

**COMPARISON ANALYSIS OF JOB STRESS, WORKING CONDITION, AND EMPLOYEE  
INTENTION TO LEAVE BETWEEN MALE AND FEMALE EMPLOYEES  
AT PT. BANK SULUT (PERSERO), TBK MANADO**

by:

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**ABSTRACT**

Nowadays we may find that people get stress easily, considering the demand of good performance of employees is increasing. The objective of this research is to find out if there is any significant difference of job stress, working condition and employee intention to leave between male and female employees at PT. Bank Sulut, Main Branch. The type of research is comparative study. This research uses quantitative method and Independent sample T-test to analyze the data. This research is conducted in Manado with the sample size of 50 respondents, consisting of 25 male respondents and 25 female respondents. The result of the study shows that there is significant difference of job stress between male and female employees at PT. Bank Sulut, Main Branch. Another result of the study shows that there is no significant difference of working condition and employee intention to leave between male and female employees. Pressure and bad things that happen on the employees can lead to stress, and when the situation get worse, there will be a probability that an employee intend to leave or quit the job. As the suggestion to prevent job stress and employee intention to leave, they may rearrange their workspace, because that would bring positive energy to the work environment and make it a good working condition.

**Keywords:** *employee performance, job stress, working condition, leave intention.*

**INTRODUCTION**

**Research Background**

Competition and the increasingly high demands of professionalism raise many pressures to be encountered individuals in the work environment. In addition to pressure from the working environment, family environment and social environment are also potentially cause anxiety. Adverse impact of the presence of an anxiety disorder that is often experienced by the public and employees in particular called stress.

Stress can be defined as work pressure felt by employees for work tasks they cannot fulfill. It means, the stress arises when employees are unable to fulfill what the job demands. Work stress is inherent in almost every job and it is a condition or event that requires an adaptive response by an individual. In the short term, stress without any serious handling of the company makes employees become depressed, unmotivated, and frustrated causes employees could not work optimally so that their performance will be impaired. In the long run, the employee cannot resist the stress of work so he could no longer work in the company. In the more severe stages, stress could make employees become ill or even to resign (turnover).

A good working condition influences the employee satisfaction at workplace. Satisfied employees are more likely to perform their jobs better. The more they are satisfied, the more they are committed and unintended to quit. The low level of job satisfaction causes employees to feel a poor sense of belonging to the organization and search for alternative jobs. Therefore, job satisfaction has an important role in maintaining commitment and influencing intention to leave.

As human being, employees at PT. Bank Sulut, Main Branch is certainly faced with a dilemma condition. They usually encounter stress in the workplace because of the the excessive demands of organizations for better job outcomes. Some negative effects such as uninterested to the job, a lack of concern for the organization, or a loss of responsibility can occur. It may cause a decrease in job satisfaction of employees and this condition will certainly lead to job stress. Stressful employees feel dissatisfied with their jobs, and end up quitting from the company. Therefore it is important for PT. Bank Sulut, Main Branch to meet the needs of employees and create a comfortable work condition so it is could not likely to be exposed to stress.

Job stress experienced by male and female employee could be different. Multiple role demands as a career woman and housewife commonly experienced by women who are involved in the organization's environment, making it more susceptible to stress which can cause psychological suffering in the form of anxiety compared than men. Work demands, household and family economics are potentially causing a career woman susceptible to stress.

## **Research Objective**

The objectives of this research are:

1. To analyze the significant difference of job stress between male and female employees at PT. Bank Sulut, Main Branch.
2. To analyze the significant difference of working condition between male and female employees at PT. Bank Sulut, Main Branch.
3. To analyze the significant difference of employee intention to leave between male and female employees at PT. Bank Sulut, Main Branch.

## **THEORETICAL FRAMEWORK**

### **Theories**

#### **Human Resources Management**

Noe, et al. (2012:5) defined human resources management as the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Ebert and Griffin (2003:223) stated that Human Resources Management is the set of organization activities in which developing, attracting, and maintaining the effective workforce. Human resources are critical for the effective organizational functioning. Dessler (2005:4) defined human resources management as the process of acquiring, training, appraising and compensating employees and attending to their labor relations, health and safety and fairness concerns. Mondy, et al. (1993:4) stated that Human Resources Management is the utilization of human resources to achieve organizational objectives.

