

# Impact of time demands of work on employees' job satisfaction, job stress, and turnover intention

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# Impact of Time Demands of Work on Employees' Job Satisfaction, Job Stress, and Turnover Intention

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The purpose of this study was to analyze the impact of time demands of work on job satisfaction, job stress, and turnover intention of employees of PT Bank Tabungan Negara (Persero) Tbk. Branch Harapan Indah, Bekasi (PT BTN Harapan Indah). Census methodology was applied using the total populations of PT BTN Harapan Indah with 108 populations. However, only 85 of the amount responded. The data were analyzed using path analysis with Smart PLS 2.0.M3. It was found that time demands of work did not have significant impact on turnover intention. Furthermore, time demands of work did not have significant effect on job satisfaction. On the other hand, job satisfaction negatively and significantly influenced turnover intention. Job satisfaction did not mediate the relationship between time demands of work and turnover intention. Time demands of work positively and significantly influenced job stress. Job stress positively and significantly influenced turnover intention. Job stress successfully mediated the relationship between time demands of work and turnover intention. Job stress negatively and significantly influenced job satisfaction. At last, job satisfaction successfully mediated the relationship between job stress and turnover intention. The results were obtained from 85 respondents in a branch of a banking company. The findings provide a better understanding of employee job stress and turnover intention through analyzing the time demands of work.

**Keywords:** Job Satisfaction, Job Stress, Time Demands of Work, Turnover Intention.

## 1. INTRODUCTION

The aim of this study was to analyze the impact of time demands of work on job satisfaction, job stress, and turnover intention of employees. Working time is closely related to employee with his/her company and job. The amount of working time tasked to an employee is usually settled at the time of contract agreement with the company.

The normal amount of work hour applied in Indonesia is 8 hours per day with a total of 40 hours per week. However, a company often asks its employees to go beyond the ideal time either to make sure deadlines are met by the employees or there is just another reason that keeps employees to stay a little longer in the office. On the other hand, work that is brought to home is categorized as high demanding time of work. Wicramasinghe<sup>15</sup> showed that time demands of work have a negative impact and significant on employees' job satisfaction. This means the higher time demands of work of a job, the less job satisfaction will be. According to Robbins,<sup>11</sup> job satisfaction is employee attitude toward what they perceive to be getting than what they are really getting.

Kanwar<sup>6</sup> explained that job satisfaction and organizational commitment have an important relationship toward employee's

turnover intention in an organization. Turnover intention refers to employee's decision to leave or stay in an organization.<sup>5</sup> Satisfied employees tend to have willingness to stay and have no intention of seeking another job. On the other hand, turnover intention can also be influenced directly by time demands of work. According to the past study of Wicramasinghe,<sup>15</sup> time demands of work positively and significantly impact employee's turnover intention. This has meaning that the higher time demands of work felt by employees, the bigger the chance they will think about quitting the job. Low level of turnover intention of an organization brings many benefits to the organization, namely: Preserving new employee's recruitment cost to replace the outgoing employees and making sure money invested in employee's training and development will deliver results as expected.

Past studies have shown that time demands of work might impact employee's job stress. Nadem, et al. (2013) showed that job stress is influenced by many factors such as excessive work load, overtime, overwork, role ambiguity, and work family conflict. Job stress is a tense condition that affects one's emotion, thinking process, and condition.<sup>4</sup>

The high level of stress felt by employees might bring negative impact toward a company. A stressed employee tends to be not so effective in their work which will affect his/her performance and thus affect the company's performance. On the other hand,

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Handoko<sup>4</sup> explained that stress is one of the main inflictors of employee's bad health. One that feels stress will likely to get sick. Furthermore, stress makes it hard for somebody to be focused on what they are working, easily angry and struggled to face his/her surroundings.

This study was conducted based on a phenomena gap regarding time demands of work in PT Bank Tabungan Negara (Persero) Tbk. Harapan Indah Branch, Bekasi. Pre-study interview revealed that the company employs overtime for its employees. Employees were needed to stay a little longer in the office to finish the unfinished tasks or to do an urgent task that needs to be finished on the day. Overtime started after normal work hour was passed, at 16.30. The compensation for the overtime was to be paid in the next month. Employees generally took overtime two until three times a week, meaning employees worked until late at night at least twice a week. Furthermore, in the end of the month employees were tasked with more work than the normal day and were required to work for more hours. Break time during a day was an hour, from 12.00 until 13.00. Some employees, such as teller, customer service and security guards, were given less break time as they needed to directly face the customers. This happened because there was no break at the bank, meaning customers might come during a normal break time.

