfaction in performing her work. Similar research results also provided by Arianto (2009) who examine about stress can create job-related discontent. The greater the level of stress felt by the nurse will further decrease the level of nurse satisfaction that resulted in poor performance. Based on previous studies, the authors propose the hypothesis, which will be tested:

### **H1: Job Stress affects the nurse's job satisfaction**

Organizational climate factors have been found to be significant in investigating job satisfaction in some studies. Climate organization by Alavi, Hamid and Ramazan. (2005), concludes that the quality of the internal environment experienced by members affects attitudes and behaviors and can be depicted in a number of special characteristic values of an organization and is referred to as the organizational personality. Based on previous studies, the authors propose the hypothesis, which will be tested:

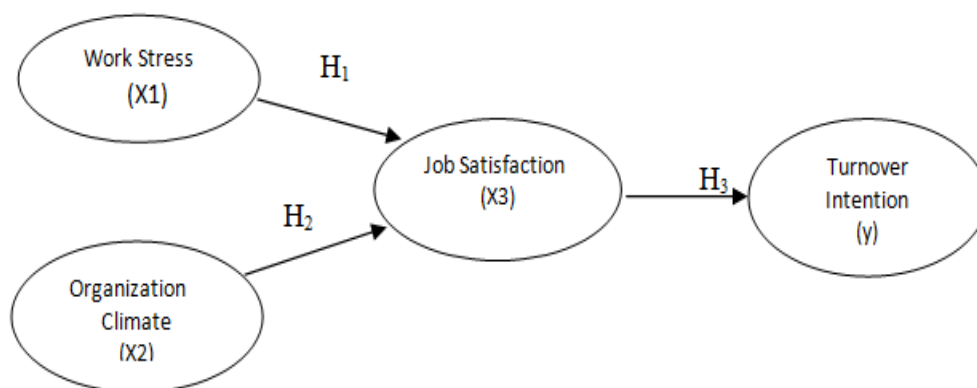
### **H2: Organizational climate affects the nurse's job satisfaction**

The dissatisfaction of the nurse's work is often as an important reason that causes the individual to leave his job. Empirically it can be concluded that job dissatisfaction has a direct influence on the formation of outgoing desire. Job satisfaction is a set of employee feelings about their work or fun, feeling the appropriateness between how much appreciation they receive and their work with their expectations of how much they should accept. Robbins (2006) in his research explains that job satisfaction is negatively associated with employee discharge, but other factors such as labor market, employment opportunities, alternatives and length of service are important obstacles to abandoning existing jobs.

Setyono, et al. (2013) concluded that in the process job satisfaction has a negative effect on the desire for employees to quit work. Similar results were also found by Yuniar (2008) who examined there was a significant negative effect of job satisfaction variable on the desire to move from the organization. Based on previous studies, the authors propose the hypothesis, which will be tested:

**H3: Job satisfaction of nurses has an effect on turnover intention.**

Based on the above description it can be described variable relationships research as follows :



**Figure 1.1**

**Research Model**

**IV. Research Method**

**1. Population and Sampling Techniques**

This research was conducted at Mayapada Hospital South Jakarta. This research was conducted from January 2017 until March 2017. The population in this research is the nurse Mayapada Hospital Jakarta Selatan with the sample size by as much as 121 respondents who have the requisite already a permanent employees, not in a matter of three months probation as a nurse. Data collection using questionnaires submitted to each respondent. The questionnaires are shared using a likert scale. There are four variables used in the research, namely: (1) work stress, (2) job satisfaction, (3) organizational climate, (4) turnover intention. Of the four variables each having dimensions and of dimensions has a number of indicators. The analysis results are then interpreted and the final step is concluded and given a suggestion.