#### **Employee Performance**

Aguinis (2009) cited by Achmad & Shahzad (2011) described that the definition of performance does not include the results of an employee's behavior, but only the behavior themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work. Perceived employee performance represents the general belief of the employee about his behavior and contribution in the success of the organization.

#### **Job Stress**

Mojoyinola (2008) found out that stress experienced by workers at work is called job stress. It may be due to a number of factors such as poor working condition, excessive work load, shift work, long hours of work, role ambiguity, role conflicts, poor relationships with the boss, colleagues or subordinate officers, risk and danger, to mention a few. Hsieh, et al. (2004) stated that work stress also may happen to employee who cannot be able to adapt to work. The reason might come from the environment or that the work does fit the employee's ability. Kwaku (2012) defined that workers who are stressed are also most likely to be unhealthy, poorly motivated, less productive and less effective at work and their organizations are less likely to be successful in a competition market.

## Working Condition

Wall and Callister (1995) defined that every workplace contains a variety of personalities that can sometimes clash, creating a high potential for conflict. Jamaludin (2012) stated that conflict in workplace causes the loss of employee's productivity, poor cooperation and in extreme situation, there will be an intention to leave or turnover intention, and the company might lose good employees, which finally leads to the losses of the company. De Dreu and Bersma (2005) defined that workplace conflict affects on productivity, less attention, decreasing job satisfaction, organizational commitment, turnover intentions, and employee health and well-being. Beardwell and Claydon (2007) stated that a pleasant working environment is always essential: stress can be caused by an unpleasant environment.

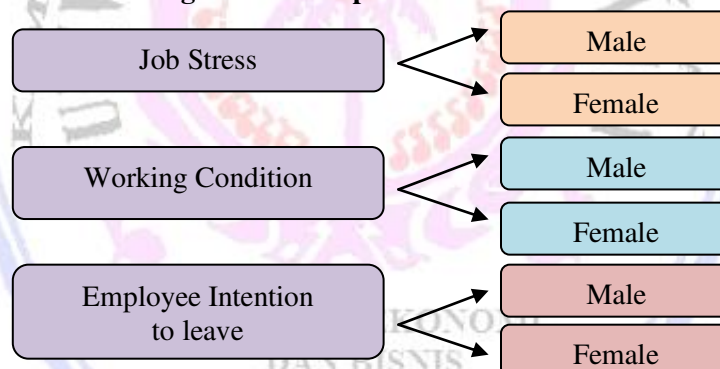
## Employee Intention to Leave

Turnover is referred as an individual's estimated probability that they will stay an employing organization (Cotton and Tuttle, 1986). Tett and Meyer (1993) cited by Samad (2006) defined turnover intentions as conscious willfulness to seek for other alternatives in other organization. Review on the antecedents of turnover intention has highlighted intent to leave rather than actual turnover as the outcome variable.

## Previous Research

Dhar and Bhagat (2008) examined the level of job stress, their impact on the employees and the way they had found out to deal with it. Basak, et al. (2013) explained the effects of job satisfaction, affective commitment, continuance commitment, normative commitment, perceived organizational support, and job stress in determining the white-collar employees' intention to leave their job. Qureshi et al. (2013) studied the relationship among job stressor, workload, workplace environment and employee turnover intentions.

**Figure 1. Conceptual Framework**



## Hypothesis

- H<sub>1</sub>: There is a significant difference of job stress between male and female employee at PT. Bank Sulut, Main Branch.
- H<sub>2</sub>: There is a significant difference of working condition between male and female employee at PT. Bank Sulut, Main Branch.
- H<sub>3</sub>: There is a significant difference of employee intention to leave between male and female employee at PT. Bank Sulut, Main Branch.

## RESEARCH METHOD

### Type of Research

This research is a comparative type of research where it is designed to analyze the comparison of work stress, work condition, and the employee intention to leave.

### Place and Time of Research

This research is conducted at PT. Bank Sulut, Main Branch in a period of two months, from August to September 2014.



### Population and Sample

Sekaran and Bouggie (2010:262) defined population as the entire group of people, events, of things of interest that the researcher wishes to investigate. The population that is mainly observed in this current research is the employees of PT. Bank Sulut, Main Branch. Sekaran and Bouggie (2010:263) defined sample as a subset of the population. The sample of this research is employees of PT. Bank Sulut, Main Branch, as many as 50 respondents. The sampling design is purposive sampling which is considered as the best way of getting some basic information quickly and efficiently.