## 2. LITERATURE REVIEW

### 2.1. Time Demands of Work

Time demands of work (TDW) refer to amount of time spent by an employee to complete his/her work. According to Wicramasinghe,<sup>15</sup> time demands of work can be observed by three items, they are: "Usually I work more hours, sometimes late in the night," "Usually I come to work on weekends, sometimes both Saturday and Sunday," and "Usually I take office work home when I leave the office, which I couldn't complete during the day."

### 2.2. Job Satisfaction

Robbins and Judge<sup>11</sup> define job satisfaction (JSat) as a positive feeling about the job resulting from an evaluation from its characteristics. Handoko<sup>4</sup> stated that job satisfaction is an emotional state of an employee toward his/her work; a positive or negative feeling in working. Kreitner and Kinicki<sup>7</sup> explained that there are five factors that will account for job satisfaction. These factors are:

1. Need fulfillment, job satisfaction is determined by the extent to which a job, with its nature and tasks, allows an employee to meet his/her personal needs;
2. Discrepancies, job satisfaction is determined by the ratio between an employee's expectation and really he/she gets;
3. Value attainment, satisfaction is a result of an employee's perception toward a work which fulfills his/her work value;
4. Equity, job satisfaction is met if one feels to be treated in fairness;
5. Dispositional/Genetic Components, job satisfaction is varying from one to another based on their own personalities.

### 2.3. Job Stress

Umar<sup>14</sup> defines job stress (JStr) as a situation or a condition in which there is stress felt by an employee who affects his/her

emotion, way of thinking, and condition. Handoko<sup>4</sup> divides job stress into 2 categories, which are:

1. On-The-Job, job stress is inflicted from the work done by an employee.
2. Off-The-Job, job stress is inflicted from problems outside the organization that affect employees.

Luthans<sup>10</sup> says there are 4 stressors, they are:

1. Extraorganizational stressor
2. Organizational stressor
3. Group stressor
4. Individual stressor.

### 2.4. Turnover Intention

According to Tett and Meyer<sup>2</sup> turnover intention (TI) is a planned desire or plan of an employee to leave the company or the organization he/she is in.

### 2.5. Relationship Between Time Demands of Work and Turnover Intention

A study by Wicramasinghe<sup>15</sup> showed that time demands of work will positively affect employee's turnover intention. It means the higher the time demands of work, the higher the turnover intention will be. It indicates that a higher time demands of work tasked to employees will trigger his/her intention to leave the company or organization. From this brief explanation, first hypothesis is proposed:

H1: Time demands of work will positively affect employee's turnover intention.

### 2.6. Relationship Between Time Demands of Work and Job Satisfaction

Wicramasinghe<sup>15</sup> showed that time demands of work will negatively affect job satisfaction. It shows that the higher time demands of work, the lower job satisfaction will be. In other words, a work that consume a lot of time will result in a low job satisfaction. From this explanation, this hypothesis is proposed:

H2: Time demands of work will negatively affect job satisfaction.

### 2.7. Relationship Between Job Satisfaction and Turnover Intention

Study on the relationship between job satisfaction and employee's turnover intention, done by Wicramasinghe,<sup>15</sup> shows that job satisfaction negatively affect employee's turnover intention. It indicates that job satisfaction will prevent an employee from having an intention to leave his/her job. From this explanation, the third hypothesis is proposed:

H3: Job satisfaction will negatively affect employee's turnover intention.

### 2.8. Relationship Between Time Demands of Work, Job Satisfaction and Turnover Intention

In the study of Wicramasinghe,<sup>15</sup> job satisfaction successfully mediates the relationship between time demands of work and employee's turnover intention. It means that time demands of work have an indirect effect toward turnover intention which is mediated by job satisfaction. From this on, following hypothesis is proposed:

H4: Job satisfaction will mediate the relationship between time demands of work and employee's turnover intention.



