

THE INFLUENCE OF JOB STRESS AND PERSON-ORGANIZATION FIT ON TURNOVER INTENTION BY USING JOB SATISFACTION AS MEDIATING ROLE

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Abstract

This research investigates the influence of job stress, person-organization fit on turnover intention by using job satisfaction as mediating role, study in PT. Herculon Carpet. The study is mainly based on review of the existing literature and collection of data through an adopted questionnaire survey, conducted from the selected sample of PT. Herculon Carpet. A total of 212 questionnaires were distributed among the sample which is selected using the technique of purposive sampling. 176 respondents returned the questionnaire, which are utilized for the analysis purpose. The result found that job stress positively influences job satisfaction, person-organization fit positively influences job satisfaction, while job stress positively influences turnover intention, person-organization fit negatively and non significantly influences turnover intention, job satisfaction positively influences turnover intention and job satisfaction mediates job satisfaction on turnover intention. This research is limited by other independent variable which are not investigated in this research, therefore the R square value is only 0.400.

Key words: *Job Stress, Person-Organization Fit, Job Satisfaction, Turnover Intention*

1. Introduction

Turnover intention phenomenon causes the organization runs ineffectively due to the firm losing experienced employees and must give many training for the new employees.

The high turnover intention phenomenon becomes an attention for many firms because it raises some obstacles for operational process, employees' moral problems, rising up the cost of recruitment, interview, tests, hiring administrative costs, benefits, orientation, and lost costs opportunity because new employees must learn new skills (Simamora, 1996).

As cited on Ogunbamila et al., (2014), the negative consequences of employees' turnover intention on the organization in terms of loss of valuable and skilled employees, increased costs of recruiting, selecting, and training of new workers, low competitive advantage, and disruption in workflow (Miller, 2010;

Employees' turnover can be predicted from how strong the turnover intention felt by the members or employees of an organization (

2006). Applebaum (2008) identified turnover intention is predicted by job satisfaction. Perceived job satisfaction affecting in employees' thought. Evaluation of various alternative jobs realizes the turnover due to the expectation to get more satisfactory result in somewhere. In the same study, Mahdi et al., (2012) showed that both forms of job satisfaction (intrinsic and extrinsic satisfaction) have inverse relationship on employees' turnover intentions.

As cited on Ogungbamila (2014), another reason of turnover intention for many employees is job stress. This is because high level of job stress has been linked to increased headache, cancer, heart disease, depression, anxiety, and emotional distress (Cartwright & Cooper, 1997) decreased well-being,

increased psychological distress, violence, and the desire to quit the job (Oginni, Afolabi Erigbe, 2013; Pascal, 2011). Job stress may emanate from the work environment, especially service-oriented work environment (e.g. bank). For instance, the Nigeria banking industry is characterized by long working hour, lack of shifting, low pay, work pressure, high job target, excessive workload, and pressure from customers were elements of job stress (Adejuwon & Lawal, 2013; Ogungbamila, 2010), which can lead to physical and psychological disorders and turnover intention (Oginni, et al., 2013). However, Muamarah et al., (2012) investigated that job stress did not affect turnover intention caused by the most of respondents' characteristics are more than 30 years old and the they have more than 5 years job tenure.

P-O fit is the level of compatibility that exists between worker and organizations when at the minimum level one entity holds responsible for providing what the other want and prefers (Kristof, 1996). There was a clear empirical finding that the increasing person-organization (P-O) fit to increase job satisfaction and to decrease intent to turnover, with the converse of those relationships being true, as well (Kristof et al., 2005). On Findik et al., (2013), individuals work in a job where their own values, attitudes, and behaviors with the values, attitudes, and behaviors of organization meet the career expectations of individuals and provides job satisfaction (Carless, 2005). Findik et al., (2013) found that there is statistically significant relationship between person-organization fit and turnover intention. Person-organization fit, in terms of its attitudinal and behavioral implications, engenders positive outcomes from the point of both employees and organization. While person-organization fit is effective, getting the values of employees

approached to the organizational culture that will be able to define as the values of organization, on the attitudes to the job such as job behavior, job satisfaction, and turnover intention, it can also be used as an instrument in reaching of organization its targets. However, Wheeler at al., (2007) found that P-O misfit did not lead to turnover intention.

