

# THE EFFECT OF WORK MOTIVATION, WORK STRESS AND WORK ENVIRONMENT ON THE EMPLOYEE TURNOVER OF ERIA HOSPITAL PEKANBARU

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**Abstract:** This study aimed to determine the effect of work motivation, work stress and work environment on the turnover of Eria Hospital Pekanbaru. The subject of this study were employees of Eria Hospital Pekanbaru. Multiple linear regression model and SPSS program were used. The population of this study were 170 employees of Eria Hospital Pekanbaru, and 34 of them were taken as samples. For analysis, multiple linear regression was used and simultaneous tests were performed. The results show that work motivation, work stress and work environment simultaneously have different effects on the employee turnover of Eria Hospital Pekanbaru. The hypothesis for the work motivation variable is accepted, where it has an effect on the employee turnover with 2.948. furthermore, the hypothesis for the work stress variable (H2) is rejected with 1.424 and work environment (H3) is also rejected with 1.821. It shows that work stress has no effect on the turnover while work environment has an effect on the turnover at Eria Hospital Pekanbaru.

**Keywords:** work motivation, work stress, work environment, employee turnover

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## 1. Introduction

Hospitals are companies that provide services in the form of treatment, care, and health services to the community. To achieve the desired recovery, a person needs help from other parties such as a hospital as the party authorized to provide health services to the wider community (Hadjam, 2001). The hospital as one of the sub-systems of health services provides services including medical services, medical rehabilitation and care services. These services are carried out through emergency units, outpatient units and inpatient units (Muninjaya, 2004).

One of the hospitals that strive to provide such services is Eria Hospital Pekanbaru. They excel in offering first-rate services and products. Service is inseparable from human resources or employees. Excellent services and employees, among others, are important competitive edges of hospitals or other health services.

In the effort of achieving company goals, a company runs into not only problems with work tools, finance and work environment, but also employees (human resources) that manage or maintain other production factors. A company will therefore always try to avoid employee turnover. A company that is ready or wishes to compete must have effective management.

Some of the problems that occur in the work environment of Eria Hospital Pekanbaru include: lack of employee motivation at work, lack of comfort at work, imbalance between authority and responsibility, intervention from other parties, work stress perceived by employees and

heavy workload. These issues are attributable to many factors, one of which is employees' work motivation.

The success of an organization is influenced by many factors, such as: the ability to innovate and improve the quality of the organization, the ability to strongly influence the immediate and wide environment of the organization, the effectiveness and efficiency of all realized processes, the consistency and uncompromising approach to achieving the desired results from any endeavor initiated, etc. However, employee motivation and enthusiasm are arguably the most essential and most important factors that determine the success of the organization. Motivation can be understood as the most important dominance of any organizational system for managing and developing human potential. Motivation is required for high level achievement of all success attributes of the organization and reducing employee turnover. Apart from motivation, addressing problems and reducing turnover rate involves various measures, such as establishing comfortable workplace to employees both by the hospital or fellow employees easing work stress.

Work environment is important for employees. It can be defined as a place that accommodates a number of groups in which there are several supporting facilities to achieve company goals in accordance with its vision and mission (Sedarmayanti, 2013:23). Work environment not only refers to the physical workplace but also include relationship between co-workers. It is not uncommon for employees to leave a job despite having a fine physical work environment, such as one with first-rate and comfortable work facilities, but have poor relationships and communication with the team, causing discomfort at work.

In addition to motivation and work environment, work stress should be particular concern in a job. Robbins defines work stress as a dynamic condition in which a person is confronted with opportunities, obstacles, or demands related to what he wants and for which their success is uncertain (2007:368). Thus, from the above statement it can be concluded that job stress is one of the important factors in determining whether or not employees stay in a company. In carrying out the work a worker can suffer from work stress. Excessive workload as well as time pressure may induce depression and stress in employees, and it is not surprising that turnover is also, in part, attributable to work stress perceived by employees.

In the Eria Hospital, the turnover rate is increasing every year. In 2018, 19 employees left the company. Then it increased to 24 in 2019, and in 2020, the number increased again to 29 employees (Employee Turnover Document Archive 2018, 2019, 2020). The turnover affected several units. This shows that there are problems for and among employees and company management. Therefore, this study aimed to identify the effect of work motivation, work stress and work environment on the employee turnover at Eria Hospital Pekanbaru.