**2. Measurement**

In this research, there are two independent variable that is work stress and organizational climate, one dependent variable is turnover intention whereas job satisfaction acts as a variable of mediation (intervening) affecting independent and dependent variable. Measurement of work stress variable using the dimension of Leung et al (2007), which dimensions consist of personal behavior, social support, role conflict, bad environment, workload, home and work situation. Job satisfaction variables use the dimensions of Luthans (2006), which consists of the job itself, supervision, salary, promotion, co-workers. Measurement of organizational climate variables using Stringer dimension in Wirawan (2007), its dimension consists of organizational structure, standards, responsibility, acknowledgment, support, commitment. Measurement of turnover intention variables using the dimensions of Maryanto (2006), the dimension consists of often thinking out of the current job/company, possibly leaving work / company next year, planning to stay in this company, may not have a good future if it stays working.

Validity test is done by using Confirmatory Factor Analysis by looking at Kaiser-Meyer-Olkin Measure of Sampling (KMO) and Measures of Sampling Adequacy (MSA). In this test the value to be obtained is greater than 0.5 which means that factor analysis is appropriate or appropriate to be used, and can be obtained further. Work stress scale consists of 13 questions and there are 5 valid. Job satisfaction scale consists of 15 valid and 6 questions. The organizational climate scale consists of 19 questions and 6 valid. Turnover intention scale consists of 9 questions and there are 5 valid. Reliability test with Alpha Cronbach value greater than > 0.6 (Anindita and Hasyim, 2009), so it can be said indicators of work stress, job satisfaction, organizational climate, turnover intention can be said as a reliable data collection tool in research. The next step, data is processed by using SEM analysis method.

**3. Result and Discussion**

Mayapada Hospital nurse is a nurse who worked in the service unit that is in the Mayapada hospital with a division of shift work. Limitation research nurses work at least 6 months, have become permanent employees, and educated at least D-III nursing, nursing with S2.

Pretest implementation done in January 2017 there are 30 respondent who become a research sample. Factor analysis and validation of work stress there are five indicators, there are six indicators of job satisfaction,

organisational climate there are six indicator, turnover intention there are five indicators. Each variable has a value of KMO 0.5, then an analysis on operational variables can be used or accepted. Test the validity of variables shows a valid indicators by using test Anti-image Matrix.

Reliability test done with a Cronbach Alpha test. Following are the results of the test reliability for each variable as follow:

**Table1. Reliability Tests**

No	Variable	Standard Cronbach's Alpha	value Cronbach's Alpha	Description
1	work stress	> 0.6	0.755	Reliable
2	job satisfaction	> 0.6	0.658	Reliable
3	organizational climate	> 0.6	0.609	Reliable
4	Turnover Intention	> 0.6	0.659	Reliable

Source: test results on data analysis tool Reliable

A construct or variables is said to be reliable if it gives Alpha Cronbach value > 0.6 (Ghozali, 2007). Based on tabel 1 above reliability test results. Cronbach Alpha value greater than > 0.6 which means reliable which can be said indicators of work stress, job satisfaction, organizational climate, and turnover intention can be said as reliable data collection too in research.

Descriptive statistics of the respondents in this study using a test One Way ANOVA. Test results of respondents based on gender, this research age the value of 0.05 homogeneity, then Ho accepted. The respondent based on test results education, work stress variables indicates that there is no the difference in perception regarding the work stress among respondents with different background behind education. Based on these things then to work stress cannot be tested because the data is not homogeneous, the value of homogeneity for variables the 0.05 that is 0.029.

After all the assumptions can be met, further testing will be done as proposed in the previous chapter. This research there are three hypothesis tested.. Based on the test results obtained the conclusion that the hypothesis supported by data, can be seen in table 2.

**Table 2 Hypothesis Testing**

Hypothesis	Hypothesis Statement	t-value	Description
H <sub>1</sub>	Work stress affect the job satisfaction	0.80	The data do not support the hypothesis
H <sub>2</sub>	Organizational climate has an affect on job satisfaction	2.19	The data support the hypothesis
H <sub>3</sub>	Job satisfaction affects turnover intention	5.83	The data support the hypothesis

Source: test results on data analysis tool

**1. Analysis of the results of hypothesis testing 1**

In the results of the first hypothesis testing (H1), it was found that the analysis did not support the hypothesis H1, there is a negative influence of 0.80. Job stress does not affect the level of job satisfaction. The results of this research are increasingly strengthened previous research results performed by Ofili, et al. (2007), which concluded that stress does not work influential significantly to job satisfaction.

