

The Effect of Work Stress, Organizational Climate and Organizational Commitment on Turnover Intention with Job Satisfaction as a Mediating Variable in Government Employees with Work Agreements in the Tegal City Government Environment

Wawan Ardiyanto¹, Gunistiyo², Mahben Jalil³
{ardinice@gmail.com¹, gunistiyosumaryo@gmail.com², jalilmahben@gmail.com³}

Magister Management, Universitas Pancasakti Tegal, Indonesia

Abstract. The objective of this study is to investigate and analyze the impact of work stress, organizational climate, and organizational commitment on turnover intention, with job satisfaction acting as a mediating variable among government employees with work agreements in the Tegal City Government. The primary concern is the occurrence of turnover among State Civil Apparatus. The population for this study comprises all government employees with work agreements in the Tegal City Government, totaling 330 individuals, while the sample size selected was 82 individuals. Data collection was conducted through the distribution of questionnaires. The research methodology employed in this study is quantitative, utilizing Partial Least Square (PLS) as the analysis tool. The analysis results revealed that organizational commitment and job satisfaction have a significant influence on turnover intention, whereas work stress and organizational climate do not have an impact on turnover intention. The mediation test results demonstrate that job satisfaction significantly mediates the effect of organizational climate and organizational commitment on turnover intention in a negative direction.

Keywords: Work Stress, Organizational Climate, Organizational Commitment, Job Satisfaction, Turnover Intention

1 Introduction

Human resources (HR) with their mental and physical abilities are vital assets in the organization. An organization that has large capital, advanced technology and abundant natural resources is meaningless if it is not accompanied by professional human resources. Management of human resources who have various knowledge, skills, abilities and characteristics needs to be done properly and precisely in order to make a positive contribution to the achievement of organizational goals. In line with this, the human resources of the apparatus in government organizations, both central and regional governments, are important assets in carrying out their duties as organizers and drivers of government tasks. Therefore, the foundation for reform of the bureaucracy as a whole must begin with the reform of human resources for the apparatus. Human resource management reform must be implemented immediately to create a professional, efficient and successful institution [1]

The government has issued laws and regulations regarding the policies and administration of the State Civil Apparatus through Law Number 5 of 2014 concerning the State Civil Apparatus. Based on the ASN Law, ASN employees can be divided into 2, namely PNS and PPPK (Government Employees with Work Agreements). The ASN HR recruitment process takes a long time starting from the preparation and determination of ASN needs, followed by the stages of the ASN procurement process, starting from the planning stages, announcement of procurement, registration, implementation of selection, announcement of selection results, probation (for civil servants), and appointment as ASN. The ASN HR recruitment process cannot be done at any time because it is related to budgeting, both the APBN and APBD, or in other words, it can only be done once a year.

Government agencies propose the need for ASN based on job analysis and workload analysis due to vacancies. Vacancies in positions can be caused by ASNs who retire, resign, die or ASNs who transfer/move organizations. The Ministry of Administrative and Bureaucratic Reform determines the need for ASN in accordance with proposals from central and regional government agencies after receiving consideration from the State Civil Service Agency and the Ministry of Finance regarding the state's financial capacity to pay ASN salaries. Thus the need for ASN proposed by government agencies there is no guarantee that all of them will be approved by the Ministry of Administrative and Bureaucratic Reform. Based on data from the Tegal City BKPPD, the average percentage of proposed ASN formations for the Tegal City Government that were approved by the Ministry of Administrative and Bureaucratic Reform over the past 4 years was 76.96% (PNS) and 77.16% (PPPK). These results reflect that obtaining ASN according to the needs of the position is not easy.

Regarding ASN recruitment, there is an interesting phenomenon that has emerged recently, namely the large number of ASN candidates who have resigned. The State Civil Service Agency (BKN) stated that there were 105 CPNS 2021 formation who resigned from their new status as ASN candidates as of Friday 20 May 2022. The reasons for the CPNS resignation were various, including because the salary and benefits did not meet expectations and the location of the job placement was different. not as desired [2]. This phenomenon also occurs within the Tegal City Government. In the last year there were 2 CPNS/PNS people who resigned, the first was a dentist at the RSUD who resigned within 6 months of being appointed as a CPNS on the grounds that he often received pressure from his fellow colleagues in the RSUD environment, the second was a Utilization Manager Regional Property The RSUD resigned 5 months after being appointed as a civil servant on the grounds that the salary and benefits did not meet expectations

