

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Influence of Work Stress towards Turnover Intention on Main Dealer Shop PT. Rodasakti Suryaraya

Fatana Suastrini

Lecturer , Economic Development Department, Universitas Islam Al-Azhar Mataram, Indonesia

Abstract:

This study entitled "The Effect of Work Stress toward Turnover Intention on the Main Dealer Shop PT. Rodasakti Suryaraya". The purpose of this study was to determine the effect of significant simultaneously or partially from environmental, organizational, and individual factors on turnover intention, as well as to determine the dominant variables affecting turnover intention. Type of research is associative. The population in this study were all employees totaling 47 people, so that the data collection method used is the census. While the data collection techniques used is a questionnaire and documentation, as well as data collection tool using questionnaires. The data has been collected and then analyzed using multiple linear regression analysis, using SPSS for Windows application. The results of data processing with multiple linear regression analysis obtained that simultaneous environmental, organizational, and individual factors significantly influence on turnover intention and partially independent variables have a significant effect on turnover intention. From the results of the t test showed that the individual is the dominant factor affecting turnover intention. Based on the above findings, it is suggested that the management of PT. Rodasakti Suryaraya especially the Human Resources Department Manager to evaluate policies that could potentially lead to the emergence of previously stressful for employees.

Keywords: Associative, environmental, organizational, works tress, turnover intention

1. Introduction

The progress of a company cannot be separated from the existence and influence of the Human Resources in it (HR). HR becomes the main motor of the organization to run all activities (Wang et al, 2011). A good company that intends to develop is the company that utilizes the competence possessed by the individuals within the company by giving them the opportunity to develop their career. The changes of organizational environment condition both internally and externally encourages the company to respond quickly (responsive) and adapt (adaptive) to a competitive market environment. The company must be flexible in adjusting to the competition environment which becomes more competitive. Company flexibility is determined by the resources that have high ability and skills (knowledge asset) that make the company have competitive advantage so they can win the competition (Tsai, 2011).

Corporate leaders have competencies encompassing how to read and understand the environment, build a partnership network, know the importance of social responsibility, manage the collectivity, use technology and information, and encourage the employee creativity. All leaders realize that creative ideas need recognition especially for those who are ready to work hard and encourage the company to produce new products and ideas. Therefore, to achieve the performance expected by companies, each leader should be able to utilize internal resources including maximization of HR function. In general, HR aims to improve the company's performance through the establishment of reliable HR. Therefore, the company does not want the well-qualified HR in the companies are useless, the company utilizes all available HR as much as possible so that each individual's abilities are channeled and take part in achieving company goals.

In relation with HR, it might internally or externally, directly or indirectly influence the work stress level experienced by HR individual that causes the intention to resign (turnover intention) for the employees and finally leads to the real turnover. This has strong relationship with the employee work stress, in which many experts described that a stress is condition of tension that influences someone's emotion, thinking process, and condition. If employees experience severe stress, it may interfere the employees abilities to deal with the environment and the work they will do (Bhui et al, 2011; Havermans et al, 2018).

Gibson (2003) proposed that job stress is conceptualized from several points of view, they are stress as stimulus, stress as response, and stress as stimulus – response. Stress as stimulus is an approach that focuses on the environment. The definition of stimulus views as a power that gives pressure to individual in order to give response towards stressor (Gibson,2005). This approach views the stress as consequence of interaction between environmental stimulus and individual response. Stimulus – response approach defines the stress as consequence of interaction between environmental stimulus and individual response. Stress is viewed not only a stimulus or response, but also a result of unique interaction between environmental stimulus and individual tendencies to give response (Gibson, 2005).

A stress as a response in adjusting influenced by individual differences and psychological process, as a consequence of environmental action, situation or event that holds too many psychological and physical demands (Luthans, 2008). Thus, it can be concluded that work stress arises because of environmental demands and different individual's response in dealing with it. Job stress problem in company organization becomes a symptom which is important to be observed since the arise of the demands to be efficient in working.

Different from the above experts, Landy as cited in oleh Maulidah (2012) understood it as imbalance of intention and abilities to fulfill it so it leads to a significant consequence for him. Several certain attributes also influence employee's stress resistance as pointed out by Yukl quoted in Maulidah (2012) stating that there are four "S" common causes for many workers, they are Supervisor, Salary, Security, and Safety. Narrow work rules applied by the supervisor, unfair salary, uncertainty in term of work security, and fear of work accident and death threat might also cause the stress for many workers (Maulidah, 2012). From the explanation it can be stated that work stress is caused by the imbalance between employee personality characteristics and characteristics of work aspect and it may occur in all work conditions in which all existing theories are triggered by the conditions either around the organization or outside the organization (environmental factors), all things involved in the scope of work (organizational factors), and the problem that each employee has (individual factors).

Work stress has various impacts in the form of symptoms experienced by individual who experience it in the form of physiological, psychological, and behavioral symptoms (Luthans, 2008). Physiological symptoms related to the influence on employee physical health such as metabolic changes, causing headaches, and increase in blood pressure. Psychological symptoms related to the impact on employee psychological condition such as tension, anxiety, easy to get angry, boredom, dissatisfaction, and tendency to delay work. On behavioral symptoms, work stress leads to the changes in productivity, attendance, and level of employee entry exit.