According to the explanation above, it is an interesting case to investigate the turnover intention using different sample and environment to obtain new results. Therefore, this research is based on the review of literature using sample in a manufacturing staff and non staff employees of PT. Herculon Carpet. This company becomes the research object based on the consideration of positioning the human resource role as a significant factor. Another reason is information about turnover phenomena in PT. Herculon Carpet which showed by the data as follow:

Table 1: PT. Herculon Carpet Turnover intention

PT. Herculon Carpet Turnover

No	Year	In		Out		Workforce
		f	%	f	%	
1	2009	42	13.04%	27	8.39%	322
2	2010	32	9.50%	17	5.04%	337
3	2011	13	4.02%	27	8.35%	323
4	2012	21	6.34%	13	3.93%	331
5	2013	19	5.19%	15	4.79%	334

Therefore, the problems can be formulated as follows:

1. Does job stress influence job satisfaction?
2. Does P-O fit influence job satisfaction?
3. Does job stress influence turnover intention?
4. Does P-O fit influence turnover intention?
5. Does job satisfaction influence turnover intention?
6. Does job satisfaction mediate job stress on turnover intention?
7. Does job satisfaction mediate P-O Fit on turnover intention?

There is limited literature that shows the relationship between these variables in the context of PT. Herculon Carpet. This study will help in adding knowledge to the existing body of literature by examining the impact of these variables. It will guide managers of the organizations to understand the phenomena of job stress and P-O fit that will help adjusting employees in the job satisfaction so as to reduce their turnover intention.

2. Literature Review

2.1 Turnover Intention

As cited on Mahdi et al., (2012), intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization (Cotton and Tuttle, 1986). Tett and Meyer (1993), on the other hand, referred to turnover intentions as a conscious and deliberate willfulness to leave the organization. On Findik (2013), the concept of turnover intention is expressed as the conscious and deliberate decision and intention about leaving the organization (Bartlett, 1999). According to Jaros (1997), turnover intention reflects the continuous and also general cognitive arousal toward leaving the organization. This arousal states whether or not the employee thinks of leaving, searching for the opportunity of another employment, and the way of turnover intention (Ceylan ve Bayram, 2006). Turnover intention, in case that the employees are unsatisfied from the work conditions, is defined as the subversive and active actions they showed (ÇarÖkçÖ and Çelikkol, 2009). Considering that the cost of managerial mistakes conducted to keep well – trained and effective employees in hand, Mobley (1977) pioneered to the research trying to understand why humans leave their jobs (Çakar and Ceylan, 2005). Mobley (1977) says that dissatisfaction caused the thought of leaving.

Since turnover is often associated with variables, such as job satisfaction,

it is important to distinguish voluntary from involuntary turnover, otherwise the estimation of such a relationship in terms of all leavers will be inaccurate (Perez, 2008). Voluntary turnover is voluntary cessation of membership of an organization by an employee of that organization, for instance is resignation (Morrel et al., 2001). Involuntary turnover is a movement across the membership boundary of an organization, which is not initiated by the employee, for instance dismissal, rethrectment, death (Price; 1977).

2.2 Job Stress

Beehr and Newman (1978) on Iqbal and Waseem (2012), defined stress as a situation which force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning. On Chen (2008) job stress can be defined as an employee's awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace, and the employee's psychological and physiological reactions caused by these uncomfortable, undesirable, or threats in the employee's immediate workplace environment (Montgomery et al., 1996).