This phenomenon indicates that the occurrence of turnover in some CPNS/PNS is influenced by job dissatisfaction in terms of salary and co-worker support as stated by Robbins (2012) regarding essential factors that can affect the level of job satisfaction including: challenging work, decent and fair salary, supportive co-workers, and a conducive work atmosphere. One focus of HR management to achieve competitive advantage is through the management of voluntary turnover by preventing employees who are valuable to the organization from moving or leaving the organization or even participating in competition. [3]. The existence of an intention or intention to move from an employee can be an indicator of a turnover problem in an organization. According to [4], the intention to move is important to note because it is an early predictor of employees quitting work.

Previous research has analyzed several variables that can influence the intention to change organizations such as job stress, job satisfaction, organizational climate and organizational commitment with several studies showing different conclusions or results. According to [5]

work stress has a positive and indirect influence on turnover intention. [6] showed different results that work stress was not proven to affect turnover intention. Another variable that affects turnover intention besides work stress is organizational climate as mentioned in the research results of [7], [8] that organizational climate negatively affects turnover intention, meaning that the intention to move an employee is lower if the organizational climate conditions are getting worse. good. [9] organizational commitment has not been proven to affect turnover intention, on the other hand, the research by [6], [10] proves that organizational commitment positively influences turnover intention. Research related to job satisfaction variables that affect turnover intention also confirms different conclusions. [5]–[7] suggest that turnover intention is proven to be negatively affected by job satisfaction, different conclusions from [9] which states that job satisfaction is not proven to affect turnover intention.

The purpose of this study was to determine: 1) the effect of work stress on turnover intention; 2) the effect of organizational climate on turnover intention; 3) the effect of organizational commitment on turnover intention; 4) the effect of job stress on job satisfaction; 5) the effect of organizational climate on job satisfaction; 6) The effect of organizational commitment on job satisfaction; 7) the effect of job satisfaction on turnover intention; 8) the significance of job satisfaction in mediating the effects of work stress on turnover intention; 9) the significance of job satisfaction in mediating the effect of work climate on turnover intention; 10) The significance of job satisfaction in mediating the effect of organizational commitment on turnover intention.

2 Method

The sample is part of the overall dimensions and characteristics of the population. The conclusions from the lessons that were sampled can be applied to the population. Therefore the collection of samples from the population must be truly representative [12]. Researchers in this study used a purposive sampling strategy. Purposive sampling, as defined by [11] is a sample collection strategy that takes into account special factors. Special characteristics associated with previously known population characteristics form the basis for collecting samples for special purposes. Employees who have served a minimum of 6 months are the basis for collecting this research sample. There were 82 people who were sampled from a total population of 330 PPPK people in the Tegal City Government Environment as research subjects.

The research was carried out using primary data types with an ordinal scale originating from the research subjects. Primary data were obtained from data sources, namely (respondents) whose confidentiality was guaranteed by researchers through the distribution of statements (questionnaires) through online media facilities (google forms) based on the variables studied. Preparation of questionnaires by researchers using a scaling technique with a Likert scale. The Likert scale is used to measure the attitudes, opinions, and views of a person or group of people regarding social phenomena [11]. The Likert scale used has five answer choices with a score of 1-5.

3 Result and Discussion

Researchers conducted pre-research on 30 respondents and used SPSS version 20.0 software to test its validity and reliability with the result that all statements on the research questionnaire for each variable were declared valid and reliable with a reliability value on the work stress variable of 0.857, organizational climate variable of 0.824, the organizational commitment variable is 0.843, the job satisfaction variable is 0.887 and the turnover intention variable is 0.892. While the results of testing the validity and reliability of research respondents using SEM PLS are as follows :

Table 1. Validity and Reliability Test

Variable	Cronbach's Alpha	Composite Reability	Average Variance Extracted (AVE)
Work Stress (X1)	0.760	0.846	0.582
Organizational Climate (X2)	0.819	0.869	0.530
Organizational Commitment (X3)	0.844	0.880	0.513
Job Satisfaction (Z)	0.923	0.934	0.522
Turnover Intention (Y)	0.920	0.932	0.537

he results of the convergent validity test show that the factor loading value for each indicator is above 0.6 and the AVE (Average Variance Extracted) value for each variable is above 0.5 so that it is declared valid. While the results of the reliability test show that each variable has a Cronbach's Alpha value above 0.6 and a composite reliability value above 0.7, so it can be declared reliable.