Symptoms or characteristics of work stress can be elaborated in the existing theory. An attitude or feeling. Appearance of pleasure can be in the form of laughter, cheerful, and happiness, while the appearance of displeasure can be in the form of silence, moodiness, anger, and so on, or it can also be said as indication or sign in various forms of something abstract (Maulidah, 2012). Stress as emotional pressure or tension experienced by someone and the abstract symptoms, the stress appears in a number of ways, for instance the individual who experiences the high level of stress may suffer high blood pressure, stomach disorders, difficult to make routine decision, loss of appetite, accident prone, etc.

The symptom in question is physiological symptoms which are related to organ metabolism such as increase of heart rate, increase in blood pressure, headache, and stomach disorders. Then psychological symptoms are the attitude changes that occur such as tension, anxiety, unrest, boredom, easy to get angry and others that lead to dissatisfaction in work. Then the last is behavioral symptoms that are the changes or situation when someone's productivity decreases, absence increases, change of eating habits, smoking habit increases, drink liquor, sleeplessness, not calm talking, and so on. The symptoms related to the behavior including the changes in productivity, absence, and level of employee entry exit. Job stress experienced by the employee will certainly harm the concerned organization since the employee performance decreases, high absence level and high turnover that finally leads to the increased expenses.

Noor dan Maad (2008) found the significant relationship between the work stress and employee turnover intention, furthermore, work stress is positively related to employee decision to resign from the company (Noor dan Maad, 2008). The relationship between the work stress and the turnover. Stressor consisting of individual level, group level, organization level, and non-work is considered as the causes of the stress including heredity, age, sex, diet, social support, coping, type a personality trait, and hardiness so that lead to the outcome in the form of behavioral, cognitive, and physiological. In the outcome, there is behavioral which is the attitude of individual who experiences stress (Gibson, 2003). In that behavior, there is turnover so it can be concluded from all matters related to the influence of work stress towards the (turnover intention).

Turnover can be interpreted as worker movement out of organization. Turnover leads to final reality dealt by an organization, that a number of employees leave the organization on the certain period, while the employee (turnover intentions) is based on the results of individual evaluation regarding to the continuation of relationship with the organization which has not been realized in action will certainly leave the organization. Turnover can be in the form of resignation, moving out of organizational unit, dismissal or death of member of organization Today, the high rate of employee turnover has become a serious problem for many companies. The high turnover in an industry might disrupt the operation, causing moral problem to the remaining employees, and also spend more costs for recruitment, interview, administrative cost, reference checking, administrative cost of new employee processing, alimony, orientation, and cost of the loss opportunity since the employee must learn the new skills (Woods et al, 1989). The cost or the loss due to the turnover including direct cost related to recruitment activities (they are advertisement cost, agent cost) and search cost; indirect cost for example the costs related to the new employee training; and loss of productivity because of new employee learning (Rousseau, 1984).

Various definition of turnover is revealed by the researchers. Turnover is resignation of employee from work voluntarily (Mueller & Price, 1989). Turnover intention can be interpreted as individual intention to leave the organization and find other alternative occupation (Dupre & Day, 2007). Identification process towards the factors influencing the (turnover intention) becomes significant consideration and effective way to decrease the number of the real turnover (Corrsley et al, 2007). Company occasionally requires turnover especially for the employees who have low performance, however the turnover must be sought so as not too high that the company still has opportunity to get advantage or benefit of increased performance new employees which is greater than the recruitment cost borne by the company (Tekleab, 2005).

A well-qualified HR will certainly determine the company's retreat in the future. Considering the importance of HR role in a company to "survive" in unlimited free competition climate, therefore the HR Management is not only employees or workers responsibility, but also the responsibility of the corporate leaders. HR needs be professionally and well managed in order to create a balance between HR needs and demands and business progress. The balance is the main key to success for the company in order to develop and grow normally and productively (Thomas&Au, 2002; Abelson, 1993).

Turnover intention because of the work stress is the matter that will be examined in this research. The object of this research is a company based in Surabaya namely PT. Rodasakti Suryaraya (PT. RSSR). However, in this research, it will be conducted only on the NTB (Nusa Tenggara Barat) branch. PT. Rodasakti Suryaraya or RSSR NTB branch is a company engaged on distributor field of Yamaha motorcycle for NTB area. Therefore, the HR have to work extra to achieve the company goals so they can compete with other motorcycle brand, for instance the toughest rival of Yamaha that is motorcycle brand namely Honda. RSSR NTB has several divisions to run the company, they are Office Branch, Unit Warehouse, and Main Dealer Shop (MDS). On this occasion, the researcher conducted research on MDS since there are so many employees did turnovers in this division, which is predicted due to the work stress that leads to the great turnover intention.

Work stress symptoms found in this company are low work satisfaction, bad interaction, lack of creativity and innovation, and struggling on unproductive works. The stress caused by the low work satisfaction is because the unfair amount of salaries for the employees and the salaries received by the employees are not transparent, such as the salary slips are not given and the amount of basic salary is not written in the contract. Then the bad interaction is caused by the conflict between the employees and the supervisor who do not agree each other and different characteristics that lead to a dissent and the strict rules applied by the supervisor in giving tasks to the employees. Lack of creativity and innovation and struggling on unproductive works are because the employees think that the tasks they have been done all their time are meaningless so that they do not attempt to develop or work harder so the tasks are not completely done.

Many symptoms of stress found in RSSR cause the high-level stress that occurs on the sales which leads to the high turnover intention. The impact continues with the creation of high turnover rates committed by the employees in the company. Turnover intention scale used in this study consists of three aspect, they are (thinking of quitting), (intention to search), (intention to quit) (Mobley, 1979; De Groot&Schervish, 2011).

