

The Influence of Work Stress, Work Load and Work Environment on Turnover Intention Employees of PT Jayamandiri Cirebon

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Abstract

The aim of this study is to determine the effect of work stress, work load, and work environment on turnover intention at PT Jayamandiri Cirebon. The method in this study uses quantitative methods. Data collection techniques through questionnaires distributed to 43 respondents. The data analysis technique used multiple linear regression analysis. The results of the study indicate that work stress and work load have a significant and positive effect on turnover intention. While the work environment variable does not have a significant relationship to turnover intention, however if they have a better work environment, employees will be more comfortable and able to carry out their work to the fullest. Simultaneously the variables of work stress, work load, and work environment have a significant effect on turnover intention. This means that the influence made on this workload factor which includes targets to be achieved, working conditions, use of time and work standards must be considered again so that employees will feel more comfortable and do not feel burdened with work, thus enabling them to carry out their work maximally.

Keywords: work stress, work load, work environment, employee turnover intention.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh stres kerja, beban kerja, dan lingkungan kerja terhadap turnover intention di PT Jayamandiri Cirebon. Metode dalam penelitian ini menggunakan metode kuantitatif. Teknik pengumpulan data melalui kuesioner yang disebarakan kepada 43 responden. Teknik analisis data menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa stres kerja dan beban kerja berpengaruh signifikan dan positif terhadap turnover intention. Sedangkan variabel lingkungan kerja tidak memiliki hubungan yang signifikan terhadap turnover intention, namun jika memiliki lingkungan kerja yang lebih baik maka karyawan akan lebih nyaman dan dapat melaksanakan pekerjaannya secara maksimal. Secara simultan variabel stres kerja, beban kerja, dan lingkungan kerja berpengaruh signifikan terhadap turnover intention. Artinya pengaruh yang ditimbulkan terhadap faktor beban kerja ini yang meliputi target yang ingin dicapai, kondisi kerja, penggunaan waktu dan standar kerja harus diperhatikan kembali agar pegawai merasa lebih nyaman dan tidak merasa terbebani dengan pekerjaan sehingga memungkinkan untuk melaksanakannya. mengeluarkan pekerjaannya secara maksimal.

Kata Kunci: stres kerja, beban kerja, lingkungan kerja, turnover intention karyawan.

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1. Introduction

An organization has demands to always develop in order to survive and compete in a competitive environment. The success of an organization in achieving its goals cannot be separated from the main factor, namely the role of Human Resources (HR). Organizations that want to be successful must of course manage employee performance well to achieve organizational goals. The organization's efforts to continuously build employee capabilities on the one hand make them have good competitive abilities. However, high achievers are prone to change jobs when they feel less cared for and/or new opportunities are more promising (Ferdian et al., 2020). The departure of trained and dedicated employees is a huge loss for the organization. High turnover has been identified as one of the main problems faced by several companies. The performance of a company cannot be separated from the performance of each individual within the company itself, as stated by (Junaidi et al., 2020).

In order for the company's goals to be achieved, the company must also pay attention and take care of its employees properly so that employees who have good qualifications in the company do not have the desire to move or even leave the company (turnover intention) because they do not receive attention from the company. Turnover intention will cause low productivity, low work motivation, low discipline, low morale, and also cause work accidents (Suyono et al., 2020)

The desire of employees to quit their jobs can be driven by many reasons, one of which is job stress. According to Sopiah & Sangadji (2020) work stress is the emergence of physical and psychological imbalances due to the tension that is felt to have an impact on the feelings, flow of thinking, and the person's state. Job stress can be a factor of poor performance and also employee turnover intention (Sutardi et al., 2020). Novitasari (2020) says stress is a condition that is felt by organizational employees both physically and psychologically. Organizational employees who feel stressed in their organizational environment usually feel an imbalance in physical and psychological conditions, so that it has

an impact on the thought processes, emotions, and conditions of the organization's employees.

Workload is also one of the other reasons that affect turnover intention (Anees et al., 2021). According to Masta & Riyanto (2020) workload is defined as a working condition, and job descriptions need to be completed in a short time. Workload is a multidimensional concept that considers time, mental tasks, physical tasks, and stressors. It can be used to plan the workforce, assign tasks, and assess the impact of work practices on operator efficiency and health (Smith & Smith, 2017).