Table 2. Hypothesis Test

Variabel	Original Sample (O)	P Values	Information
Work Stress (X1) □ Turnover Intention (Y)	0.079	0.055	Not proven
Work Stress (X1) □ Job Satisfaction (Z)	-0.116	0.217	Not proven
Organizational Climate (X2) □ Turnover Intention (Y)	-0.097	0.144	Not proven
Organizational Climate (X2) □ Job Satisfaction (Z)	0.552	0.000	Proven
Organizational Commitment (X3) □ Turnover Intention (Y)	-0.251	0.000	Proven
Organizational Commitment (X3) □ Job Satisfaction (Z)	0.321	0.000	Proven
Job Satisfaction (Z) □ Turnover Intention (Y)	-0.832	0.000	Proven

H₁ : Work stress has an effect on Turnover Intention

The results of testing the first hypothesis show that the effect of the variable Job Stress (X1) on Turnover Intention (Y) shows a parameter coefficient value of -0.079 and a P Value > 0.05 which is equal to 0.055. This shows that the variable Job Stress has not proven to have a significant effect on the Turnover Intention variable or in other words Job Stress does not affect Turnover Intention, thus it is concluded that the first hypothesis is rejected. In line with research conducted by [6] which states that work stress is not proven to affect turnover intention.

H₂ : Organizational climate has an effect on Turnover Intention

The results of testing the second hypothesis show that the effect of the Organizational Climate variable (X2) on Turnover Intention (Y) shows the parameter coefficient value -0.097 and P Value > 0.05, which is equal to 0.144. This shows that the Organizational Climate variable does not prove to have a significant effect on the Turnover Intention variable or in other words Organizational Climate does not affect Turnover Intention, thus it is concluded that the second hypothesis is rejected. In contrast to the research results of [8] which state that organizational climate negatively affects turnover intention.

H₃ : Organizational commitment has an effect on Turnover Intention

The results of the third hypothesis test show that the effect of the Organizational Commitment variable (X3) on Turnover Intention (Y) shows a parameter coefficient value of -0.251 and a P Value < 0.05 which is equal to 0.000. This shows that the Organizational Commitment variable has a significant effect on the Turnover Intention variable or in other words, Organizational Commitment affects Turnover Intention, thus it is concluded that the second hypothesis is accepted. In line with the research results of [12] which states that turnover intention is negatively and significantly affected by organizational commitment.

H₄ : Job Stress has an effect on Job Satisfaction

The results of testing the fourth hypothesis show that the effect of the variable Job Stress (X1) on Job Satisfaction (Z) shows a parameter coefficient value of -0.116 and a P Value > 0.05 which is equal to 0.217. This shows that the variable Job Stress has not proven to have a significant effect on the Job Satisfaction variable or in other words Job Stress does not affect Job Satisfaction, thus it is concluded that the fourth hypothesis is rejected. In contrast to the results of research conducted by [13] proving that stress negatively and significantly affects job satisfaction.

H₅ : Organizational Climate has an effect on Job Satisfaction

The results of testing the fifth hypothesis show that the effect of the Organizational Climate variable (X2) on Job Satisfaction (Z) shows a parameter coefficient value of 0.552 and a P Value < 0.05 which is equal to 0.000. This shows that the Organizational Climate variable is proven to have a significant effect on the Job Satisfaction variable or in other words the Organizational Climate influences Job Satisfaction, thus it is concluded that the fifth hypothesis is accepted. In line with the results of research conducted by [14], [15] which stated that job satisfaction is positively and significantly influenced by organizational climate.

H₆ : Organizational Commitment has an effect on Job Satisfaction

The results of testing the sixth hypothesis show that the effect of the Organizational Commitment variable (X3) on Job Satisfaction (Z) shows a parameter coefficient value of 0.321 and a P Value < 0.05 which is equal to 0.000. This shows that the Organizational Commitment variable is proven to have a significant effect on the Job Satisfaction variable or in other words Organizational Commitment affects Job Satisfaction, thus it is concluded that

the sixth hypothesis is accepted. Similar to the results of [16] which states that job satisfaction is significantly influenced by organizational commitment.