This phenomenon can be observed through the data on the number of sales employees who carried out turnover in RSSR. The data is directly taken from the branch office located in Jl. Sandubaya No. 5-8 block A, Sweta-Cakranegara, in which the data started from October 2016 until October 2017. The data of MDS sales employees consists of 7 (seven) MDS, all of which has been totaled. It can be seen that there are differences on the number of employees in each month, that the number of employees who resigned (43 people) is more than the number of employees who entered to the company (30 people). It is because many employees did not endure and resigned from the company. Either it is resignation or not extending the contract and did not endure after the training (not signing the contract to work as sales employee). This form called (turnover intention) (Mobley, 1979; Mobley 1982)

In MDS division, there is a high turnover rate so that the recruitment and training are frequently held and must be done to fill in the vacant position. The high number of employee turnover also affects the company goals which become erratic. As the result, the company loss the cost and time because of new employee recruitment and training of new employee so that in achieving the goals, the company suffered a setback both in terms of profit and time. The symptoms that can be observed on the employees who have turnover beside trying to find a job vacancy and feeling uncomfortable working in the company, they also show the symptoms such as often complain, feeling unhappy with the occupation, negative statement, and indifferent with the company where they work. The complaints informed vary from work problems, relationship with co-workers, relationship with the supervisor, company policies and any other problems they have during working that cause unwillingness of the employees to do their work again.

From the background elaborated, the problems in this research can be identified that the number of employees who resigned is allegedly due to work stress experienced by MDS sales employees in RSSR so that they intended to find other occupation that they might be able to do more. Work stress experienced by MDS sales employees in RSSR has a big role in doing the work, however, how much work stress experienced by the employees that caused them resigned or stopped working. This research aimed to find out the simultaneous and partial influence of Work Stress, including Organizational, Environmental, and Individual Factors towards Turnover Intention in Main Dealer Shop PT. Rodasakti Suryaraya.

2. Research Methods

The type of research used was associative research or cause and effect to find out the influence of work stress towards turnover intention of MDS employees in RSSR branch NTB. According to Mobley (1982) associative research is a research purposed to find out the relationship between two variables or more. With this research, a theory can be built which can function to describe, predict, and control a symptom.

This research was conducted on each MDS RSSR totaling 7 units, 5 units of which are spread in Mataram city, 1 unit in Lombok Tengah, and 1 unit in Lombok Timur. As for the reasons why, researcher chose the research site were: MDS RSSR is a spearhead in running the business since that is where the consumers make the transactions with the company to buy the Yamaha motorcycle products. The next reason was because the similar research has not been conducted in this company, so it will be useful for the company to make a policy.

The types of data used were quantitative and qualitative data. Quantitative data are the data whose magnitude can be directly measured and in the form of numbers. Quantitative data in this research were the number of MDS employees in RSSR and various data which can be directly measured. While qualitative data are the data whose magnitude cannot be quantitatively measured, such as respondent's name, education, occupation, and so on.

Research data source is an important factor which becomes a consideration in determining of data collection methods. The data used in this research were primary and secondary data. Primary data are the data obtained directly from the research respondent, not through intermediary media. This data was taken based on the questionnaire delivered to the respondents. Those included in primary data respondent's identity and respondent's response towards the variables. The secondary data in this research were collected from the company where the research objects work, related literature, journal, and other sources supporting this research.

Method of data collection in this research was collecting the data using questionnaire. The data collection using questionnaire was giving or distributing a list of questions to the respondents. Each respondent was asked for his opinion by answering the question asked. Using the similar alternative answers for various question allows the respondents give answers towards various questions in a relatively short time. The questionnaire created by Microsoft Excel eases the respondents in filling the questionnaire and requires shorter time to complete it.

The number population will be the respondents, since the number is less than 100 people and the researcher were capable to conduct the research on all of the employees. The subjects are less than 100, it is better to take all of whom so that the research is a population research (census). However, if the number of subjects is more, it can be taken between 10-15 percent or 20-25 percent (sampling). The population in this research was all employees who do duty on selling or more precisely the MDS RSSR sales totaling 47 people.

In this research the researcher used documentation collection data, that is a technique of data collection from the document owned by the research object. In this case, it is the research support data such as the number of sales who turnover and enter to the company, which is MDS RSSR.

The data collection tool used in research was the questionnaire. The questionnaire in this research was a number of standardized written questions, arranged by the researcher based on the theory, which were delivered to the respondents (RSSR MDS sales) to obtain the data regarding the influence of work stress related to the stress factors, that are environmental factor, organizational factor, and individual factor towards turnover intention on MDS sales in RSSR.

Various variables required in the research need to get affirmation of meaning, that will lead to the equality of perception. The definitions of operational variables are following:

- Work stress as a response carried by various external events and it may be either positive or negative experience, to get everything expected of RSSR MDS sales. As for the indicators include:
- Environmental factor whose indicators consist of Economic Status, Political Situation, and Technology Changes.
- Organizational factor whose indicator consist of Task Demands, Role Demands, and Interpersonal Demands.
- Individual Factor consisting of Family Matters, Financial Condition, and Personality.
- Turnover Intention is a response of RSSR MDS employees towards a tendency or employees' intention to voluntarily resign from work according to their choice, whose indicators are:
 - Thought of quit.
 - Intention to search another job.
 - Intention to quit.