### Data Collection Method

The type of data that will be collected for this research is primary and secondary data. Primary data originated by the researcher specifically to address the research problem. The researcher also get primary data from the result of questionnaires. Secondary data collected for some other purpose than the problem at hand. The secondary data is taken from books, journals, and relevant literatures from library and internet.

### Operational Definition and Measurement of Research Variable

Operational definition of research variable: 1) Job Stress is the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs. 2) Working Condition is the working environment and existing circumstances affecting labor in the workplace, including work activities, training, skills, employability, health, safety and well-being. 3) Employee Intention to Leave is employee's plan for intention to quit the present job and look forward to find another job in the near future.

### Data Analysis Method

#### Validity and Reliability Test

Validity test is to analysis the validity of questionnaire. Sekaran and Bouggie (2010:308) stated that factorial validity can be established by submitting the data for factor analysis. Reliability test is established by testing for both consistency and stability of the answer of questions. Sekaran and Bouggie (2010:307) stated that reliability of a measure is established by testing for both consistency and stability. Reliability test can be measured from Cronbach's Alpha.

### Independent Sample T-Test Method

T-test is a statistical hypothesis test in which the test statistic follows a Student's *t* distribution, if the null hypothesis is supported. It is most commonly applied when the test statistic would follow a normal distribution if the value of a scaling term in the test statistic were known. When the scaling term is unknown and replaced by an estimate based on the data, the test statistic (under certain conditions) follows a Student's *t* distribution. This t- test is to analyze the difference between male and female of employees at Bank Sulut, Main Branch.

## RESULT AND DISCUSSION

### Result

#### Compare Means Based on Gender

**Table 1. Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Stress	Male	25	3.4640	.57943	.11589
	Female	25	2.3040	1.02489	.20498
Working Condition	Male	25	3.6560	.51485	.10297
	Female	25	3.7600	.73258	.14652
Employee Intention to Leave	Male	25	2.7600	.62981	.12596
	Female	25	2.2960	.99686	.19937

Source: SPSS 19, 2014.

Table 1 shows information about the difference between the independent sample based on group of gender 1 and 2 which is defined as male and female. Mean of this table calculates from total respondent's answers of Job Stress ( $X_{1.1} - X_{1.5}$ ), Working Condition ( $X_{2.1} - X_{2.5}$ ) and Employee Intention to Leave ( $X_{3.1} - X_{3.5}$ ). Samples are distributed to 50 respondents of male and female employee of Bank Sulut, Main Branch. For job stress, male has 3.4640 and female has 2.3040. This means that job stress of male employee is bigger than female employee based on the mean parametric. For working condition, male has 3.6560 and female has 3.7600. This means that working condition of female is better than male employee based on the mean parametric. For employee intention to leave, male has 2.7600 and female has 2.2960. This means that intention to leave of male employee is bigger than female employees based on the mean parametric.

### Independent Sample T-Test

**Table 2. Independent Sample T-Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Differenc e	Std. Error Differen ce	95% Confidence Interval of the Difference	
Job Stress	Equal variances assumed	11.225	.002	4.926	48	.000	1.16000	.23547	.68656	1.63344
	Equal variances not assumed			4.926	37.920	.000	1.16000	.23547	.68329	1.63671
Working Condition	Equal variances assumed	2.056	.158	-.581	48	.564	-.10400	.17908	-.46406	.25606
	Equal variances not assumed			-.581	43.059	.564	-.10400	.17908	-.46513	.25713
Employee Intention to Leave	Equal variances assumed	5.235	.027	1.968	48	.055	.46400	.23583	-.01017	.93817
	Equal variances not assumed			1.968	40.527	.056	.46400	.23583	-.01244	.94044

Source: SPSS 19, 2014.

