

The Impact Of Work Stress And Organizational Commitment To Turnover Intention At Mm Juice Restaurant Bali District

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Abstract. One form of employee behavior that often arises is the desire to move work (turnover intention) which leads to the decision of the employee to leave their jobs. This is caused by several factors including high work stress and low organizational commitment. This study aims to determine the impact of work stress and organizational commitment on turnover intention at MM Juice Restaurant in Bali. The respondents of this study were restaurant operations employee in all branches of Bali District. The number of samples of this study was set at 77 people by determining the number of representative samples. The study used partial least square (PLS) analysis with the help of the PLS software program. the results of this study indicate that 1) work stress has a negative and significant impact on organizational commitment, 2) work stress has a positive and significant impact on turnover intention, 3) organizational commitment has a negative and significant impact on turnover intention, 4) organizational commitment is a partial mediation between stress work and turnover intention. The implication of this research is that all branches of MM Juice Restaurant in Bali District should pay more attention to the employee turnover rate by looking at the work demands and workload given so that employee does not experience excessive work stress. In addition, it is necessary to increase employee commitment so that it reduces the desire of employee to move to work.

Keywords: work stress, organizational commitment, and turnover intention

1. Introduction

Many restaurants, both international and local, are easily found throughout the tourism area in Bali. The priority that must be maintained by every restaurant business besides the quality of food and drinks is served to guests. This is to maintain the survival of its business and keep customers willing to visit. But not infrequently the problems encountered are closely related to the human resources they have.

Table 1. List of MM Juice Employee Turnovers in 2018

| Month | Number of Employees | Number of Employees Out | (%) Employees Out | Number of Employees In | (%) Employees In |
|-------|---------------------|-------------------------|-------------------|------------------------|------------------|
| Jan. | 328 | 20 | 6.10 | 47 | 14.33 |
| Feb. | 328 | 24 | 7.32 | 20 | 6.10 |
| Mar. | 328 | 7 | 2.13 | 19 | 5.79 |
| Apr. | 328 | 6 | 1.83 | 10 | 3.05 |
| Mei | 328 | 52 | 15.84 | 52 | 15.85 |
| Juni | 328 | 16 | 4.88 | 27 | 8.23 |
| Juli | 328 | 23 | 7.01 | 27 | 8.23 |
| Agst. | 328 | 23 | 7.01 | 17 | 5.18 |
| Sep. | 328 | 19 | 5.79 | 26 | 7.93 |
| Okt. | 328 | 11 | 3.35 | 17 | 5.18 |
| Nov. | 328 | 14 | 4.27 | 25 | 7.62 |
| Des. | 328 | 7 | 2.13 | 0 | 0 |

Source: Sasaran Mutu PPSDM MM Juice Report, 2018

MM Juice Restaurant, which is under PT Golden Dolbe, is a well-known local restaurant, especially in Bali. Currently, there are 15 branches in Denpasar, Kuta, Jimbaran and Ubud. Based on observations that have been done at this company, the phenomenon exists is the in and out of employee every month often occurred. The following are employee report data entering and leaving during the year 2018 at MM Juice Restaurant. Based on Table above it can be said that the turnover intention at MM Juice is quite high, because of the annual turnover calculation of more than 10% supported by (Ridlo, 2012) with the statement of turnover said to be high if the value is more than 10%. As for the months there are many requests due to national holidays such as New Year, Nyepi Day, Eid Al-Fitr, Local holidays such as Galungan and Kuningan, where the risk of employee leaving is a lot due to permission to go home, get sick and without information (*Alpa*). According to preliminary observations with HRD MM Juice, the occurrence of turnover in addition to absenteeism is due to incompatibility of relationships between employee and superiors, colleagues who have poor behavior, too much workload, rarely promotion and seeking experience and atmosphere in new places. The employee recruitment is carried out due to employee requests in all MM Juice branches in Bali. The purpose of this recruitment is to fulfil the vacant position in the branch as a result of employee discharge so that the company's operations run smoothly.