H₇: Job Satisfaction has an effect on Turnover Intention

The results of testing the seventh hypothesis show that the effect of the variable Job Satisfaction (Z) on Turnover Intention shows a parameter coefficient value of -0.832 and a P Value <0.05 which is equal to 0.000. This shows that the variable Job Satisfaction has a significant effect on the Turnover Intention variable or in other words Job Satisfaction affects Turnover Intention, thus it is concluded that the seventh hypothesis is accepted. Similar to the results of research by [17] which states that turnover intention is negatively and significantly affected by job satisfaction.

Table 3. Mediation Test

Variabel	<i>Original Sample (O)</i>	<i>P Values</i>	Informatio n
Work Stress (X1) □ Job Satisfaction (Z) □ Turnover Intention (Y)	0.097	0.208	Not proven
Organizational Climate (X2) □ Job Satisfaction (Z) □ Turnover Intention (Y)	-0.459	0.000	Proven
Organizational Commitment (X3) □ Job Satisfaction (Z) □ Turnover Intention (Y)	-0.267	0.000	Proven

H₈: Job Satisfaction mediates the effect of Job Stress on Turnover Intention significantly

The results of testing the eighth hypothesis (mediation or intervening) show that the effect of the variable Job Stress (X1) on Turnover Intention (Y) through Job Satisfaction (Z) shows the parameter coefficient value -0.097 and P Value > 0.05, which is equal to 0.208. This shows that the variable Job Stress has not proven to have a significant effect on the Turnover Intention variable through Job Satisfaction, meaning that the existence of the intervening variable job satisfaction has no effect on the effect of job stress on turnover intention. Thus it is concluded that the eighth hypothesis is rejected. In contrast to the results of research by [18] who argued that job satisfaction significantly mediates the effect of work stress on turnover intention.

H₉: Job satisfaction mediates the effect of organizational climate on turnover intention significantly

The results of testing the ninth hypothesis (mediation or intervening) show that the effect of the Organizational Climate variable (X2) on Turnover Intention (Y) through Job Satisfaction (Z) shows a parameter coefficient value of -0.459 and a P Value <0.05, which is equal to 0.000. This shows that the Organizational Climate variable has a significant effect on the Turnover Intention variable through Job Satisfaction. This means that the existence of the intervening variable of job satisfaction influences the effect of organizational climate on turnover intention, whereas without going through job satisfaction, organizational climate does not affect turnover intention. Thus it is concluded that the ninth hypothesis is accepted. In line with the results of [15] which states that the effect of organizational climate on turnover intention is mediated negatively and significantly by job satisfaction.

H₁₀: Satisfaction mediates the effect of organizational commitment on turnover intention significantly

The results of testing the tenth hypothesis (mediation or intervening) show that the effect of the variable Organizational Commitment (X3) on Turnover Intention (Y) through Job

Satisfaction (Z) shows a parameter coefficient value of -0.267 and a P Value <0.05 which is equal to 0.000. This shows that the Organizational Commitment variable has a significant effect on the Turnover Intention variable through Job Satisfaction. This means that the existence of the intervening variable job satisfaction influences the effect of organizational commitment on turnover intention, with a parameter coefficient value that is greater than the direct effect of organizational commitment on turnover intention without going through job satisfaction. Thus it is concluded that the tenth hypothesis is accepted. In line with the results of previous studies which states that by using the mediation variable of job satisfaction, an indirect effect of organizational commitment on turnover intention is obtained.

4 Conclusion

The research aimed to address the relationship between work stress, organizational climate, organizational commitment, turnover intention, and job satisfaction among Government Employees with Work Agreements (PPPK) in the Tegal City Government. The following conclusions were drawn from the study: (1) Work stress was found to have no significant impact on turnover intention.(2). Organizational climate was found to have no significant impact on turnover intention.(3). Organizational commitment was found to have a significant negative impact on turnover intention.(4). Work stress did not have a significant effect on job satisfaction.(5). Organizational climate had a significant positive effect on job satisfaction.(6). Organizational commitment had a significant positive effect on job satisfaction.(7). Job satisfaction was found to have a significant negative effect on turnover intention.(8). Job satisfaction was not found to significantly mediate the relationship between work stress and turnover intention.(9). Job satisfaction was found to significantly mediate the relationship between organizational climate and turnover intention in a negative direction.(10). Job satisfaction was found to significantly mediate the relationship between organizational commitment and turnover intention in a negative direction. These findings shed light on the complex interplay between work stress, organizational climate, organizational commitment, job satisfaction, and turnover intention among Government Employees with Work Agreements in the Tegal City Government.

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