

## The Impact of Work Environment and Work Stress toward Turnover Intention at Discovery Kartika Plaza Hotel Bali

I Gede Made Indra Guna Saputra<sup>1</sup>, Ni Desak Made Santi Diwyartha<sup>2</sup>, I Wayan Jata<sup>3</sup>

<sup>1,2,3</sup> Program Studi Pengelolaan Perhotelan, Politeknik Pariwisata Bali dan [santidiwyartha@ppb.ac.id](mailto:santidiwyartha@ppb.ac.id)

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### ABSTRACT

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Penelitian ini bertujuan untuk mengetahui bagaimana stres di tempat kerja dan lingkungan kerja berdampak pada keinginan untuk melakukan turnover. Studi ini dilakukan di Discovery Kartika Plaza Hotel Bali, dan sampelnya terdiri dari 79 orang yang menjawab. Sampel dikumpulkan melalui metode stratified random sampling dan slovin. Untuk mendapatkan informasi, kuesioner dibagikan kepada semua staf Hotel Discovery Kartika Plaza. Uji asumsi klasik, uji t, uji f, dan koefisien determinasi digunakan untuk menganalisis data. Program SPSS versi 26 untuk Windows digunakan untuk menganalisis teknik-teknik ini. Hasil penelitian menunjukkan bahwa variabel lingkungan kerja (X1) dan variabel stres kerja (X2) berpengaruh positif secara parsial dan simultan terhadap niat turnover karyawan di Disc. Nilai thitung lebih besar dari nilai ttabel, yaitu 3,243 lebih besar dari 1,665, dan nilai signifikansi  $\alpha = 0,002 < 0,05$ . Manajemen hotel harus memperhatikan bagaimana lingkungan kerja mereka dan berusaha menurunkan stres.

*Keywords:* Lingkungan Kerja, Stress Kerja, Turnover Intention

### ABSTRAK

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This study aims to find out how workplace stress and work environment impact on turnover intention. This study was conducted at Discovery Kartika Plaza Hotel Bali, and the sample consisted of 79 respondents. The sample was collected through stratified random sampling and slovin method. To obtain information, questionnaires were distributed to all staff of Discovery Kartika Plaza Hotel. Classical assumption test, t test, f test, and coefficient of determination were used to analyze the data. The SPSS version 26 for Windows program was used to analyze these techniques. The results showed that the work environment variable (X1) and the work stress variable (X2) had a partial and simultaneous positive effect on employee turnover intention at Disc. The tcount value is greater than the ttable value, which is 3.243 greater than 1.665, and the significance value  $\alpha = 0.002 < 0.05$ . Hotel management should pay attention to how their work environment is and try to lower stress.

*Kata Kunci:* Work Environment, Work Stress, Turnover Intention

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## INTRODUCTION

Human Resources (HR) are the executors of the company and play a crucial role in achieving the company's goals. Human resources are the most important component in any company operation, responsible for developing and utilizing company components such as machinery, capital, and raw materials so that they can be used effectively and efficiently in the future (Diwyartha, 2024). Therefore, to achieve the company's objectives, an effective human resource management process is required. Companies often face problems that hinder the production process, as noted by Falsah (2010) in Mawdawati (2022).

One of the obstacles faced by companies is the employees' desire to leave, which ultimately leads them to quit their jobs. The term "turnover intention" refers to the employees' desire to leave their jobs because they are dissatisfied with their current work and wish to find a job that better matches their abilities (Rivai 2019). Companies with high turnover rates can incur significant costs,

such as those for employee training, sacrificed performance, recruitment, and retraining (Adi et al., 2024). Conversely, companies with low turnover rates will maintain their employees' efficiency and productivity (Azeez et al., 2016). Factors such as job stress, job satisfaction, organizational commitment, and work environment are causes of turnover that lead to decreased work productivity. As a result, employees decide to sever their employment relationship with the company (Widyawati, Faris, and Himawan 2022).

Discovery Kartika Plaza Hotel Bali is one of the long-established hotels in Bali with a solid reputation in the hospitality industry. Although it has been operating for about 52 years, the hotel located in the Kuta area faces several challenges, especially related to employee turnover issues. In the past five years, Discovery Kartika Plaza Hotel Bali has recorded a relatively high turnover percentage, indicating issues that need to be addressed to retain quality staff and reduce the frequency of employee turnover. This has become a concern for management, as high turnover can affect hotel operations and the quality of service to guests.