If human resource management does not work effectively, various problems will arise that will disrupt the performance of the company (Khoiroh, 2012). One form of employee behavior that often arises due to the failure of the company to manage its human resources is the desire to move work (turnover intention) which leads to the decision of the employee to leave their jobs. When the employee leaves the company, the ability of other employees to complete existing work will be disrupted (Fah et al., 2010). It is crucial for companies to identify early on things that cause the employee to have the desire to change jobs. The desire to shift work (turnover intention) is a very serious problem in the context of human resource management Fah et al., (2010). Turnover Intention is an intention or desire that someone has to leave the organization. Every employee wants satisfaction in doing his work. If an employee is satisfied, each assignment of responsibility will be resolved as well as possible, so there will be no turnover intention. Some of the factors in Turnover Intention are organizational commitment and work stress, [1]. Stress is a condition of tension that affects emotions, the process of thinking and one's condition Handoko (2010). Recent stress in the workplace has become a serious problem for company management in the business world Qureshi, *et al.*, (2013). The

employee is often faced with sharing problems within the company so it is very possible to get stressed. Employee stress can increase employee turnover (Ananta and Ellitan, 2007). The high work stress affects individuals and organizations, directly each individual has a different view of work stress, it all depends on the individual itself.

Organizational commitment is an important work attitude because people who have commitment are expected to show a willingness to work harder to achieve organizational goals. Organizational commitment is the level to which an employee sided with an organization and its goals and desires to maintain membership in the organization (Robbins, 2001). According to Kreitner and Kinicki (2014), organizational commitment is the level at which someone knows the company and its goals. An employee who has a commitment means that the employee has loyalty to his work. The employee who has a commitment will be loyal to the work done and can affect the mindset of the employee so that they can overcome the intention or desire to move organizations (Turnover Intention). The intention of moving employee (turnover intention) to MM Juice Restaurant until the employee's departure from the company will have a negative impact on the company. This can cause instability in the condition of the employee. Turnover intention can also result in the company being ineffective due to the loss of experienced employee so that it will conduct retraining of new employee.

2. Methods

This study used a quantitative research approach. Quantitative research is a study that basically used a deductive-inductive approach. Data collection used research methods and instruments consisting of questionnaires, interviews and documentation. The population used in this study was 328 people in 15 branches in the Bali region. To determine the sample size of the population, Slovin can use it (Umar, 2011). In accordance with the Slovin Formula, the number of sample respondents was 77 people. The method of determining respondents is proportional sampling. The sample respondents were the employee of the MM Juice Restaurant branch. This study uses PLS to analyze relationships between variables.

3. Results And Discussion

3.1 Impact of Work Stress on Organizational Commitment

Based on the results of the analysis, it shows that work stress has a negative and significant impact on organizational commitment at MM Juice Restaurant. This means that the higher the level of work stress the employee has, the lower the employee's commitment to the company. Indicators that reflect the variables of work stress are individual stress including the high demands of work provided and too much workload. Besides that high work stress is also triggered by the existence of employee transfers that are too fast, and management policies that often change and there is a change in the quality system which is employee is still not fully adapted. This can reduce employee commitment to the company because they feel confused and consider the company to pay less attention to employee welfare. While indicators that reflect the variable organizational commitment are Continuance Commitment and Normative Commitment. With the high demands of work and too much workload will increase employee stress, which ultimately decreases employee commitment to the

organization. Nevertheless, there is still an employee commitment to the company because they assume that if they leave the company they will feel a loss for the costs that have been incurred to support the work. In addition, there is still a feeling of involvement in the tasks that exist in the company because they think that leaving feeling will leave a burden on other employees so they choose to stay until the right time comes to leave the company. High work demands and too much workload show higher employee stress, so that employee commitment to the organization gets lower. The results of this study support the research conducted by Nasution (2017) that job stress has a negative and significant impact on organizational commitment, meaning that the higher the work stress, the lower organizational commitment, work stress can affect the level of organizational commitment someone has. Increased work stress causes a decrease in organizational commitment and otherwise. The higher organizational commitment, the employee will feel comfortable at work so they can reduce the level of work stress. Thus the results of this study are in line with the findings of Bhatti, *et al.*, (2016), Alipour and Monfared (2015), and Zehra, *et al.*, (2017) which is work stress has a negative effect on organizational commitment. The direction of the negative relationship between work stress and organizational commitment shows that low levels of work stress tend to be followed by increased organizational commitment.