### 2.9. Relationship Between Time Demands of Work and Job Stress

Uehata<sup>13</sup> finds that excessive working time will trigger stress on the employees. The concept of the relationship between time demands of work and job stress is further strengthened by Luthans<sup>10</sup> work which reveals the same result. Employees who spend most of their time on working will easily get bored and stressed. From this explanation, following hypothesis is proposed:

H5: Time demands of work will positively affect employee's job stress.

### 2.10. Relationship Between Job Stress and Turnover Intention

Wicramasinghe<sup>15</sup> finds that job stress will positively affect employee's turnover intention. It indicates that with high level of stress, an employee will be likely thinking about resigning from his/her current job. Handoko<sup>4</sup> explains that the most extreme implication from job stress is quitting from his/her current job. From this explanation, the sixth hypothesis is proposed:

H6: Job stress will positively affect employee's turnover intention.

### 2.11. Relationship Between Time Demands of Work, Job Stress and Turnover Intention

Wicramasinghe<sup>15</sup> suggests that time demands of work will positively affect turnover intention. It means that high level of time demands of work tasked to an employee will trigger his/her intention to leave the job. On the other hand, Uehata<sup>13</sup> explains that time demands of work will positively affect job stress. From this explanation, following hypothesis is proposed:

H7: Job stress will mediate the relationship between time demands of work and employee's turnover intention.

### 2.12. Relationship Between Job Stress and Job Satisfaction

A stressful employee will find his/her satisfaction toward his/her job to be low. An employee who is in a stress condition will regard his/her job as a burden. From this explanation, the following hypothesis is proposed:

H8: Job stress will negatively affect job satisfaction.

### 2.13. Relationship Between Job Stress, Job Satisfaction and Turnover Intention

Applebaum, et al.<sup>1</sup> explains that job stress will significantly affect job satisfaction. Job satisfaction is found to have a significant and positive impact toward turnover intention.<sup>1</sup> From this explanation, the following hypothesis is proposed:

H9: Job satisfaction will mediate the relationship between job stress and turnover intention.

All hypotheses and relationships are presented in the Figure 1 above.

## 3. RESEARCH METHODOLOGY

For the present study, there were three different variables which are:

- (1) time demands of work (TDW) as the independent variable,
- (2) job satisfaction (JS) and job stress as the intervening variables and
- (3) turnover intention as the dependent variable.

Respondents of this study were the employees of PT Bank Tabungan Negara (Persero) Tbk. Harapan Indah Branch, Bekasi. Population was all of the employees of the company for as many as 108 people. This research adapted census method meaning all of the population had the same chance of participating in the study. However, from 108 questionnaires only 85 were returned to the researcher.

Data used in the present study were the results of interviews with a representative of the company as well as the questionnaires delivered to the respondents. The questionnaire addressed questions to get respondent's perception toward the indicators of the variables. This study used a Likert scale ranging from 1 to 5.

Time demands of work were measured by three indicators (work overtime, go to work during weekends and bring the work to home). Job satisfaction was measured by five indicators (work itself, salary, supervision, workmate relationship and chance for promotion). Job stress was measured by five indicators (physiologist, cognitive, subjective, behavior and organizational aspect). Turnover intention was measured by three indicators (intention to resign, intention to look for another job and intention to leave the organization in the near future).

Analysis tool used for the present study was SmartPLS (Partial Least Square). PLS works under two stages which were the 1) outer model and 2) inner model. Outer model consisted of validity test (convergent validity and discriminant validity) and reliability test. Inner model consisted of *R*-Square test and hypotheses test.

## 4. RESULTS AND DISCUSSION

### 4.1. Outer Model

#### 4.1.1. Convergent Validity

Convergent validity test measured the loading factor score of each construct. According to Chin,<sup>3</sup> in the early stage of a research, loading factor score of 0.5 to 0.6 can be considered adequate. Based on that explanation, construct which has score below than 0.5 is considered to have no convergent validity and thus the construct should not be taken into account.<sup>3</sup> In the case of this research, the initial model had score below than 0.5. Therefore, modification to the model was applied until validity is met.