## 2. Literature Review

### Theoretical Foundation and Hypothesis Development

#### Work Motivation (X1)

Robbins (2008: 222) and Timothy A. Judge define motivation as a process that describes the intensity, direction and persistence of an individual to achieve their goals. American authors, Robbins and Coulter (2004) in Martina & Vladimiran (2009: 58) also explain that motivation is the willingness to strive to achieve organizational goals. This willingness is assumed to satisfy individual needs simultaneously. Three important elements in this case are efforts, organizational goals, and needs.

Another author, Berelson in Martina & Vladimiran (2009: 59) states that motivation refers to all the mental impulses of an individual, e.g., his will, effort, etc., and the mental state of the human psyche that initiates them, or puts them into motion. J. Arnold et al. in Martina & Vladimiran (2009: 59) define motivation as relating to things that influence people and incite

them to make decisions, instigate people about what to do and how much effort to be exerted. However, motivation is not the only factor that affects job performance. Ability, quality of equipment, and teamwork of team members also complement motivation.

Ceko in Martina & Vladimiran (2009: 59) defines motivation as a factor system which is the inner driving force of human activity. This force is directly influenced by recognition, experience, and human action. This fits perfectly with the opinion of the Slovak writer A. Grencikova proposing that motivation complex concepts of physiological, biological, economic, psychological, sociological, and other expressions.

One important component of managerial motivation is motivation to manage. This concept was introduced by Miller (1964) in Martina & Vladimiran (2009: 59) where he argues that levels of managerial motivation expressed have influenced the economic success of an organization. From the point of view of organizational success, motivation to motivate, motivation to inspire, incite and reward the behavior of everyone in the organization is very important. They are the most basic resources of organizational effort and profit (Martina & Vladimiran, 2009: 59).

### **Work Stress (X2)**

Greenberg in Kristanto (Kristanto: 5) defines work stress as a combination of sources of stress at work, individual characteristics, and stressors outside the organization. David and Newstrom define work stress as a condition that affects emotions, thought processes, and physical condition of a person, meanwhile, Robbins defines work stress as a dynamic condition where a person is confronted with opportunities, hurdles, or demands related to what they desire and for which success is uncertain (2007: 368).

Stress is a negative emotional condition in the form of tension that may lead to the emergence of physiological, psychological and behavioral reactions (stress reduction) to adapt to the environment which may present stressful, threatening, and dangerous events (stressor) (Taylor in Raudatussalamah, and Fitri, 2012).

Ivancevich, Gibson, Donnelly (Anatan and Ellitan, 2007: 55) formulate stress as an adjustment response motivated by individual differences or psychological processes which are the consequences of every action from the outside (environment), situations, events that set excessive psychological/physical demands on a person. Beehr and Newman (Rivai, 2004: 516) offered a different view from the perspective of interaction between and environment, in which they define stress as a condition in which there is interaction between a person and their work and which is characterized by changes in a person that force them to deviate. According to Sopiah (2018: 87), there are several work-related causes of stress, namely:

1. *Physical environment.* Several stressors are found in the physical work environment, such as excessive noise, poor office space design, lack of privacy, ineffective lighting and poor air quality.
2. *Stress due to roles and tasks.* Stressors due to roles/tasks include conditions where employees have difficulty understanding what their duties are, carry out overly heavy tasks or assume multiple roles at workplace.
3. *Inter-personal stressors.* They include differences in character, personality, background, perception, and competition to achieve work targets.
4. *Organization.* There are many kinds of stressors that come from the organization. Diminishing number of employees is one of the causes of stress not only for those who have left/lost their jobs, but also for those who remain and assume an increased workload.

According to John Suprihanto in Sunyoto (2016: 217), there are a number of workplace stressors, namely:

1. Physical causes, such as:

- a. Noise. Constant and persistent noise can be a source of stress for many people. However, it is important to note that excessive tension also causes the same thing.
  - b. Fatigue. Fatigue problems can cause stress due to decreased ability to work. In turn, it leads to decreased performance and unwittingly causes stress.
  - c. Shift work. Everchanging work patterns can cause stress. This is because an employee is used to the old work pattern and/or old habits.
  - d. Temperature and humidity. Working in a room where the temperature is too high can affect employee performance levels. High temperatures must be balanced with low humidity.
2. Work load  
Excessive workload can cause tension in a person, causing stress. This could be due to the ridiculously high skill level requirement, fast work pace, excessive work volume.
  3. Nature of Work
    - a. New and unfamiliar situations. Facing new and unfamiliar situations at work or in an organization can make a person feel pressure which can lead to stress.
    - b. Personal threat. A certain degree of strict control (supervision) from superiors may be seen as a threat to a person's freedom.
    - c. Acceleration. Stress can occur due to a person's inability to speed up work.
    - d. Ambiguity. Lack of clarity about what to do will invoke confusion and doubt for someone in carrying out a job.
    - e. Feedback. Unclear work standards can make employees dissatisfied because they never know their achievements.
  4. Freedom  
The freedom given to employees is not necessarily a pleasant thing. There are some employees that with the freedom feel uncertainty and inability to act, causing stress.
  5. Distress  
Distress experienced at home, such as marital incompatibility, financial problems, and/or divorce can affect a person's achievement which can eventually become a source of stress.

### **Work Environment (X3)**

According to Mardiana (2005:15), work environment is the environment in which employees carry out their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. According to (Nitisemito in Nuraini 2013:97), work environment can be defined as everything around the employee that can affect the performance of the tasks assigned to them, for example, availability of air conditioner (AC), adequate lighting and so on.

Work environment refers to elements in workers' space that may have an effect on the performance of tasks, such as temperature, humidity, ventilation, lighting, noise, cleanliness and whether or not work equipment is up to the task (Isyandi, 2004:134). According to (Simanjuntak, 2003:39), work environment can be defined as the entire tooling faced, the surrounding environment in which a person works, work methods, and the influence of work both as individuals and as groups. According to (Mardiana, 2005:78), work environment is the environment in which employees conduct their daily, routine job. Furthermore, according to Danang (2015, p.38), work environment is everything around the workers that can affect them in carrying out the tasks assigned to them. Sedarmayanti (2011:21) broadly divides the types of work environment into 2, namely the physical and the non-physical work environment.

1. Physical work environment. It encompasses all physical conditions found in the workplace that can affect employees either directly or indirectly. Direct work environment refers to everything that contacts, interacts, and is associated directly with employees such as the size of the workspace, table, chair, computer and so on. Meanwhile, indirect or



intermediary work environment is the surrounding environment that can affect employee conditions such as air circulation, lighting, noise, vibration, unpleasant odors, colors and others.

2. Non-physical work environment. It refers to all conditions or circumstances occurring related to working relationships in the work environment such as relationships with co-workers, subordinate relationships with superiors and vice versa.

### **Employee Turnover (Y)**

Turnover is the cessation of an employee from work voluntarily or moving from one workplace to another (Dessler in Lisan et al, 2016:420). Turnover intentions should be approached as an important phenomenon and human behavior in organizational life from both an individual and a social point of view considering that the intent to move away will bear a significant impact on the company and the individual concerned.

Harnoto in Putrianti et al (2014:4) states that “turnover intention is the degree or intensity of the desire to leave the company. Many reasons cause this turnover intention and one of them is the desire to get a better job”. The argument is relatively similar to previously proposed argument that turnover intention in essence is the desire to leave or exit from the company.

Panggabean in Yanita and Masdupi (2014:2) defines turnover intention as deliberate and conscious desire to leave the organization. That is, the employee really wants to leave job on purpose. Turnover is important for managers since it can disrupt the continuity of the organization and is costly. Studies show that there is a moderate negative relationship between satisfaction and turnover. With certain relationship strengths, managers are advised to reduce turnover by improving employees’ work satisfaction (Wibowo, 2009:330). According to Suwandi and Indriantoro in Putrianti et al (2014:4), Turnover can be divided into two types, namely:

1. Voluntary turnover which can be defined as an employee leaving the company for voluntary reasons. Voluntary turnover can be divided into two:
  - a. Avoidable turnover. This is due to better wages elsewhere, better working conditions elsewhere, problems with existing leadership/administration, and the existence of other better companies.
  - b. Unavoidable turnover. This is due to relocating to another city/state following partners, changes in individual career directions, the need to stay at home to look after a spouse or child, and pregnancy.
2. Involuntary turnover can be defined as an employee leaving the company because he is forced to. Involuntary turnover is caused by disciplinary actions taken by the company or due to lay-offs.