3.2 Impact of Work Stress on Turnover Intention

Based on the results of the analysis, it shows that work stress has a positive and significant influence on turnover intention at MM Juice Restaurant. This means that the higher the level of stress, the higher the turnover rate of employee intention. With the demands of high work and too much workload can increase employee stress and reduce employee commitment to the organization so that employee chooses to leave the organization. However, if the level of work stress of employee is too high, it will be very easy to leave the company without thinking about commitment to the company. The results of this study were incompatible with Damar, *et al.*, (2017), which show that work stress has a negative and significant impact on intention to leave. The results of the analysis show that the more work stress increases, the lower the desire to move. However, the results of this study are in accordance with Nasution (2017) through the research title, "The influence of work stress, job satisfaction and organizational commitment on medical representative turnover," wherein the research findings reveal that work stress has a positive and significant effect on turnover intention. The higher the work stress will increase the desire to move (intention turnover) from the work. The implications of research related to the impact of work stress on turnover intention in this study can strengthen previous theories. For employee and companies, the implication in this research in conducting company activities is that the involvement of leaders is very important, so companies can carry out activities that can help establish good cooperation between company leaders and employee so that the company's goals can be achieved as expected. In addition, previous research was supported by research from Rismawan, *et al.*, (2014) found that work stress has a positive and significant impact on intention to leave, which means that the more rarely given praise/appreciation when completing a good job will increase the desire of employee to leave the organization when getting a better job and the results of the analysis from Amani (2016) found that work stress had an impact on turnover intentions.

3.3 Impact of Organizational Commitment to Turnover Intention

Based on the results of the analysis, it shows that organizational commitment has a negative and significant impact on turnover intention at MM Juice Restaurant. This shows that the higher the organizational commitment, the lower the level of turnover intention or

intention of the employee to change work. Indicators that reflect organizational commitment variables are normative commitment and continuance commitment. Organizational commitment is able to reduce the desire for the employee to leave the organization. For employee and companies, the research implications are companies must be able to improve the workings of the company so that the normative commitment and continuance commitment of employee to the company can be even better. Organizational commitment is a situation where an employee sided with the organization and the goals and desires to maintain its membership in the company. The results of this study are in accordance with previous studies. Sartika's (2014) and Nasution (2017) research found that direct organizational commitment has a significant negative relationship with the desire to leave the employee. The higher the organizational commitment of employee will further reduce the desire of the employee to get out of their jobs. The results of this study are supported by research conducted by Andini (2006) who also found that organizational commitment significantly negatively affected turnover intention. Rismawan's, *et al.*, research (2014) suggested that organizational commitment has a negative and significant effect on the intention to leave the organization.

3.4 The Role of Organizational Commitment Mediates the Impacts of Work Stress on Turnover Intention

Based on the results of the analysis, it showed that the organizational commitment partially mediates between work stresses on turnover intention at MM Juice Restaurant. This means that organizational commitment is only able to explain in part why work stress has an impact on turnover intention. Organizational commitment is able to mediate the effect of work stress on turnover intention but is weak, when compared to the direct influence carried out without mediating organizational commitment. Referring to the opinion of Robbins and Judge (2009) argues that, organizational commitment is a condition of employee siding with a particular organization and its objectives, and intending to maintain membership in that organization. In other words, organizational commitment is related to the high desire of the employee to share and sacrifice for the organization. The importance of organizational commitment for an organization or company is caused due to without organizational commitment, it is difficult to get active and deep participation from employee-owned. The employee who has high organizational commitment make a big contribution to the company because they want to work as much as possible and behave well in achieving company goals. The results of this study are in line with Rismawan, *et al.*, (2014) , who found that organizational commitment mediates partially the relationship of work stress and job satisfaction to outgoing intentions. This study is also comparable with findings from Widyastuti, (2018) and Hakim, *et al.*, (2018) which found that work stress has a positive and significant influence through organizational commitment and turnover intention. This result is caused by high employee turnover that can also be mediated by employee commitment, so employee still want to leave the workplace because they feel stressed with their work despite being committed to the company.

4. Conclusions

Based on testing the hypothesis and discussing the results of the study, the results of the study can be presented, that are, as follows: 1) Work stress has a negative and significant impact on organizational commitment at MM Juice Restaurant. It means that the higher the level of work stress the employee has the lower the employee's commitment to the

organization. High work demands and too much workload show higher employee stress, so that employee commitment to the organization gets lower. 2) Job stress has a positive and significant effect on turnover intention at MM Juice Restaurant. This means that the higher the level of stress, the higher the turnover rate of employee intention. With the demands of high work and too much workload can increase employee stress and reduce employee commitment to the organization so that employee chooses to leave the organization. 3) Organizational commitment has a negative and significant effect on turnover intention at MM Juice Restaurant. This shows that the higher the organizational commitment, the lower the level of turnover intention or intention of the employee to change work. 4) Organizational commitment partially mediates between work stresses on turnover intention at MM Juice Restaurant. This means that organizational commitment is only able to explain in part why work stress has an impact on turnover intention. Organizational commitment is able to mediate the impact of work stress on turnover intention but is weak, when compared to the direct influence carried out without mediating organizational commitment.

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