Table 1. The Number of Employee and Turnover Intention

Tahun	Jumlah Karyawan (Awal Tahun)	Jumlah Karyawan (Masuk)	Jumlah Karyawan (Keluar)	Jumlah Karyawan (Akhir Tahun)	Persentase Karyawan Keluar (%)
2019	355	19	49	330	14,7
2020	330	14	88	255	30
2021	255	69	52	271	13
2022	271	138	56	353	18
2023	353	102	80	375	22

Source: Management of Discovery Kartika Plaza Hotel, 2024

Based on Table 1.1, Discovery Kartika Plaza Hotel Bali has issues with turnover, which tends to fluctuate. It can be seen that in 2019, the turnover rate at Discovery Kartika Plaza Hotel reached 14.7%. In 2020, there was a significant increase in turnover, reaching 30%, due to the onset of the Covid-19 pandemic, which forced some employees to be laid off. In 2021, the turnover rate significantly decreased to 13%. In 2022, the turnover rate increased again to 18% as the hotel began a high recruitment process due to post-pandemic recovery (New Normal). Meanwhile, in 2023, the turnover rate at Discovery Kartika Plaza Hotel Bali increased again to 22%. Gallup, as cited in Iskandar and Rahadi (2021), stated that the ideal turnover rate is 10% within a year. If the turnover rate exceeds this, it indicates turnover issues within the company.

One of the causes of the increased turnover at Discovery Kartika Plaza Hotel Bali is work stress, which is one of the indicators leading employees to consider resigning from the company. According to Sofia Andi Dewi (2019), stress experienced while performing tasks can personally affect employees at work. This occurs due to differences in culture and work environment characteristics among employees within the company. Therefore, the primary cause of work stress is the pressure felt by employees. In a company, employees may face such situations. High levels of work stress can cause employees to feel uncomfortable and even consider resigning (Nyoman and Sri, 2018). This statement is supported by research by Dewi and Suartina (2022), which showed that work stress positively affects turnover intention. This indicates that an increase in work stress caused by various factors can increase turnover intention in the company.

Rivai (2017) stated that a significant decline in work performance can impact the high level of desire to leave the job, as well as a poor work environment. Failures occurring in the workplace must be addressed because a good work environment will encourage employees to work hard, making them less likely to consider seeking other jobs (Rijasawitri and Suana, 2020). Contrary to this statement, Al-Suraihi et al. (2021) noted that if employees feel there is no career advancement or if they receive better offers elsewhere, they may leave their jobs, even in a good work environment. Additionally, personal reasons, such as finding a balance between personal life and work or family commitments, can influence the decision to leave a job, regardless of the work environment.

The work environment can be categorized into two different dimensions: the physical and non-physical work environments. If both types of work environments are unsupportive, it can cause employees to feel uncomfortable and bored. Ultimately, this can reduce employee loyalty or adherence to the company, as noted by Rahmawati (2014) in Marlius and Sholihat (2022).

## METHODS

The research was conducted in the Discovery Kartika Plaza Hotel in Bali, and the methodology that was utilised came from a quantitative approach. The method of sampling that was utilised in this investigation was known as stratified random sampling, and the sample size for this study was 79 individuals. Questionnaires, observations, and documentation studies were used to collect data for this study. The data was collected through the distribution of questionnaires. The Statistical Package for Social Science (SPSS) version 26 for Windows was utilised in order to determine the significance of the data that was gathered. Validity and reliability tests were carried out on the variables, and then the data were analysed using traditional assumption tests (such as the normality test, the multicollinearity test, and the heteroscedasticity test), multiple linear regression analysis, the t-test, the F-test, and the coefficient of determination test.

## RESULTS AND DISCUSSION

### A. Data Description

#### Validity and Reliability Tests

##### 1. Validity Test

The coefficient value that is received from a variable indicator that is the lowest is 0.561, and the coefficient value that is obtained from a variable indicator that is the very greatest is 0.827. Due to the fact that each of the 29 statements, which serve as indicators of the three research variables, have coefficient values that are more than 0.1864, they are accurate.

##### 2. Reliability Test

In accordance with the findings of the reliability test, the Cronbach's Alpha value of every instrument is higher than 0.60 (Cronbach's Alpha is larger than 0.60). Cronbach's Alpha has a mean value of 0.919 for the work environment variable, 0.887 for job stress, and 0.868 for turnover intention. These values are considered to be satisfactory.

### 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			79
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Std. Deviation		3.06778013
Most Extreme Differences	Absolute		.147
	Positive		.064
	Negative		-.147
Test Statistic			.147
Asymp. Sig. (2-tailed)			.000 <sup>c</sup>
Monte Carlo Sig. (2-tailed)	Sig.		.060 <sup>d</sup>
	99% Confidence Interval	Lower Bound	.054
		Upper Bound	.066

a. Test distribution is Normal.  
 b. Calculated from data.  
 c. Lilliefors Significance Correction.  
 d. Based on 10000 sampled tables with starting seed 2000000.