In this research, the researcher used multiple linear analysis model. Multiple linear regression is a regression whose dependent variables are related or explained more than one variable, it may be two or three or more independent variables. Multiple linear regression analysis is used to analyze the magnitude of relationship and influence of independent variables, which is more than two. To see the influence of Independent variables (X) towards dependent variables (Y) in hypotheses testing, the data are analyzed using the regression model below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \quad (1)$$

Remarks

Y	: turnover intention
X ₁	: Environmental factor
X ₂	: Organizational factor
X ₃	: Individual factor
β ₀	: Constant
β ₁₋₃	: Regression coefficient
e	: (Error)

F test is used to find out the simultaneous or partial influence of independent variable (X) that is work stress including environmental factor, organizational factor, and individual factor towards the dependent variable (Y) that is turnover intention by comparing F_{count} and F_{table}. Then the t test is used to know the significance of influence of X variable that is work stress including environmental factor, organizational factor, and individual factor partially towards Y variable that is (turnover intention) by comparing the value on t_{count} and t_{table}. All data analysis using formula were done and calculated on SPSS program for Windows.

3.Result and Discussion

In this study, all data about respondents that are not variable studied will be displayed. General description of the research respondents in MDS RSSR based on age, gender, educational background, and marital status are obtained from the respondent answers through the questionnaire delivered. From the research conducted on 47 respondents, then obtained the characteristics of respondents as follows:

Based on the findings of research conducted on 47 RSSR MDS sales employees as the respondents, the data regarding the characteristics of respondents which are obtained show that 79 percent of the respondents are male and 21 percent of whom are female. It indicates that the number of male employees is bigger than the number of female employees in MDS RSSR. It is because MDS RSSR requires work force with greater strength and power to lift and move motorcycles, while female workers serve as administrative staffs so the female workers are fewer than the male workers.

The respondents are specified based on age, that the highest number of respondents are the respondents aged less than 30 or 62 percent, then the respondents aged 31-40 are 30 percent. While the respondents aged more than 41 are 8 percent from the total respondents. Age less than 30 years is a level of maturity on average workforce who work in MDS RSSR. The majority of respondents are married or have family, which is 68 percent. While the respondents who are not married or single are 32 percent. The majority of MDS sales employees in RSSR are married since they are mature enough, so they desire to have a permanent work and enough income to support their household life.

The majority of MDS sales employees in RSSR were graduated from senior high school. It is proven by the results of respondent answers on the questionnaire delivered, that respondents with high school education are 72 percent, those who have bachelor degree are 15 percent, and the respondents graduated from Diploma program are 13 percent. This is because MDS RSSR is a company that requires the workforce who work with strength, so they recruited many workers with high school education, while the workforce who have Diploma and Bachelor qualification are placed in the management of company as administrative staffs. Based on the years of service, the majority of respondents who work less than 1 year are 64 percent. The employees who work 2 – 3 years are 23 percent, while those who work for more than 4 years are 13 percent of the total respondents. Less than 1 year of service is an evidence of the high level of turnover on MDS sales employees in RSSR. It is because of the tasks given are too tough that cause the employees experience the stress, so they decided to resign from MDS RSSR and find other better work place, with convenient tasks and bigger income.

Furthermore, the results of respondent responses towards the variables will be elaborated below. For indicators of Environmental Factor consisting of economic status, political situation, and technology changes which influence the turnover intentions of MDS sales employees in RSSR. On the Table 1 below, the results of respondent answers towards Environmental Factor in MDS RSSR will be explained as follows:

No	Indicator	Total Score	Average	Category
1	Worsening of the economic condition can cause anxiety	167	3,55	Often occur
2	Government policy towards the company often causes pressure	170	3,62	Often occur
3	The change of manual system into technology and information are always complicated	168	3,57	Often occur
Total		505	10,74	
Average		168	3,58	Often occur

Table 1: Respondent Answers towards Environmental Factor in MDS RSSR

Source: Primary Data

From the table above, it can be explained that the worsening of economic condition may lead to the anxiety, the indicators of Environmental Factor frequently occur in respondents' daily life that finally lead to the turnover intentions on themselves. It is indicated by the average of respondent answers towards environmental factor of 3.55. The government policy towards the company that cause employees feel stress also frequently happens, it is based on the average of respondents of 3.62. In addition, the indicator of manual system changes into technology and information that always complicate the employees also frequently occur, indicated by the average is 3.57 obtained on the indicators.

Thus, it revealed that the Environmental Factor in MDS RSSR often occur. This is evident from the average of respondent's answers given on the questionnaire of 3.58 in which the value is found in the range of criteria often occurs between 3.40 to 4.19. It means that Environmental Factor including Economic Status, Political Situation, and Technology Changes often occurs on MDS sales employees in RSSR. Thus, it can be stated that Environmental Factor in MDS RSR plays a role in inflicting the turnover intentions on the sales employees.

Indicators of Organizational Factor consisting of task demands, role demands, and interpersonal demands influences the turnover intentions on MDS sales employees in RSSR. In the Table 2 below the results of respondent answers towards Organizational Factor on MDS sales employees in RSSR will be elaborated:

No	Indicators	Total Score	Average	Category
1	A number of tasks with unreasonable due date causes stress	165	3,51	Often Feel
2	Role as a family member that interferes with work	165	3,51	Often Feel
3	A dissent with the teamwork often gives a feeling of depression	167	3,55	Often Feel
Total		497	10,57	
Average		166	3,52	Often Feel

Table 2: Respondent Answers towards Organizational Factor in MDS RSSR

Source: Primary Data

The number of tasks with unreasonable due date often gets the employees frustrated, in which obtained an average value of respondent answers of 3.51, implying that the respondents frequently feel frustrated because of the role. The role as a family member that interferes with the work activities obtains an average value of 3.51 which means that the employees often feel disturbance during working time. The next indicator is a dissent with the teamwork often causes depression to the employees, indicated by the average of respondent answers of 3.55 which means that the respondents frequently experience one of the phenomena of organizational factor.