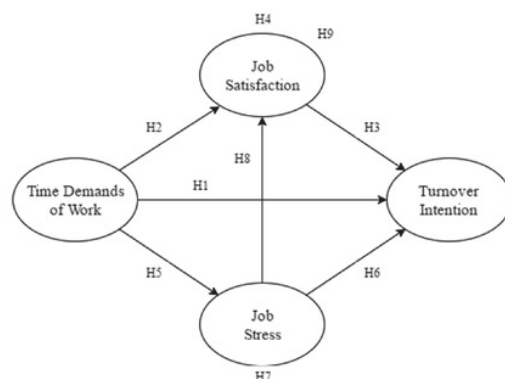


Fig. 1. Theoretical framework.

**Table I. Composite reliability.**

Variables	Composite reliability
Job satisfaction	0.841577
Job stress	0.929151
Time demands of work	0.910798
Turnover intention	0.954549

Source: Primary data processed using SmartPLS, 2016.

#### 4.2. Reliability Test

Reliability test on PLS can be done in two ways, which are composite reliability and cronbach's alpha. According to Ghazali,<sup>3</sup> an instrument is deemed reliable if the composite reliability score is >0.70. Apart from using composite reliability, cronbach's alpha can also be used to test the reliability of an instrument. An instrument is categorized as reliable if the cronbach's alpha score is >0.70.

From Tables I and II, composite reliability and cronbach's alpha score of each variable has a score of more than 0.70. Therefore, it can be concluded that all variables of this research have met the reliability test.

#### 4.3. Inner Model

##### 4.3.1. R-Square

According to Ghazali,<sup>3</sup> changes occurred in R-Square value shows how strong the impact of an independent latent variable toward a dependent latent variable.

Based from Table III, we can draw conclusions as follows:

1. Job satisfaction (JSat) is influenced by Time Demands of Work (TDW) for 17.1012% (weak);
2. Job stress (JStr) is influenced by TDW for 16.434% (weak);
3. Turnover Intention (TI) is influenced by TDW, JSat, and JStr for 41.0411% (moderate).

#### 4.4. Hypotheses Testing

According to Ghazali,<sup>3</sup> a hypothesis can be considered as significant if the correlation score on the path coefficients shows  $t$  measurement <  $t$  Table 1.96.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Standard error (STERR)	T statistics ( O/  STERR )
JSat → TI	-0.49576	-0.50737	0.067938	0.067938	7.297279
JStr → JSat	-0.42180	-0.43605	0.104145	0.104145	4.050148
JStr → TI	0.218806	0.220253	0.095544	0.095544	2.290117
TDW → JSat	0.021551	0.018049	0.104402	0.104402	0.206421
TDW → JStr	0.405388	0.415428	0.076163	0.076163	5.322638
TDW → TI	0.068810	0.064610	0.097200	0.097200	0.707920

Source: Primary data processed using SmartPLS, 2016.

#### 4.5. Relationship Between Time Demands of Work and Employee Turnover Intention

Based on the hypotheses test, it was found that time demands of work influenced turnover intention with the score 0.70792.

**Table II. Cronbach's alpha.**

Variables	Chronbach's alpha
Job satisfaction	0.776638
Job stress	0.915187
Time demands of work	0.886041
Turnover intention	0.944831

Source: Primary data processed using SmartPLS, 2016.

The score showed that time demands of work did not have a significant impact toward turnover intention as it was less than 1.96. Therefore, H1 was rejected.

#### 4.6. Relationship Between Time Demands of Work and Job Satisfaction

Based on the test, time demands of work influenced job satisfaction with the score 0.206421. The score showed that time demands of work did not have a significant impact toward turnover intention as it was less than 1.96. Therefore, H2 was rejected.

#### 4.7. Relationship Between Job Satisfaction and Turnover Intention

Based on the test, job satisfaction influenced turnover intention with the score 7.297279. The score showed that job satisfaction had a negative and significant impact on turnover intention. Therefore, H3 was accepted. The result gives further support on Wickramasinghe's<sup>15</sup> work that shows job satisfaction has a negative impact on employee's turnover intention.

#### 4.8. Relationship Between Time Demands of Work, Job Satisfaction and Turnover Intention

Based on the test, time demands of work did not have a significant impact on employee's job satisfaction. On the table above we can also see that job satisfaction negatively and significantly influenced turnover intention. Therefore, job satisfaction did not successfully mediate time demands of work with turnover intention and thus, H4 was rejected.