Mathis and Jackson in Wisantyo and Madiistriyatno (2015:58) classified employee turnover into 6 (six) types, including: involuntary turnover, voluntary turnover, functional turnover, dysfunctional turnover, uncontrollable turnover, and controllable turnover. There are many factors that invoke the intention to move away. According to Handoyo in Yanita and Masdupi (2014:2), they include: work environment, employees’ organizational commitment, trust in the organization, and job security.

Indicators used to identify turnover intention were developed from the research results of Chen & Francesco in Nafiudin and Umdiana (2017:73), namely: intention to leave, desire to look for other job vacancies, and desire to leave the organization in the coming months.

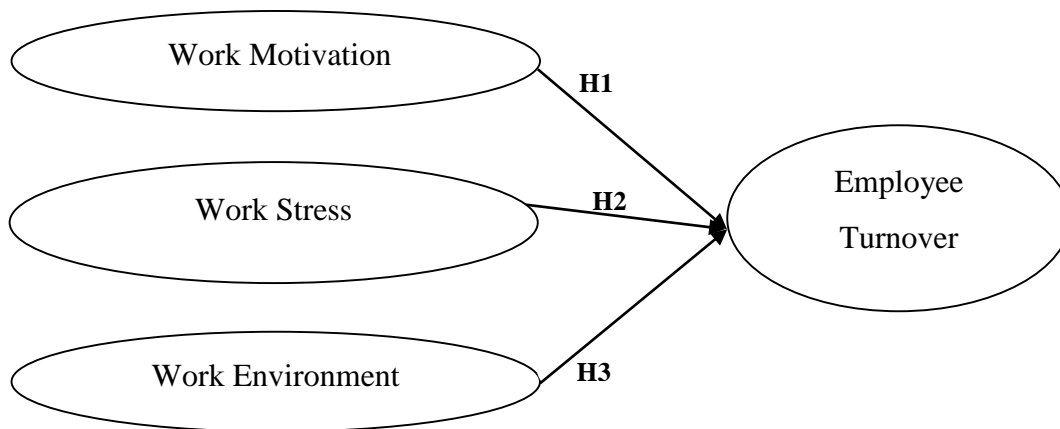
### **3. Method**

#### **Research Objects**

The study was conducted on employees of Eria Hospital Pekanbaru.

## Research Design

The model used in this study was multiple linear regression with the help of SPSS program. The research design in this study was:



## Hypotheses

- H<sub>1</sub> : Work motivation has a significant effect on employee turnover at Eria Hospital Pekanbaru
- H<sub>2</sub> : Work stress has a significant effect on employee turnover at Eria Hospital Pekanbaru
- H<sub>3</sub> : Work environment has a significant effect on employee turnover at Eria Hospital Pekanbaru

## Population and Samples

The population in this scientific work was 170 employees at Eria Hospital. According to Suharsimi Arikunto (2010: 112) regarding sampling for research, if the subject is fewer than 100 people, all of them should be taken, and if the subject is large or more than 100 people, 10-15% or 20-25% or more can be taken. The researchers sampled 20% of the total population or 34 employees using the above formula.

## Data Collection Procedure

### a. Interview

In this study, interviews were conducted with samples in a semi-structured manner to obtain additional information openly so that the samples could elaborate their opinions as additional information in addition to using a questionnaire.

### b. Questionnaire

The questionnaire in this study contained a Likert scale and written questions to elicit information from the respondent in the sense of self-reporting, or things known to the respondent. In this study, the researchers distributed the questionnaire directly.

## Analysis Methods

The analysis in this study was descriptive, namely analysis by collecting, grouping and tabulating data, in this case each variable was described in the form of questions measured by a Likert scale (Sugiyono, 2004: 86) from which respondents' responses were processed into ordinal data with values ranging from 1 to 5.

### a. Multiple Linear Regression Equation

Multiple linear regression equation was chosen because the researchers wanted to determine the extent to which work motivation, work stress, and work environment affect employee turnover at Eria Hospital Pekanbaru.

**b. Determination Test ( $R^2$ )**

It was performed to test the feasibility of the regression model developed in accordance with the data. The  $R^2$  was between 0 and 1. The determination test was intended to measure the proportion of variation of the dependent variable that can be explained by the independent variable. The higher the  $R^2$  value, the better the regression model in regards to the existing data.

**c. Partial Testing**

*Individual Test (t)*: If  $t_{count} > t_{table}$ , then variable X1, X2, and X3 partially have a significant effect on variable Y.