From the table above, it revealed that Organizational Factor is often experienced by MDS sales employees in RSSR. It is proved by the average of respondent answers on the questionnaire delivered of 3.52, in which the value is on criteria range between 3.40 to 4.19. Thus, Organizational Factor consisting of Task Demands, Role Demands, and Interpersonal Demands is considered to be able to influence the turnover intentions MDS employees in RSSR. This is the trigger of turnover intentions that occur on the employees, causing the employees feel stressed when working in MDS RSSR, in which the impacts of the Organizational Factor are frequently experienced by the employees.

Indicators of Personal Factor including family matters, economic matters, and personality influence turnover intentions on MDS sales employees in RSSR. On Table 3 below the results of respondents answers towards the indicators of Personal Factor on MDS employees in RSSR will be explained as follows:

No	Indicator	Total Score	Average	Category
1	Conflict within family is always carried to work which leads to feeling of depression	161	3,42	Often Experience
2	Imbalance between income and expenditure which causes uneasy feeling	165	3,51	Often Experience
3	Impatience always causes complicated problems	165	3,51	Often Experience
Total		491	10,45	
Average		164	3,48	Often Experience

Table 3: Respondent Answers towards Personal Factor in MDS RSSR

Source: Primary Data

Conflict within the family which may lead to the feeling of depression in the work place gained the respondent answer average of 3.42 which implies that the respondents often experience such event. The next indicator is the imbalance between income and expenditure that causes uneasy feeling is often experienced by the employees, indicated by the average value of respondents of 3.51. While the impatient personality that always causes complicated problems is indicated by the average value of 3.51, implying that the respondents often experience such case.

From the table above, it revealed that the indicators of Personal Factor frequently experienced by MDS sales employees in RSSR are often experienced in forming the turnover intention. It is evident by the average of respondent answers on the questionnaire delivered of 3.48, in which the value is on criteria range between 3.40 to 4.19. The meaning of the value 3.48 is that the respondents often experienced the three indicators that influence turnover intentions. The Personal Factor consisting of Family Matters, Financial-factorterse but sering dialami oleh responden yaitu karyawan MDS RSSR.

Indicators of Turnover Intention variable consisting of Thought of quit, Intention to search another job, and Intention to quit on MDS sales employees in RSSR. On Table 4 below the results of respondent answers towards the indicators of Turnover Intention variable on MDS sales employees in RSSR will be explained as follows:

No	Indicators	Total Score	Average	Category
1	Thought of quit	170	3,62	High
2	Intention to search another job	164	3,49	High
3	Intention to quit	164	3,49	High
Total		498	10,60	
Average		166	3,53	High

Table 4: Respondent Answers towards Personal Factor in MDS RSSR

Source: Primary Data

From Table 4 it can be explained that the indicator of *thought of quit* is high category, with average of respondent answers is 3.62. The indicator of intention to search another job with average value of 3.49 is high category. Furthermore, intention to quit also belongs to high category, with average value of 3.49.

Turnover Intentions on MDS sales employees in RSSR are high. This is proven by the average of respondent answers on the questionnaire delivered which is 3.53, in which the value is on the high criteria range that is between 3.40 to 4.19. The Turnover Intentions on MDS sales employees in RSSR are measured by 3 indicators mentioned in Table 4. The results of respondent answers on the questionnaire delivered strongly support the issues raised previously in the background of study, that inflict to the behavior of MDS sales employees in RSSR who tend to have the Turnover Intentions. This behavior is caused by Environmental Factor around employee's place of residence and work place, RSSR MDS Organizational Factor, and Personal Factor in every employee who works in MDS RSSR.

On this section, it will be explained about the relationship between variable of Environmental, Organizational, and Personal Factor and variable of Turnover Intentions on MDS sales employees in RSSR using statistical analysis, they are validity test, reliability test, and multiple linear regression. However, before describing the influence of the variables, firstly conducting validity and reliability tests on the instrument (questionnaire) submitted so that the instrument used to collect data is valid and reliable.

Validity and reliability testing on the questionnaire are conducted in order to ensure that the instrument is accurate and trustworthy, and can be reliable as a tool in collecting data. In this research, the product moment correlation of Pearson is used for validity test, while the reliability test is using reliability coefficient (Cronbach Alpha). Questionnaire validity and reliability test is conducted by SPSS program. The results of validity test for the research questionnaire are presented on Table 5 below, it can be seen that the overall test validity results for research questionnaire are valid. This is indicated by r count value which is more than r critical or $r_{count} > 0,30$.

Item	r count	r critical	Remarks
2X	0,662	0,30	Valid
X _{1,2}	0,573	0,30	Valid
2X	0,549	0,30	Valid
X _{2,1}	0,707	0,30	Valid
X _{2,2}	0,755	0,30	Valid
X _{2,3}	0,755	0,30	Valid
X _{3,1}	0,662	0,30	Valid
X _{3,2}	0,709	0,30	Valid
X _{3,3}	0,662	0,30	Valid
Y _{1,1}	0,505	0,30	Valid
Y _{1,2}	0,786	0,30	Valid
Y _{1,3}	0,561	0,30	Valid

Table 5: Respondent Answers towards Personal Factor in MDS RSSR

Source: Results of SPSS Data Processing

Based on the results of reliability test, the value of Alpha Cronbach is entirely reliable, since it has alpha above 0,60 so that it can be used for the next stage. The value of Alpha Cronbach required to meet the reliability criteria is if the value of Alpha Cronbach is more than 0,60. The results of questionnaire reliability test for each variable in this research is as presents on Table 6 below:

Variables	Alpha Cronbach	Remarks
X ₁	0,791	Reliable
X ₂	0,836	Reliable
X ₃	0,819	Reliable
Y	0,799	Reliable

Table 6: Reliability Test Results

Source: Results of SPSS Data Processing

The Analysis of Multiple Linear Regression is used to find out the influence of variable Environmental Factor (Economic Uncertainty, Political Uncertainty, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands) and Personal Factor (Family Problems, Economic Problems, Personality) towards variable Turnover Intentions on MDS sales employees in RSSR. The multiple regression analysis used computer is processed using help of computer software program namely SPSS.