Based on the results of this research then it can be said that the nurse's work stress set in Mayapada Hospital does not have an effect on job satisfaction of nurse.

**2. Analysis of the results of hypothesis testing 2**

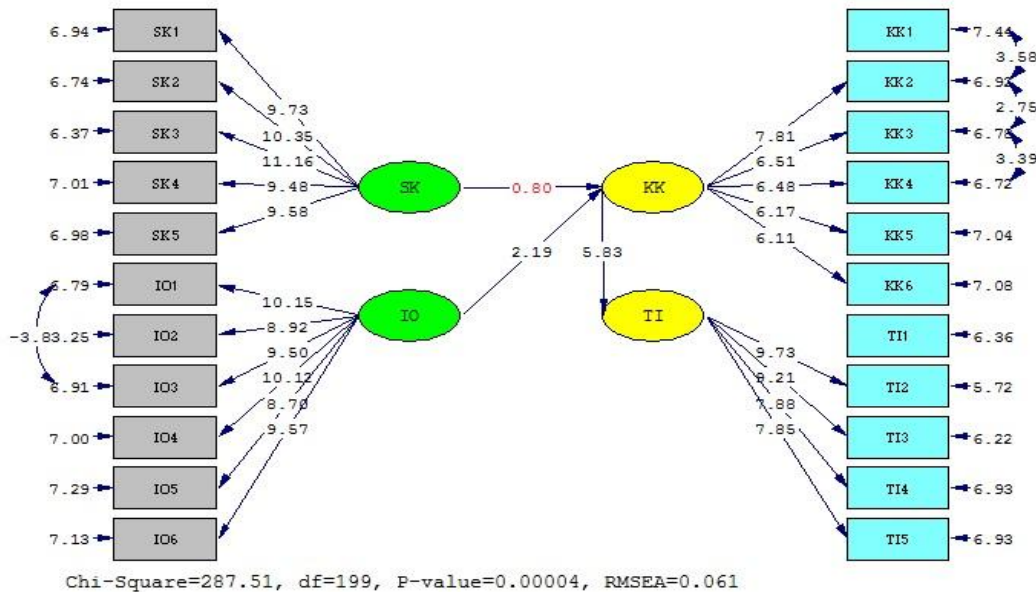
In the second hypothesis test results (H2), found that there were the influence of positive climate between organizations of 2.19 towards job satisfaction. Things this shows that job satisfaction is influenced by the climate on the organization has been formed. The better the organizational climate, will increase job satisfaction nurse Mayapada Hospital. Haryanti (2005), declares organization climite a positive effect towards job satisfaction of employees.

**3. Analysis of the results of hypothesis testing 3**

On the results of the third hypothesis testing (H3), found that the results of the analysis support hypothesis H3 that is a positive relationship between the job satisfaction with turnover intention of 5.83. Low job satisfaction of nurses in Mayapada Hospital nurse’s intention to leave increase the organization’s place working now as well as the possibility of individuals will be looking for a job in other organizations. Thatcher (2001), Ahuja, *et al.* (2007) which stated that the job satisfaction the positive effect against turnover intention.

Based on the test results the difference coefficients there are model research (tabel 2) looks that work stress had no effect directly against job satisfaction with value  $t = 0.80 (<1.96)$ , influential organization climate direct job satisfaction with value  $t = 2.19 (>1.96)$ , and satisfaction of work affects turnover intention with value  $t = 5.83 (>1.96)$ . So it could be inferred that job satisfaction can mediate the relationship turnover intention.