Then the next factor that makes employees want to change places of work is the work environment. The work environment also affects the desire of employees to change places of work, because if employees feel uncomfortable working there, there will be an intention to change places of work (Saputra, 2021). A work environment that does not make employees comfortable is the cause of high turnover intention in employees. The quality of supervision in the work environment has a significant effect on employee turnover intention. Lack of supervision and support from superiors in carrying out their duties will lead to a high level of turnover intention (Faturrahman et al., 2020).

PT Jayamandiri is a company engaged in the automotive industry which has a fairly high employee turnover rate. One of the reasons for the high turnover of employees is supported by the company's sales data which often declines. From the graph in Figure 1, it can be seen that the sales data showed a change in the percentage up and down of motorcycle unit sales in 2020 which was very drastic compared to the previous year. In 2018 it experienced unit sales of 1746-units and 1781-units in 2019. Meanwhile in 2020 sales were only around 806-units.

Due to the high level of work stress and workload on the employees of PT Jayamandiri, it causes a high level of employee turnover. The high level of employee turnover can be seen from the number of employees who have left in recent years. This is presented in Table 1, where the number of employees who leave is still high. Even in 2020 there were

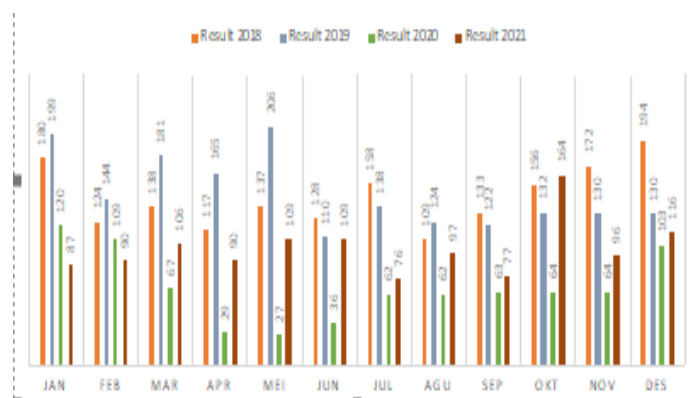


Figure 1. Sales Chart for the Year 2018-2021 of PT Jayamandiri

Table 1. Employee Turnover of PT Jayamandiri

Year	Beginning year employees	Employee In	Employee Exit	End of year employee
2018	40	11	8	43
2019	43	13	10	46
2020	46	0	15	31
2021	43	21	9	43

15 employees leaving and 0 employees entering.

Based on the turnover data in Table 1, if the LTO (Labor Turnover) value is calculated, the level of employees who leave is 21.92% in 2018. In 2019 the rate of employees who left decreased to 22.47%. In 2020, it is 38.96%. And in 2021, it will decrease again from the previous year, which is 24.32%. The employee turnover rate at PT Jayamandiri can be assessed as high. This is based on Gillis in Mardiana et al. (2014) which says that the rate of employees leaving can be said to be normal if it ranges from 5-10% per year, and can be said to be high if it is more than 10%.

The phenomenon of employee turnover intention above is often something that will hinder the performance of a company that has been good to be damaged, either directly or indirectly, by various employee behaviors that are difficult to prevent. These human resource problems often arise that hinder the company's performance and hinder the achievement of company goals. Turnover of employees in a company will increase the required costs. Employee turnover should be a concern of company management because it interferes with business activities, creates work morale problems for employees who are left behind, and handles various costs of recruitment, interviews, tests, checks, references, administrative costs to process new employees having to learn new skills (Sopiah & Sangadji, 2020).

Given this phenomenon, this study was conducted to examine how the influence of work stress, workload and work environment on employee turnover intention by conducting a study entitled "The Effect of Work Stress, Workload, and Work Environment on Employee Turnover Intention of PT Jayamandiri Cirebon".

2. Theoretical Framework and Hypothesis Development (If Any)

Resource-based View

According to Siagian (2016), work stress is the emotional tension or pressure experienced by someone who is facing enormous demands, obstacles and very important opportunities that can affect a person's emotions, thoughts and physical condition. Meanwhile Sopiah & Sangadji (2020) stated that work stress is the emergence of physical and psychological imbalances due to the tension that is felt to have an impact on the feelings, flow of thinking, and the person's state.