Table 2 shows information about the difference among male and female job stress, working condition, and employee intention to leave, measured by total of 15 indicators which are X1.1 until X1.5, X2.1 until X2.5, and X3.1 until X3.5. In the Table above shows that the job stress's value  $t = 4.926$  with a significance of  $p = 0.000$  ( $p > 0.05$ ) indicates that the  $H_0$  is rejectable. It means, there is significant difference between male and female job stress. The working condition's value  $t = -0.581$  with a significance of  $p = 0.564$  ( $p > 0.05$ ) indicates that the  $H_0$  is acceptable. It means, there is no significant difference between male and female working condition. The employee intention to leave's value  $t = 1.968$  with a significance of  $p = 0.055$  ( $p > 0.05$ ) indicates that the  $H_0$  is acceptable. It means, there is no significant difference between male and female employee intention to leave.

### Discussion

We can see the difference based on group of gender 1 and 2 which is defined as male and female. Mean is calculated from total respondent's answers of Job Stress, Working Condition and Employee Intention to Leave. On the group statistics based on gender for job stress, male has 3.4640 and female has 2.3040. This means that job stress of male employee is bigger than female employee based on the mean parametric. Most of

female employees feel less stress than male employees because they were able to overcome the problems that overcome at the workplace. Most of male employees tend to feel bored because of the unchanged routine activity at work, they want to get new task or new position, while female employees who are used to perform the same task or same job, they are satisfied and comfortable with their current job without having the intention to get a new task from the manager. Most of male employees also feel stress because they cannot fulfill the job demand. They want to show their work performance in order to get bonuses or incentives from their effort. A lot of working hours make them get overtime-work. It makes them stress because they cannot get extra time to gather with family and friends. Most of male employees feel stress because they are never given chances to give their opinion at meeting. It makes them feel like failure as an employee.

On the group statistics based on gender for working condition, male has 3.6560 and female has 3.7600. This means that working condition of female is better than male employee based on the mean parametric. Result shows that most of female employees are satisfied with their current position at office compared with male employees. In their opinion, their salary is enough to fulfill their needs. It is different for male employees, with their role as the head of family, they have to fulfill their family needs, so they want to get more salary. Most of female employees feel comfortable to work with officemate because of their friendliness. A good relationship among employees related to stress level of an employee. Most of female also feel comfortable to do their work activity in a room that is not full and not loaded of many employees. Most of female employees also feel that their career will increase by working at Bank Sulut.

On the group statistics based on gender for employee intention to leave, male has 2.7600 and female has 2.2960. It means that intention to leave of male employees is bigger than female employees based on the mean parametric. Result shows that most of male employees at Bank Sulut have no intention to leave from the company because there is pressure from their boss or manager. Most of male employees also have no intention to leave from the company because they get insulted by their manager or officemate. These two things are the factors that create stress and for the long term impact, it may lead to the intention of an employee to leave the company. Fortunately, it does not happen at Bank Sulut. The intention to leave the company is not because of the compulsion from other sides. The reason of employees at Bank Sulut to leave their job is because they want to seek job in another office. Another reason why they want to leave the company is because they already have or create their own job. It can be concluded that the two main reasons of employees at Bank Sulut leave their job is because they want to seek another job or they already have or created their own job. So, it is not related to the stress factors that make them leave the company.

Qureshi et al. (2013) in their research about "Relationship between Job Stress, Workload, Environment and Employees Turnover Intentions" found that employee turnover intentions are positively related with job stressor. With the increase in job stress, then employee turnover intention increases. If organizations are willing to retain their intellectual capital, they must reduce the job stressors which may cause the job stress and ultimately this leads to the employee turnover. Workplace environment is also a key factor to retain employees. Their research proved that a good and health work environment will lead to the less employee turnover intentions.

## CONCLUSION AND RECOMMENDATION

### Conclusion

This research's findings are concluded as follows:

1. There is significant difference of job stress between male and female employee at PT. Bank Sulut, Main Branch Manado.
2. There is no significant difference of working condition between male and female employee at PT. Bank Sulut, Main Branch Manado.
3. There is no significant difference of employee intention to leave between male and female employee at PT. Bank Sulut, Main Branch Manado.



**Recommendation**

Recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. For the employees of PT. Bank Sulut, Main Branch Manado. It is suggested for the employees to rearrange their workspace. That could bring positive energy to the work environment. They also have to solve problem with their boss or officemate as soon as possible so that it won't cause work stress or intention to leave from the company on the next days.
2. For future researchers. This research is to analyze the difference between male and female measured from job stress, working condition, and employee intention to leave. It is suggested for them to analyze any other important issues in a company, such as leadership, work motivation, or employee performance.

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