If  $t_{count} < t_{table}$ , then the variable X1, X2, and X3 partially have no have a significant effect on variable Y.

The testing can be performed in two ways:

**Data Quality Test**

a. Validity Test, intended to measure how well a concept can be defined by a measure (Hair et al, 1998).

b. Reliability, intended to measure the consistency of respondents' responses so that they can be trusted (Saydam, 2005).

**Classical Assumption Test**

According to Saydam (2005), classical assumption test includes:

a. Normality test to determine if the data of the two variables were normally distributed or not.

b. Multicollinearity test to test whether the regression model found a correlation between the independent variables.

c. Heteroscedasticity test to determine if there is variance inequality from the residual of one observation to another in the regression model.

## 4. Result and Discussion

### Results of Three Model Statistical Test

The three models consisted of autocorrelation test, heteroscedasticity test and multicollinearity test. Based on the research results, processing results can be seen in the following table:

**Table 2. Three-Model Statistical Test**

Model	Autocorrelation	Heteroscedasticity	Multicollinearity
dL	1.312		
dU	1.842		
D Count	2.201		
4-dU	2.072		
Correlation X1		0.821	
X2		0.854	
X3		0.842	
Vif			1.00
X2			

Source: Processed Research Results

### Autocorrelation Test

This testing was performed to test if there is an autocorrelation problem to minimize the level of bias due to dissimilar data collection times. From the calculation, a d count value of 2.201 was obtained. dL and dU values were calculated with the Durbin-Watson table extrapolation, yielding 1.312 and 1.842, respectively. The criteria for the  $d < 2$  hypothesis test are as follows:  $H_a$  result is accepted if  $d < dL$ .  $H_0$  is accepted if  $d < dL$ . From the calculations, we know that:

$dL < dU < d$  Count  $< 4-dU = 1.312 < 1.842 < 2.201 < 4-1.842$ , thus, the Durbin-Watson test result isconvincing.

### Heteroscedasticity Test

Heteroscedasticity testing was carried out using the Spearman rank correlation method (non-parametric), where it is significant if the test value was  $> 0.05$ . From the calculations we obtained:

Significance value of  $X_1 = 0.821\%$ ,  $X_2 = 0.854\%$ ,  $X_3 = 0.842\%$ .the  $X_1$ ,  $X_2$  and  $X_3$  values were greater than 5%, thus, overall, the regression equation contains heteroscedasticity.

### Multicollinearity Test

This test was conducted to test whether there was no multicollinearity between the independent variables in the multiple linear regression model. The test obtained a VIF value (Variance Unflation Factor) fir  $X_2$  of 1.00. Based on this value, it can be concluded that there is no multicollinearity in the multiple linear regression developed since the VIF obtained was below 10.

### Multiple Linear Regression Calculation Results

From the calculations multiple linear regression with the help of SPSS on a computer, we obtained the results of the independent variables on employee turnover, presented in the following table:

**Table 3. Multiple Linear Regression Calculations**

Independent Variables	Regression Coefficient	t-count	t-table
Work Motivation ( $X_1$ )	0.411	2.948	2.032
Work Stress ( $X_2$ )	0.224	1.424	2.032
Work Environment ( $X_3$ )	0.246	1.821	2.032
Constant (a)	= 5.816		
Probability	= 0.00		
$R^2$	= 0.702		
$R^2$ Multiple	= 0.943		

Source: Research Results Processed Data

Based on the calculations of multiple linear regression coefficients as shown in the table above, the following regression equation can be made:

$$Y = a + b_1X_1 + b_2X_2 + B_2X_2 + e$$

$$Y = 5.816 + 0.411 X_1 + 0.224 X_2 + 0.246 X_2 + e$$

The regression equation above shows that the linear regression constant is positive, while the coefficients for each variable  $b_1 + b_2 + b_3$  are also positive. This indicates that the better the condition and support of work motivation, work stress and work environment variables, the better the employee turnover, or in other words, lower employee turnover rate.

### Regression Coefficient

Based on the SPSS processing outputs, the effect of work motivation ( $X_1$ ) showed a value of 0.411, thus, it means that if the work motivation variable increased by 1%, employee turnover would increase by 0.411 (lower employee turnover). The effect of work stress ( $X_2$ ) was 0.224. It means that if the work stress variable increased by 1%, employee turnover would increase by 0.224. Work environment ( $X_3$ ) showed a value of 0.246. It means that if the work environment variable increased by 1%, employee turnover would increase by 0.246.