Model		Unstandardized Coefficients		Standardized Coefficients	h	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.224	.391		3.135	.003
	2X	.594	.251	.185	2.368	.024
	2X	.884	.366	.911	2.417	.020
	2X	.933	.369	.034	2.529	.020

Table 7: Results of Multiple Linear Regression Analysis

Source: Results of SPSS Data Processing

The equation of multiple linear regression analysis can be arranged as follows:

$$Y = 1,224 + 0,594X_1 + 0,884X_2 + 0,933X_3 \quad (2)$$

Thus, from the calculation results presented on Table 4.14. it can be described as follows:

- Constant value on the equation is 1,224. It implies that if the nine indicators of Environmental, Organizational, and Personal Factors are considered constant, so the value of Turnover Intentions on MDS sales employees in RSSR is 1,224.
- Influence of Environmental Factor (X1) towards Turnover Intentions (Y). Based on the calculation on SPSS program, so it obtained regression coefficient value of Environmental Factor of 0,594. It means that every Environmental Factor increase by one unit so it will increase the Turnover Intentions on MDS sales employees in RSSR of 0,594 unit, assuming other variables remain.
- Influence of Organizational Factor (X2) towards Turnover Intentions (Y). Based on the calculation on SPSS program, then it obtained the regression coefficient value of Organizational Factor of 0,884. It implies that for every Organizational Factor increase by one unit so it will increase the Turnover Intentions on MDS sales employees in RSSR of 0,884 unit, assuming other variables remain.
- Influence of Personal Factor (X3) towards Turnover Intentions (Y). Based on the calculation on SPSS program, it obtained the regression coefficient value of Personal Factor of 0,933. It implies that for every Personal Factor increase by one unit, so it will increase the Turnover Intentions on MDS sales employees in RSSR of 0,933 unit, assuming other variables remain.

From the multiple regression model, it can be concluded that the dominant variable that dominantly influence the Turnover Intentions on MDS sales employees in RSSR is Personal Factor (X₃), this is based on the biggest regression coefficient value on the variable which is 0,933. There are several reasons in this research why the variable Personal Factor has dominant influence towards the Turnover Intentions compared with Environmental Factor and Organizational Factor. This is concerning all Family Matters, Financial Condition, and Personality owned by MDS sales employees in RSSR.

Based on the description above it will certainly influences towards the role of an individual in the work place associated with the individual role as a family member. Most of MDS sales employees in RSSR consider that they are quite depressed by the work condition they experience, since they are too busy at work causing them confusion in giving full attention to the family. While they have very dense activities and task demands at work which require need attention. As well as their families who really need extra attention. These several phenomena found by the researcher as the causes of Personal Factor which have big contribution on the emergence of Turnover Intentions.

In order to prove whether or not variable X (Environmental, Organizational, and Personal Factors) significantly influence towards variable Y (Turnover Intentions), so a test will be conducted using F test and t test. To examine whether or not the role of independent variables simultaneously exists (Environmental, Organizational, and Personal Factor) towards dependent variable (Turnover Intentions) can be revealed by using F test. The results of F test calculation using SPSS will be presented as follows:

Model		Sum of Squares	df	Mean Square	f.	Sig.
1	Regression	4.317	3	1.439	19.433	b.
	Residual	3.184	43	.074		
	Total	7.502	46			

Table 8: F Test Results

Source: Results of SPSS Data Processing

From Table 8 it revealed that F count is 19,433 with significant level 0,000. While if it compared to F table determined based on the table with significant level of 5 percent and $df_1 = (k-1) = 3$ and also $df_2 = (n-k) = 43$, so it is obtained value of F table of 2,820 as the value of $F_{count} > F_{table}$ ($19,433 > 2,820$) so H_0 is rejected and H_a is accepted. It implies that variable of Environmental Factor (Economic Status, Political Situation, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands) and Personal Factor (Family Matters, Financial Condition, Personality) simultaneously have significant influence towards Turnover Intentions on MDS sales employees in RSSR.

The t test is used to see the significance of influence of each variable among variable of Environmental Factor (Economic Status, Political Situation, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands) and Personal Factor (Family Matters, Financial Condition, Personality) partially have significant influence towards Turnover Intentions on MDS sales employees in RSSR. The results of t count and the level of significance calculation of each indicator from independent variables towards dependent variables as follows.

Variables	t count	Significance	Remarks
Environmental Factor (X_1)	2,368	0,024	Significant
Organizational Factor (X_2)	2,417	0,020	Significant
Personal Factor (X_3)	2,529	0,020	Significant

Table 9: Results of t Count and Significance Calculation

Source: Results of SPSS Data Processing

For more details, the interpretation of analysis results of each variable of Environmental Factor (Economic Status, Political Situation, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands), and Personal Factor (Family Matters, Financial Condition, Personality) towards Turnover Intentions on MDS sales employees in RSSR.