#### 4.9. Relationship Between Time Demands of Work and Job Satisfaction

Based on the test, time demands of work had a positive impact on job stress with the score 5.322638. The score showed that time demands of work positively and significantly impact employee's job stress. It indicated that the higher the time demands of work, the higher possibility for the employee's to be stressful about their job. Therefore, H5 was accepted. This result gives further support on Uehata's<sup>13</sup> finding which states that time demands of work will positively impact employee's job stress.

**Table III. R-square.**

Variables	R-square
Job satisfaction	0.171012
Job stress	0.16434
Time demands of work	
Turnover intention	0.410411

Source: Primary data processed using SmartPLS, 2016.



#### 4.10. Relationship Between Job Stress and Turnover Intention

Based on the hypothesis test, job stress had a significant and positive impact on turnover intention with the score 2.290117. The result indicated that the more stressful a job for an employee, the more likely he/she intends to resign from his/her job. Therefore, H6 was accepted.

#### 4.11. Relationship Between Time Demands of Work, Job Stress and Turnover Intention

Based on the hypothesis test, time demands of work had a positive and significant impact on job stress. On the table we can also see that job stress had a positive and significant impact on turnover intention. With the results stated previously, it was found that job stress did successfully mediate the relationship between time demands of work and turnover intention. Therefore, H7 was accepted.

#### 4.12. Relationship Between Job Stress and Job Satisfaction

It was found that job stress had a negative impact on job satisfaction with the score of 4.050148. The score indicated that job stress had a negative and significant impact on employee's job satisfaction. Therefore, H8 was accepted. In hindsight, the more stressful a job for an employee, the less satisfied he/she will be about his/her job.

#### 4.13. Relationship Between Job Stress, Job Satisfaction and Turnover Intention

Based on the test, it was found that job stress had a negative and significant impact on employee's job satisfaction. On the table, we can also see that job satisfaction had a negative and significant impact on turnover intention. In short, job satisfaction variable did successfully mediate the relationship between job stress and turnover intention. Therefore, H9 was accepted. This finding gives further support on Applebaum et al's<sup>1</sup> finding which shows that job satisfaction successfully mediates the relationship between job stress and turnover intention.

### 5. CONCLUSION

From the results of this study, it can be concluded that:

1. Time demands of work did not have a direct impact on turnover intention.
2. Time demands of work had an indirect impact on turnover intention if it was mediated by employee's job stress.
3. Job satisfaction did not successfully mediate the relationship between time demands of work and employee's turnover intention.
4. Employee's job stress had an indirect impact on turnover intention if it was mediated by employee's job satisfaction.

The present study showed that time demands of work at some extent was felt by the employees of PT Bank Tabungan Negara (Persero) Tbk. Harapan Indah Branch, Bekasi. It indicated that employees sometimes felt the working time was too much. It is suggested to evaluate the working time currently applied and assess whether it is possible to prevent the employees to work

overtime. The company can also hire more employees to provide an ideal workload to the existing employees.

Employees' perceptions toward time demands of work were proved to have a direct impact on the job stress. On the other hand, time demands of work were proved to have an indirect impact toward employee's intention to resign from his/her job which was mediated by job stress. Therefore, it is important for the company to reassess its current workload policy in order to prevent the employees to feel stressed of their job.

Job satisfaction was found to be in a good state. However, in the question regarding salary, it was found to have a moderate satisfaction. From this phenomena, it is suggested to the company to evaluate its current compensation system to better improve employee's job satisfaction.

On the other hand, employees' perceptions toward job stress showed a moderate level. It indicates that sometimes employees may feel stressful about their job. In the present study, it also showed that job stress the employees were feeling had an impact on their intentions to resign from their job. Moreover, job stress was proved to cause less satisfaction on employees' jobs. As the result, it is suggested to the company to reassess regarding job description and job specification currently applied as well as give clearer and structured directions about the job that needs to be done to lessen the possibility for the employees to feel stressful about their job.

Employees' perceptions toward turnover intention showed a moderate level. It indicates that employees might sometimes think about resign from their job and seek for another job elsewhere. Employee's intention to leave requires some attentions from the company as if it was neglected, it would cause some negative implications such as the high rate of turnover intention, fail to retain the best talents available, etc. From this finding, it was also found that turnover intention was also caused by stressful jobs. Therefore, it is suggested to the company to evaluate many aspects that would trigger stress the employees.

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