### Coefficient of Determination ( $R^2$ )

To determinethe extent to which overall X variables simultaneously affect Y variable, based on the calculation results, it is known that the value of the determinant coefficient ( $R^2$ ) was



0.702, which means that the X variables affect 70% of the Y variable, while the remaining 30% is influenced by other factors outside the study.

### t-Test

The calculations of the t count obtained a value of 2.948 for the work motivation (X1) variable, 1.424 for the work stress (X2) variable and 1.821 for the work environment (X3) variable. Meanwhile, the t table was 2.032. These values indicate:

$X1 = 2.948 > 2.032 =$  hypothesis H1 is accepted

$X2 = 1.424 < 2.032 =$  hypothesis H2 is rejected

$X3 = 1.821 < 2.032 =$  hypothesis H3 is rejected

Therefore, work motivation, work stress and work environment do not simultaneously affect the employee turnover at Eria Hospital Pekanbaru because the X1 variable is accepted while X2 and X3 are rejected. Furthermore, the hypothesis of work motivation (H1) is accepted, meaning that work motivation has an effect on the employee turnover. The hypothesis of work stress (H2) is rejected, meaning that work stress has no effect on the employee turnover. Lastly, the hypothesis of work environment (H3) is rejected because it has a negative, significant effect on the employee turnover of Eria Hospital Pekanbaru. In other words, work environment has an effect on the employee turnover at the Eria Hospital Pekanbaru.

### Discussion

From the results of the study, we can see that there is a significant relationship between work motivation and turnover intention. This is in accordance with the research results of Claude Fernet PhD et al (2017) demonstrating that employees are motivated to finish their work because of the perceived pleasure and satisfaction or because they personally believe in the importance or value of their work, which indirectly results in decreased employee turnover and employees who finish their work due to direct internal or external pressure predict positively the effect of employee turnover. From this, we can conclude that one of the factors that causes employees to stay in a company is because the individual has good work motivation, and the company also strives to turn the pressure on employees into good motivation.

For work stress, the results showed that work stress has no effect on the employee turnover. This is in line with the results of Tianan Yang et al (2021) demonstrating that work stress and challenges are negatively related to employee turnover. He also added that to prevent work stress from resulting in turnover, managers must set reasonable goals for dealing with stress. Appropriate intervention measures should be devised such as reducing barrier pressure, increasing remuneration, and promoting a better compatibility between workload and work value to reduce turnover intention. Finally, balancing the treatment of employees in different areas can help achieve relative equity, so that employee work stress will not cause turnover but cause employees to be more motivated instead. This is because when managers deal with stress in employees in a compelling manner, employees are more likely to be motivated in carrying out their duties.

It is in line with the statement from Zhiyong Li (2021) asserting that work stress plays a full mediator role between psychological capital and turnover. Oftentimes work stress is related to employee psychology and from the above explanation it can be inferred that work stress is not one of the main causes of employee turnover because job stress is one of the mediating factors between X and employee turnover.

Furthermore, in regards to work environment, in line with the study from Erwinda et al (2020) expressing that work environment has a simultaneous effect on the turnover at PT Neuronworks Indonesia, meaning that if the company succeeds in inducing work satisfaction and establishing a conducive work environment, the turnover intention will noticeably decrease. Then, it is also in line with the study by Sandy et al. (2011) saying that nurses view harmonious co-worker

relationships, recognition and professional development as important retaining factors. Naturally, nurses working in an unfavorable environment that is overwhelmed by destabilizing forces reported frustration and showed an intention to leave their work environment.

## 5. Conclusions

One of the factors that causes employees to stay in a company is because the individual has good work motivation, and the company also strives to turn the pressure on employees into good motivation. Work stress is not one of the main causes of employee turnover because job stress is one of the mediating factors between X and employee turnover. The employee working in an unfavorable environment that is overwhelmed by destabilizing forces reported frustration and showed an intention to leave their work environment.

This study has several limitations, such as, among others, the work stress studied is work stress in general, not divided into challenge-related work stress or other work stress. Therefore, it is that future research will address this shortcoming. In addition, as elaborated in previous studies that work stress is often associated with employee psychology and work stress is a mediating factor for other factors and employee turnover, this study does not look into employee psychology and involve mediating factors. Thus, future research is expected to consider them.

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