- The level of significance of Environmental Factor (X_1) towards Turnover Intentions (Y) obtained data calculation results with SPSS that t count is 2,368 with significant level of 0,024. If t count value is compared to t table value (2,013), so the t count value is more than the t table which means that H_0 is rejected and H_a is accepted. This also can be seen from comparison value between significance value achieved of 0,024 which means that the error rate is smaller than 5 percent. Thus, Environmental Factor has significant influence towards Turnover Intentions.
- The level of significant of Organizational Factor (X_2) towards Turnover Intentions (Y) it is obtained the data calculation results using SPSS for t count of 2,417 with significance value of 0,020. If t count value is compared to t table value of 2,013, so the t count value is bigger than the t table which means H_0 is rejected and H_a is accepted. This also can be seen from the comparison value between significant level is 0,020 which means the error rate is smaller than 5 percent. Thus, Organizational Factor has significant influence towards Turnover Intentions.
- The level of significance of Personal Factor (X_3) towards Turnover Intentions (Y) obtained data calculation results using SPSS that t count of 2,529 with significant value of 0,020. If t count value is compared to t table value (2,013), so t count value is bigger than t table which means H_0 is rejected and H_a is accepted. This also can be seen from comparison value between the significant value achieved of 0,020 which means the error rate is smaller than 5 percent. Thus, Personal Factor has significant influence towards Turnover Intentions.

Determination coefficient (R^2) basically measures how far the model ability in describing the variation of Turnover Intentions variable. From the calculation using SPSS program it is obtained the results as follows:

Model	R	R Square	Adjusted R Square
1	4,44 (1,98 a 9,93)	.576	.546

Table 10: Determination Coefficient (R^2)

Source: Results of SPSS Data Processing

Based on the table above so it is obtained the multiple linear determination coefficient (R^2) of 0,546 or 54,60 percent. This implies that the degree of each indicator between variables Environmental Factor (Economic Status, Political Situation, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands), and Personal Factor (Family Matters, Financial Condition, Personality) towards Turnover Intentions on MDS sales employees in RSSR is 54,60 percent. While the remaining 45,40 percent is caused by other factors outside the range of research, such as motivation variables, leadership style, work ethics, and organizational culture.

Related to the Turnover Intentions on MDS sales employees in RSSR, it is likely to be influenced by motivation, in which the employees become less motivated due to relatively smaller incentives compared to their colleagues who work in other companies, even though the qualifications are the same. The leadership style also has big influence the Turnover Intentions on MDS sales employees in RSSR, where leadership style which is not in accordance with the condition of employees will make their Turnover Intentions higher. In addition, there is a work culture that contributes to influence the Turnover Intentions, in which the organizational culture of MDS RSSR entered by the employees is not in accordance with their personality, this will certainly result in high Turnover Intentions on MDS RSSR.

Based on the findings of research it is revealed that variables of Environmental, Organizational, Personal Factors simultaneously and partially have significant influence towards Turnover Intentions on MDS sales employees in RSSR. This is supported by the results of multiple determination coefficient analysis obtained R^2 of 0,546 or 54,60 percent. This

implies that variables of Environmental, Organizational, and Personal Factor of 54,60 percent contribute to forming Turnover Intentions on MDS sales employees in RSSR.

From the results of regression significance test of simultaneous influence indicate the significant influence of independent variables that are variables of Environmental Factor (Economic Status, Political Situation, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands) and Personal Factor (Family Matters, Financial Condition, Personality) has significant influence towards Turnover Intentions on MDS sales employees in RSSR indicated by F count value is bigger than F table value, so H_0 is rejected and H_a is accepted.

Each independent variable of Environmental Factor (Economic Status, Political Situation, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands), and Personal Factor (Family Matters, Financial Condition, Personality) has partially significant influence towards Turnover Intentions on MDS sales employees in RSSR. Based on the data analysis, a positive relationship is found in the results. This indicates that if there's a good change in the increase on independent variables, then it will cause changes in the same direction towards the dependent variables, in this case is Turnover Intentions on MDS sales employees in RSSR. This is evident by the results of t test in which obtained the t count value is bigger than t table value stating reject H_0 and accept H_a .

For the variables that dominantly influence Turnover Intentions on MDS sales employees in RSSR are variables of Personal Factor, implied by the results of t test in which obtained t count value which is biggest compared to the variables of t count so that reject H_0 and accept H_a , thus the hypotheses submitted in this research can be accepted. This means that every implementation of Personal Factor that exists on MDS RSSR can intensively increase employee's Turnover Intentions.

Thus, it can be stated that the findings of this research strengthen the previous research, in which it is stated that Environmental, Organizational, and Personal Factors can influence Turnover Intentions (Maulidah, 2012; Neyaputra, 2011; Noor dan Maad, 2008; serta Suhanto, 2012). Furthermore, the findings of this research reinforce the theories proposed by Gibson (2003), in which it is stated that Turnover Intentions is influenced by Environmental, Organizational, and Personal Factors.

4. Conclusions and Recommendations

4.1. Conclusions

Based on the analysis conducted, it can be concluded that Environmental, Organizational, and Personal Factors simultaneously have significant influence towards Turnover Intentions on Main Dealer Shop sales employees in PT Rodasakti Suryaraya. Environmental Factor (Economic Status, Political Situation, Technology Change), Organizational Factor (Task Demands, Role Demands, Interpersonal Demands) and Personal Factor (Family Matters, Financial Condition, Personality) Partially have significant influence towards Turnover Intentions on Main Dealer Shop sales employees in PT Rodasakti Suryaraya. Personal Factor (Family Matters, Financial Condition, Personality) is the Dominant influence the Turnover Intentionson Main Dealer Shop sales employees in PT Rodasakti Suryaraya.