As cited on Mansoor et al., (2012), job stress is one of the most important workplace health risk for employees in developed and developing countries (Paul, 2002; Danna and Griffin, 2002). There are a number of workplace factors, called job stressors that make jobs stressful and difficult for number of employees in services as well as manufacturing industries. Additional stressors concern interpersonal relationships at work, such as conflicts with the behavior of supervisors, conflicts with colleagues, conflicts with subordinates and conflicts with management policies (Paul, 2002). In

work life, extreme stress is so aversive to employees that they will try to avoid it by withdrawing either psychologically (disinterest or lack of involvement in the job etc.), physically (frequent late coming, absenteeism, laziness etc.) or by leaving the job entirely (Beehr and Newman, 1978). Job stress is due to organizational aspects, long work hours, lack of organizational support and organizational change (Davey, et al., 2001), lack of support from supervisors and colleagues, and conflict with demands and pressures (Leka, et al., 2004).

2.3 Person-Organization Fit

Kristof (1996) defined P-O fit as "the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both. P-O fit is the level of compatibility that exists between worker and organizations when at the minimum level one entity holds responsible for providing what the other want and prefers (Kristof, 1996). This compatibility is of two types, one is supplementary fit and the other is complementary fit (Kristof, 1996). According to Kristof (1996) supplementary fit occurs when an individual possesses characteristics that are similar to those of others in the environment, for instance, when a person has similar preferences and attitudes as the other members of his or her work team. Complementary fit occurs when an individual's characteristics add to the environment what is missing. If the employee is better fitted in the organization through having supplementary or complementary fit then the employee will become a satisfied employee (Bright, 2007; Kristof, 1996).

2.4 Job Satisfaction

As cited on Mahdi et al., (2012), job satisfaction may be defined as a pleasurable or positive emotional state

resulting from the appraisal of one's job or job experiences. This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs (Dunnette and Locke, 1976). Given that values refer to what one desires or seeks to attain (Locke, 1969), job satisfaction can be considered as reflecting a person's value judgment regarding work related rewards. Locke and Henne (1986) define job satisfaction as the pleasurable emotional state resulting from the achievement of one's job values in the work situation. On Findik et al., (2013), job satisfaction is a multiple concept complex and changing from person to person. Therefore, job satisfaction is mostly behavioral and internal condition (Mullins, 2005: 700). Job satisfaction is defined in many ways in organizational literature, but the most general definition on job satisfaction is in the way that it is a satisfying and positive emotional state resulted from the assessment of person his/her job or job experience (Locke, 1976: 1300). Meglino and Ravlin (1998), in the study they carried out, they considered the job satisfaction as a result of the values of employees.

3. Conceptual Framework

This conceptual framework (see figure 2.1) illustrates the relationship between job stress, person-organization fit, job satisfaction and turnover intention. Job satisfaction is considered as a mediating variable in this framework.

3.1 Relationship between Job Stress and Job Satisfaction

Aplebaum (2008) indicated that there is a significant direct relationship between perceived job stress and job satisfaction because Nurses feel good when they overcome the stressful workload and the end result is quality patient care and a job well done. Acute care nurses gain much of their job satisfaction from the

experience of providing patient care. In the same study, Iqbal and Waseem (2012) indicated that there was a negative relationship between job stress and job satisfaction. Those air traffic controllers who had high level of job stress had low job satisfaction. It supports Muamarah and Kusuma's (2012) research that there is a negative relationship between job stress and account representative's and tax auditor's job satisfaction. Based on the aforementioned literature, the researcher hypothesises:

H1: Job stress negatively influences job satisfaction.

3.2 Relationship between Person-Organization Fit and Job Satisfaction

As cited on Findik et al., (2013), person-organization fit is defined as the agreeableness in the conditions, when among the humans and organizations, at least one part provides a need of the other part or they share similar radical qualities, or both phenomena exist together (Kristof, 1996: 4). Findik et al., (2013) found that there is a statistically significant relationship between the level of person-organization fit of health staff and job satisfaction of health staff. It supports Wheeler et al., (2007) finding that there is a statistically significant relationship between P-O fit and job satisfaction such that as levels of P-O fit increased so did levels of satisfaction. Liu et al.,(2010) also found that P-O fit positively related to job satisfaction. Based on the aforementioned literature, the researcher hypothesises:

H2: P-O Fit positively influences job satisfaction.