**Path Diagram of the T-Value**



Source: Data analysis

**4. Managerial Implications**

This study aims to determine how much influence of job satisfaction and organizational climate in influencing turnover intention. The suggested managerial implications are first: to create a good organizational climate, conducive and comfortable environment conditions such as; (1) the temperature setting of the room. Certain temperatures are some that feel cold while others are ordinary. These different conditions also result in different comforts and ultimately also boils down to the performance shown; (2) adequate lighting arrangement. Enough lighting will produce comfort in work will show good performance; (3) reduce noise in workspace. Noise affects the effectiveness of the task of performing cognitive tasks, may affect the psychological condition of the nurse; (4) architectural arrangements and workplace appearance.

This workplace architecture setting includes the size of the workplace layout, the division of the workplace (open space and enclosed space), the office setting indirectly expresses the person who occupies it, the wall color, modern workplaces usually use a little color on the wall or even choose white, plain, faded white or light yellow. Final component, a manager giving more feedback, autonomy and job identity of the nurses seems to be more successful in creating a performance oriented organization climate. On the other hand, managers who emphasize the rules precisely making employees have a irresponsible attitude. The second managerial implication is to monitor the progress and problems that occur between nurses in one unit and with other units, providing motivation, guidance, understanding if there is a problem faced by the nurse, the division of tasks according to the level of position (junior, medior, and senior) The existence of training / seminar on the theory of nursing with the aim to increase the knowledge of nurses according to the application of the field (work unit).

The third managerial implication is to conduct rounds of each unit to see the performance of the nurses in the provision of health services to the patient, placing the head unit to coordinate his team members, making the official schedule, receiving advice and input from the implementing nurses in solving the problems that occurred in the unit. The need for healthy and transparent communication to ensure the distribution of information between nurses and hospital leaders. Establish healthy relationships in relation to the provision of health services and nurse relationships through healthy communication forums. The nurse performs its function

as a mediator that can serve as a communication channel, exchange of information in implying its performance. The existence of reward is based on the principle of justice, therefore the determination of the size of the reward should be based on various considerations, such as performance appraisal results, working period, achievement of target nurse work..

## **V. Conclusion**

This study tested the effect of work stress, job satisfaction, organization climate with mediation by turnover intention (case studies in the Departement of nursing Mayapada Hospital in South Jakarta). This research use analysis Structural Equation Models (SEM). The results it can be concluded from the research this is not the first there is the effect of work stress against complacency the work of nurses Mayapada Hospital in South Jakarta. The second conclusion is the climate the organization's effect on job satisfaction of nurses Mayapada Hospital South Jakarta, can be said that a good organizational climate and comfortable can increase the job satisfaction of nurses. The third conclusion next is an effect jobsatisfaction negatively to turnover intention Mayapada Hospitalin South Jakarta, can be said that the job satisfaction of nurses willreduce turnover intention.

### **1. Limitations**

This study limitations that could be a consideration for further research. The limitations of this study include: (1) research this was done at one of the hospitals namely Mayapada Hospital in South Jakarta results of the study should compare with the object of research in the Mayapada Hospital incorporated in other companies; (2) subject research this is limited to just nurse on inpatient and outpatient nurses in particular that have joined us to work a minimum of 6 months and already permanent employees. The results of this research is not done for dental nurses and nurse radiology; (3) this research only discusses the extent of job satisfaction, organizational climate, and turnover intention, work stress does not affect job satisfaction; (4) there is a possibility of the respondents did not fill out the questionnaire with real or just fill based on ideal conditions expected and not the actual conditions is taking place.

### **2. Suggestions**

This study is still very limited because it only examines the extent of work stress, job satisfaction, organizational climate to turnover intention. The development of further research is advisable to develop research by examining other factors that may affect turnover intention, such as work-movement and leadership factors. Subsequent research can also use other methods of researching turnover intention, for example through in-depth interviews of respondents, so that the information obtained can be more varied than the questionnaire for which the answer has been available.

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