Figure 1. Normality Test Result  
 Source: SPSS 26 Output (Processed Data), 2024

It can be concluded from the findings that the Monte Carlo Sig (2-tailed) residual is 0.06, which is higher than the threshold of 0.05. There is a possibility that this result suggests that the data obtained from the regression equation model follows a normal distribution. Due to the fact that the high and low values do not differ considerably from one another, the residuals of the normally distributed data in this study resemble the normal distribution.

Coefficients <sup>a</sup>		
Collinearity Statistics		
Model	Tolerance	VIF
1	X1	.579 1.727
	X2	.579 1.727

a. Dependent Variable: Y

Figure 2. Multicollinearity Test Result  
 Source: SPSS 26 Output (Processed Data), 2024

An examination of the multicollinearity test is carried out in order to determine whether or not the independent variables that are utilised in the regression model are correlated with one another. The identification of multicollinearity can be determined by a Tolerance value that is equal to or less than 0.10 or a VIF (Variance Inflation Factor) value that is equal to or greater than 10 (Ghozali, 2016).

According to the findings of the multicollinearity test, the thresholds for tolerance of the independent variables are greater than 0.1, and the variance inflation factor (VIF) values are lower than 10. Based on these findings, it is possible to draw the conclusion that the regression equation model does not exhibit any indications of multicollinearity.

Correlations						
		Unstandardized				
		X1	X2	Residual		
Spearman's rho	X1	Correlation Coefficient	1.000	.763**	-.086	
		Sig. (2-tailed)	.	.000	.452	
		N	79	79	79	
	X2	Correlation Coefficient	.763**	1.000	-.102	
		Sig. (2-tailed)	.000	.	.372	
		N	79	79	79	
	Unstandardized Residual	Correlation Coefficient	-.086	-.102	1.000	
		Sig. (2-tailed)	.452	.372	.	
		N	79	79	79	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 3. Heteroskedasticity Test Result

Source: SPSS 26 Output (Processed Data), 2024

According to the significant values of Spearman's Rho Sig (2-tailed), the significance value for X1 is recorded as 0.452, while the significance value for X2 is recorded as 0.372. Due to the fact that these values are higher than 0.05, it can be concluded that the data utilised in this investigation does not exhibit any signs of heteroscedasticity. In order to be free from heteroscedasticity, it is necessary for the residuals of one observation to another to be consistent and uniform.

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.733	2.034		5.768	.000
	X1	.152	.047	.360	3.243	.002
	X2	.239	.069	.384	3.463	.001

a. Dependent Variable: Y

Figure 4. Multiple Linear Regression Analysis

Source: SPSS 26 Output (Processed Data), 2024

Based on the constant value and the regression coefficients of the independent variables, the multiple linear regression equation is as follows:  $Y = 11.733 + 0.152 X1 + 0.239 X2$

1. **Constant = 11.733**

In the event where the independent variables, work environment (X1) and job stress (X2), are both equal to zero, then the turnover intention (Y) would be equal to the constant value, which is 11.733 units. This is because the constant value is equal to the value of the independent variables.

2. **Work Environment (X1) = 0.152**

There is a correlation between the work environment variable and turnover intention, and the regression coefficient for this variable is 0.152. What this indicates is that the desire to leave the job will increase by 0.152 percent if the work environment is increased by one unit while the level of job stress remains the same.

### 3. Job Stress (X2) = 0.239

0.239 is the value of the regression coefficient for the job stress variable that is related to the intention to leave the company. This indicates that if there is a one-unit rise in job stress while simultaneously maintaining the same work environment, there will be a 0.239 percent increase in the intention to leave the position.

Based on the results, it is indicated that:

#### 1. Work Environment (X1)

The t-value that was derived for the work environment variable is higher than the t-table value, which is 3.243, which is larger than 1.665. Additionally, the significance value is lower than the confidence level  $\alpha$ , which is 0.002 less than 0.005. In light of this, the hypothesis H0 is rejected, while the hypothesis H1 is accepted. The findings of this study suggest that the work environment (X1) at the Discovery Kartika Plaza Hotel Bali has a substantial impact on the intention to leave the location (Y).

#### 2. Job Stress (X2)

The t-value that was obtained for the job stress variable is higher than the t-table value, which is 3.463, which is larger than 1.665. Furthermore, the significance value is lower than the set of  $\alpha$ , which is 0.001 less than 0.005. The hypothesis H0 is therefore rejected, while the hypothesis H2 is accepted. It can be deduced from this that the level of job stress (X2) at the Discovery Kartika Plaza Hotel Bali has a substantial impact on the intention to leave the hotel (Y).