3.3 Relationship between Job Stress and Turnover Intention

Ogungbamila et al., (2014) indicated that job stress did not significantly predict turnover intention. However, Muamarah and Kusuma (2012) research that job stress negatively affect employee turnover intention . It supports the study conducted by Aplebaum

(2008) found that there was a direct relationship between perceived stress and turnover intention among inpatient acute care nurses. Based on the aforementioned literature, the researcher hypothesises:

H3: Job stress positively influences turnover intention.

3.4 Relationship between Person-Organization Fit and Turnover Intention

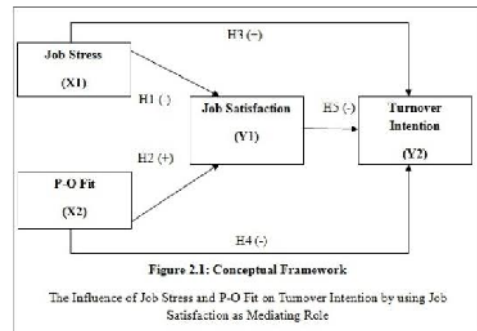
Kristof (1996) defined P-O fit as “the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both. Low levels of P-O fit are suggested to lead to decreased levels of organizational commitment and possible turnover (Chatman, 1989). Liu et al., (2010) found that P-O Fit negatively related to turnover intention. However, Wheeler et al., (2007) found that there was no relationship between P-O Fit and intent to turnover. Based on the aforementioned literature, the researcher hypothesises:

H4: P-O Fit negatively influences to turnover intention.

3.5 Relationship between Job Satisfaction and Turnover Intention

According to Masri (2008) an employee tends to react negatively towards their job which caused withdrawal of behaviour and feeling de-motivated towards their work function. There was a significant negative relationship between job satisfaction and turnover intention among the skilled personnel in Triplc Berhad as well as supported findings by Wang (2006) that job satisfaction negatively affected turnover intention in Taiwan Banking. However Applebaum (2008) there was a statistically significant relationship between job satisfaction and turnover intention among inpatient acute care nurses. Based on the aforementioned literature, the researcher hypothesises:

H5: Job Satisfaction negatively influences turnover intention.



Mathematics Model

$$Y1 = a1 - b1.X1 + b2.X2 + e1$$

$$Y2 = a2 + b3.X1 - b4.X2 - b5.Y1 + e2$$

Notation:

Y1 = Job Satisfaction

Y2 = Turnover Intention

a = Constanta

b = Coefficient Regression of Dependent Variable

X1 = Job Stress

X2 = P-O Fit

4. Methodology

The population of this research is 336 employees of PT Herculon Carpet consist of 228 permanently employees and 98 temporary employees (until October 2014). This research is using purposive sampling which is use permanently employees with more than 3 years job tenure as research sample, those are 212 employees. The primary data of this research is the questionnaires which are distributed to all of 212 permanently employees with more than 3 years job tenure in PT Herculon Carpet. The questionnaires were collected to the researcher after the respondents fill the questionnaires then, made the collecting questionnaires as primary data for the researcher. A seven-point likert scale was used to indicate the respondent’s answers (1-Strongly Disagree; 2-Disagree; 3-Barely Disagree; 4-Neutral; 5- Barely Agree; 6-Agree; 7-Strongly Agree). Descriptive statistic was used to describe the data description. The methods include descriptive analysis and regression

analysis. The Statistical Package for Social Science (SPSS) was used to analyze the data.