4.2. Recommendations

Based on the findings of the research conducted so many suggestions are proposed to the management of Main Dealer Shop PT Rodasakti Suryaraya, that stress variable in this research consisting of Environmental, Organizational, and Personal Factors have major influence in determining the Turnover Intentions on MDS sales employees RSSR. Work stress is the factor that positively influences the Turnover Intentions. Based on this condition, the company is required to evaluate the policies that potentially cause the emergence of the stress for the employees. The real continuous efforts are required to decrease the stress level of employees at work for instance providing adequate facilities and infrastructure, ensuring that they have enough employees on the marketing to handle various jobs, applying a good management towards employee work systems including clear division of tasks for each employee, maintaining the good relationships and work patterns among the employees, ensuring the good two-way communication and cooperation between the employees and manager, ensuring enough information for the employees to support their work completion, and other efforts that are able to suppress the stress level of employees .

In this research the Personal Factor variable has dominant influence towards Turnover Intentions. Based on this condition, in recruitment and selection process, the personnel division is required to review those process. In which they have to be able to analyze people which one who really intends, like, and have the feeling to help like the characteristics possessed by the loyal employees. For instance, selecting employees using expert psychological test. If they have not been able to do that, so they should use third party (consultant of psychology) service to do the psycho test on prospective employees. In the next research, other variables that influence the Turnover Intentions, for instance work motivation variable, leadership style, organizational commitment, role ambiguity, and organizational culture.

5. References

- i. Abelson, M.A. (1993). "Turnover Cultures", *Research in Personnel and Human Resource Management*, Vol. 11, 339–376.
- ii. Bhui, K., Dinos, S., Galant-Miecznikowska, M., de Jongh, B., Stansfeld, S. (2016). "Perceptions of Work Stress Causes and Effective Interventions in Employees Working in Public, Private and Non-governmental Organisations: A Qualitative Study", *BJPsych Bulletin*, Vol. 40, No. 6, pp. 318-325.

- iii. Crossley, C.D., Bennett, R.J., Jex, S.M., Burnfield, J.L. (2007). Development of A Global Measure of Job Embeddedness and Integration into A Traditional Model of Voluntary Turnover, *Journal of Applied Psychology*, Vol. 92, 1031–1042.
- iv. Dupre, K.E., Day, A.L. (2007). "The Effects of Supportive Management and Job Quality on The Turnover intentions and health of military personnel. *Human Resource Management*, 46, 185–201
- v. Gibson, J.L. (2003). *Organization: Behavior, Structure and Processes*, McGraw Hill, New York.
- vi. Havermans, B.M., Brouwers, E.P.M., Hoek, R.J.A., Anema, J.R. Van der Beek, A.J., Boot, C.R.L. (2018) "Work Stress Prevention Needs of Employees and Supervisors", *BMC Public Health*, Vol. 18, No. 642.
- vii. Luthans, F. (2008). *Organizational Behavior*, McGraw Hill, New York
- viii. Maulidah, R. (2012). "Pengaruh Budaya Organisasi dan Stres Kerja terhadap Turnover Intention pada PT. Bank Tabungan Negara Kantor Cabang Syari'ah Malang". *Jurnal On-line Fakultas Ekonomi UIN Maulana Malik Ibrahim, Malang*
- ix. Mobley, W.H., Griffeth, R.W., Hand, H.H., Meglino, B.M. (1979). "Review and Conceptual Analysis of The Employee Turnover Process", *Psychological Bulletin*, Vol. 86, pp. 493–522.
- x. Mobley, W.H. (1982). "Employee Turnover", Causes, Consequences, and Control. Reading, MT: Addison-Wesley
- xi. Morris H. DeGroot, Schervish, M. J. (2011), *Probability and Statistics: Pearson New International Edition*, New York.
- xii. Mueller, C.W., Price, J.L. (1989). "Some consequences of turnover: A work unit analysis. *Human Relations*", Vol. 42, No. 389.
- xiii. Noor, S. and Maad, N. (2008). "Examining the Relationship between Work Life Conflict, Stress, and Turnover Intentions among Marketing Executives in Pakistan". *International Journal of Business and Management*, Vol. 3, No.11
- xiv. Rousseau, L. (1984), "What are The real Costs of Employee Turnover?", *CA Magazine*, Vol. 117, pp.48-55. Tsai, Y. (2011). "Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction" , *BMC Health Serv Res.*, Vol. 11, No. 98.
- xv. Tekleab, A.G., Takeuchi, R., Taylor, M.S. (2005)." Extending The Chain of Relationships Among Organizational Justice, Social Exchange, and Employee Reactions: The Role of Contract Violations", *Academy of Management Journal*, Vol.48, pp.146–157
- xvi. Thomas, D.C., Au, K. (2002). "The Effect of Cultural Differences on Behavioral Responses to Low Job Satisfaction.", *Journal of International Business Studies*, Vol. 33, 309–326.
- xvii. Wang, W.C., Lien, C.H. ., Chu, Y.C. (2011)." Types of Competitive Advantage and Analysis", *International Journal of Business and Management*, Vol. 6, No. 5.
- xviii. Woods, Robert, H., Macaulay, James, F.(1989). "R for Turnover: Retention Program that Work", *Cornell Hotel and Restaurant Administration Quarterly*, pp.78 – 90.