According to the findings of the simultaneous testing, the F-value that was acquired is 31.826, and the value that was found in the F-table is 3.12. Based on the fact that the F-value (31.826) is higher than the F-table value (3.12), and the significance threshold is 0.000, which is less than 0.005, the null hypothesis (H0) is rejected, and the alternative hypothesis (H3) is accepted. This demonstrates that the variables of work environment (X1) and job stress (X2) have an effect on turnover intention (Y) at the same time while simultaneously influencing it.

According to the adjusted R Square value obtained from the analysis, which is 0.441, it can be claimed that the independent variables account for 44.1% of the explanation of the dependent variable (0.441 multiplied by 100%). The remaining 55.9% of the explanation, which is equal to the difference between 100% and 44.1 percent, is accounted for by additional factors that were not included in this study. In this particular investigation, the coefficient of determination can be categorised as moderate if the interval of the coefficient of determination falls within the range of forty percent to sixty-nine point nine percent. According to Gozali (2016).

## Discussion

### A. The Influence of Work Environment on Turnover Intention

According to the findings of this study, the work environment at Discovery Kartika Plaza Hotel Bali has a statistically significant and beneficial impact on employees' intentions to leave their positions. The results of the hypothesis testing indicated that the t-value is 3.243, which is greater than 1.665, and the significance value is less than -0.002 and less than 0.005. It is possible to draw the

conclusion that H1 is acceptable on the basis of this examination. According to Resha Dwi Khotimah and Djumali 2019, the positive nature of the work environment can be attributed to the fact that individuals are highly mobile when they are at a productive age, require a work environment that allows them to freely express themselves, are eager for challenges, and tend to be less loyal to the company.

### **B. The Influence of Job Stress on Turnover Intention**

According to the findings of this study, the intention to leave one's current position at the Discovery Kartika Plaza Hotel Bali is significantly impacted by the presence of job stress. The results of the hypothesis testing indicated that the t-value is 3.463, which is greater than 1.665, and the significance value is less than 0.001 ( $\leq 0.005$ ). It is possible to draw the conclusion that H2 is acceptable on the basis of this analysis. Stress is caused when workers are unable to fulfil the requirements of their jobs. If a person is unable to deal with the stress of their job for an extended period of time, it is possible that they will no longer be able to work for the organisation. According to Manurung and Ratnawati (2012), stress can become so severe that it causes employees to become unwell or even quit their jobs.

### **C. The Influence of Work Environment and Job Stress on Turnover Intention**

Research conducted at the Discovery Kartika Plaza Hotel in Bali indicated that the work environment and job stress both had a substantial influence on employees' intentions to leave their current positions. Based on the results of the hypothesis testing, it was determined that the F-value is higher than the F-table value (31.826 more than 3.12), and the significance level is 0.000, which is less than 0.005. On the basis of this study, it is possible to draw the conclusion that Hypothesis 0 is rejected, whereas Hypothesis 3 is supported. In order to improve employee performance, a healthy work environment allows workers to direct their abilities and skills in the performance of their responsibilities without being subjected to excessive pressure from their superiors, which would otherwise result in workplace stress (Nursalimah and Oktafien 2023).

## **CONCLUSION**

The following are the conclusions that can be drawn from this study, which are based on the research that was carried out and the findings that were addressed in the chapters that came before it, respectively, about the influence of the work environment and job stress on the intention to leave the Discovery Kartika Plaza Hotel Bali:

1. The work environment has a positive and significant influence on turnover intention at Discovery Kartika Plaza Hotel Bali, with a t-value of  $3.243 > 1.665$  and a significance value of  $< \alpha 0.002 < 0.005$ .
2. Job stress has a positive and significant influence on turnover intention at Discovery Kartika Plaza Hotel Bali, with a t-value of  $3.463 > 1.665$  and a significance value of  $< \alpha 0.001 < 0.005$ .
3. The work environment and job stress simultaneously have a positive and significant influence on turnover intention at Discovery Kartika Plaza Hotel Bali, with an F-value greater than the F-table value ( $31.826 > 3.12$ ) and a significance level of  $0.000 < 0.005$ .

4. In terms of the magnitude of the effect, the influence of the work environment (X1) and job stress (X2) on turnover intention (Y) is considered moderate at 44%, while the remaining 56% is influenced by other variables not examined in this study, as indicated by the coefficient of determination test results.

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