5. Result

5.1 Coefficient Determination

Table 2: Coefficient Determination

Model	Dependent Variable	Independent Variable	Adjusted R Square
1	Job Satisfaction	Job Stress	0.700
		P-O Fit	
2	Turnover Intention	Job Stress	0.400
		P-O Fit	
		Job Satisfaction	

Table 2 shows that Adjusted R2 value of model 1 is 0.700. It means that job satisfaction can be explained by job stress and person-organization fit approximately 70%, while (100-70) = 30% is explained by other variable. The Adjusted R2 value of model 2 is 0.400. It means that turnover intention can be explained by job stress, person-organization fit approximately 40%, while (100-40) = 60% is explained by other variabel.

5.2 F Test

Table 3: F Test

Model	Dependent Variable	Independent Variable	f	sig
1	Job Satisfaction	Job Stress	205.297	.000
		P-O Fit		
2	Turnover Intention	Job Stress	39.903	.000
		P-O Fit		
		Job Satisfaction		

Table 3 shows that model 1 and model 2 are qualified for goodness of fit. It can be seen from the significance value of F testing both model 1 and model 2 are $0.000 < 0,05$, it means that job stress and person-organization fit simultaneously influence on job satisfaction (model 1) and job stress, person-organization fit and job satisfaction simultaneously influence turnover intention simultaneously (model 2).

5.3 Multiple Regression Analyses

Table 4: Multiple Regression Analyses

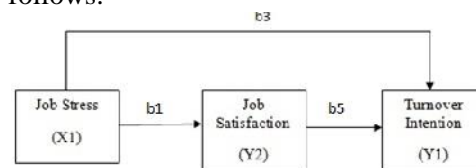
Model	Dependent Variable	Independent Variable	Standardized Coefficients Beta	t	Sig.
1	Job Satisfaction	Job Stress	0.570	10.981	0.000
		P-O Fit	0.362	6.974	0.000
2	Turnover Intention	Job Stress	0.308	3.222	0.002
		P-O Fit	-0.138	-1.668	0.097
		Job Satisfaction	0.462	4.299	0.000

Model 1 shows that coefficient regression of job stress (X1) is 0.570, it means that job stress has positive influence on job satisfaction or it can be said that the employees whose high job stress causes high job satisfaction. Model 1 shows that coefficient regression of person-organization fit (X2) is 0.362, it means that person-organization fit has positive influence on job satisfaction or it can be said that the employees whose person-organization fit is high causes high job satisfaction

Model 2 shows that coefficient regression of job stress (X1) is 0.308, it means that job stress has positive influence on turnover intention or it can be said that employees whose high job stress causes high turnover intention. Model 2 shows that coefficient regression of PO Fit (X2) is - 0.138, it means that PO fit has negative influence on turnover intention or it can be said that employees whose high person-organization fit causes low turnover intention. Model 2 shows that coefficient regression of job satisfaction (Y1) 0.462, it means that job satisfaction has positive influence on turnover intention or it can be said that employees whose high job satisfaction causes high turnover intention.

5.4 Mediation Test

The influence of job stress on turnover intention by using job satisfaction as mediating role can be illustrated as follows:



Based on the figure above the influence of job stress on turnover intention by using job satisfaction as mediating role can be formulated as $b1 \times b5 = 0.570 \times 0.462 = 0.26334$, while the coefficient regression of $b3$ is 0,308, therefore Job Satisfaction does not mediate Job Stress on Turnover Intention because the value of $b1 \times b5 < b3$.

6. Discussion and Conclusion

This study found that there were 3 (three) hypotheses were rejected and 2 (two) hypotheses was accepted. Hypotheses 1 stated that job stress negatively influences job satisfaction. Hypotheses 1 was not supported. A positive significant relationship was found between job stress and job satisfaction. The significance value is less than 5% shows that the change variation of job satisfaction is sensitive towards job stress change variation or it can be said that the higher level of job stress makes higher level of job satisfaction.

Nowadays, stress is inherent in manufacturing employees. There is a higher level of stress in manufacturing employees due to the volume of work. It appears that the effects of job stress are absorbed by job satisfaction. Employees are becoming accustomed to the daily stressful job circumstances in the factory and office. Employee today feed on stress. The constant fast paced work challenges employees to be attentive to their job. Employees feel good when they overcome the stressful workload and the end result is all jobs well done. The employees gain much of their job satisfaction from the experience of doing their jobs. The company environment meets a need for excitement and stimulation that contributes to a sense of self - esteem. Empirically, this result supports the Aplebaum (2008) study that job stress positively significant related to job satisfaction.

The next result in this study found that person-organization fit has positive significant relationship to the job satisfaction. This result supports the hypotheses 2. The employees feel that their principles are fit with the organization. This result supports the study conducted by Findik et al., (2013) found that there is a statistically significant relationship between the

level of person-organization fit of health staff and job satisfaction of health staff. It also supports Wheeler et al., (2007) finding that there is a statistically significant relationship between P-O fit and job satisfaction such that as levels of P-O fit increased so did levels of satisfaction. Liu et al.,(2010) also found that P-O fit positively related to job satisfaction.

This research also found that job stress affects turnover intention. This result supports the hypotheses 3 which stated that job stress positively influences turnover intention. Job stress has negative consequences for employees and employers. Most institutions or organizations desire retention as a goal. Employee turnover is a costly problem that will continue as impending employee shortage. This result supports the study conducted by Aplebaum (2008), found that job stress positively affects turnover intention.

Hypotheses 4 which stated that person-organization fit negatively significant related to turnover intention is not supported with the result which found that person organization fit does not affect turnover intention. A possible explanation is that employees usually look up to their supervisors and if the supervisors support them, they might feel that their work is appreciated and become more secure in regard to their job which might decrease their person organization misfit. This result support the study conducted by Liu et al., (2010) that P-O Fit negatively affect to turnover intention.

This study also result that job satisfaction positively influences turnover intention. It does not support the hypotheses 5 which stated that job satisfaction negatively influences turnover intention. The employees who feel dissatisfied tend to leave the company. This result supports Aplebaum (2008) research that job

satisfaction positively affects turnover intention

The mediating test only can be conducted in the influence of Job Stress on Turnover Intention on Job Satisfaction by the result is job satisfaction does not mediate job stress on turnover intention. However the influence of person-organization fit on turnover intention by using job satisfaction as mediating role can not be conducted because the result of the regression test between person organization fit on turnover intention is non significant.

7. Limitation

This research also can not avoid its limitation such other research before. The limitation of this research is that Adjusted R² value is 0.400. It means that turnover intention can be explained by job stress, person-organization fit and job satisfaction approximately 40%, while $(100-40) = 60\%$ were explained by other variable. R square value which only 40% is caused by this research only investigates the influence of job stress and person organization on turnover intention by using job satisfaction as mediating role. Other independent variable are not investigated in this research such as organizational commitment, leadership style, emotional labor, emotional intelligence, organizational climate, etc., which increasing the knowledge about turnover intention.

8. Research Implication and Suggestion

Based on the research, the research implication of the company is that the employees' job satisfaction is influenced by job stress. Employees feel good when they overcome the stressful workload and the end result is all jobs well done. The employees gain much of their job satisfaction from the experience of doing their jobs. Therefore, the company should give attention to whose good performance, for instance giving the

employees opportunity to continue their education then they can contribute more in the company. Job satisfaction is also influenced by person-organization fit. To meet the employee expectations, company needs to identify occupations that fit employee personality and their interest to get accurate information about each of them then it lead the employees' satisfaction.

The research result that turnover intention is influenced by job stress. It implies that the employees' turnover intention is influenced by their job stress. Turnover intention is not influenced by person-organization fit. It implies that the employees' turnover intention is not influenced by the congruence between the employees and company's fit. Job satisfaction influences the turnover intention of the employees. It implies that the employees' turnover intention is caused by their job satisfaction.

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