Supported by Novitasari (2020) that says if stress is a condition that is felt by organizational employees both physically and psychologically. Organizational employees who feel stressed in their organizational environment usually feel an imbalance in physical and psychological conditions, so that it has an impact on the thought processes, emotions, and conditions of the organization's employees. Moreover, Vanchapo (2020) suggests that work stress is an emotional state that arises due to a mismatch between the workload and the individual's ability to cope with the work stress they face.

The definition of workload is explained by several experts as follows: Masta & Riyanto (2020) mentioned that workload is defined as a working condition, and job descriptions need to be completed in a short time. Workload is a multidimensional concept that considers time, mental tasks, physical tasks, and stressors (Smith & Smith, 2017).

An employee can also be considered as a workload because they tend to procrastinate on a given job. Thus, a moderate level of workload will always improve performance because employees perform their duties effectively according to (Sinniah et al., 2018). Vanchapo (2020) suggests that workload is the body's ability to accept work. From the point of view of ergonomics, every load received by a person must be appropriate and balanced to the physical and psychological abilities of the workers who receive the workload.

The work environment is everything that is around the workplace that can affect employees either directly or indirectly (Sedarmayanti, 2018). According to Haholongan (2018), the work environment is that employees are happy to adapt to doing work, work time is used very effectively. The environment is a force that is able to affect organizational performance, where there are two forms of the environment, namely the general environment, and the special environment (Dewi & Suartina, 2022). The work environment is everything that supports and assists employees in carrying out their work and duties so that maximum work results can be obtained, where in this work environment there are facilities that support employees to complete the assigned tasks optimally and employees enjoy their work (Saputra, 2021).

Tampubolon & Sagala (2020) explained that turnover intention is a desire that has been carefully contemplated and thought out of his own free will to break ties with his current job. According to

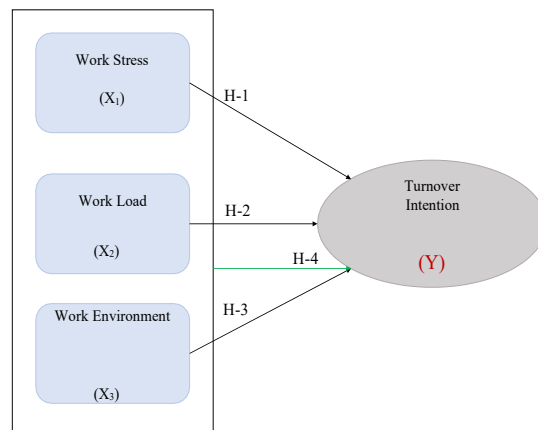


Figure 2. Research Theoretical Framework

Masta & Riyanto (2020) Indicators of Turnover Intention

include:

1. Thinking of Quitting.
2. Intention to find alternatives.
3. The desire to quit.

The variables used in this study include independent variables including work stress (X_1), workload (X_2) and work environment (X_3) and the dependent variable is turnover intention (Y). Thus, the relationship between independent and dependent variables can be seen in the theoretical framework described in Figure 2.

Based on the framework of thinking and problem identification, it is possible to formulate hypotheses on the research variables used as follows:

- H1: Work stress has a significant effect on employee turnover intention at PT Jayamandiri Cirebon
- H2: Workload has a significant effect on employee turnover intention at PT Jayamandiri Cirebon
- H3: Work environment has a significant effect on employee turnover intention at PT Jayamandiri Cirebon
- H4: Work stress, workload, and work environment simultaneously have a significant effect on employee turnover intention at PT Jayamandiri Cirebon

3. Research Method

Research Design

This study was conducted to determine the effect of work stress, workload, and work environment on turnover intention. This study uses quantitative methods with associative research types. The unit of analysis in this study is the individual em-

ployee of PT Jayamandiri. The time dimension in this study is cross-sectional. Meanwhile data is collected through distributing questionnaires to all of company's employees which is 43 respondents. The summary of research design can be seen in the Table 2.

4. Result, Discussion, and Managerial Implication

The results of the characteristics of the respondents in the research questionnaire at PT Jayamandiri were 19 people (44.2%) male respondents and 24 (55.8%) female respondents. Based on age, 4 people (9.3%) were under 25 years old, 14 people (32.6%) were 25-35 years old, 22 people (51.2%) were 36-46 years old, and 3 people (7%) were over 46 years old. Lastly, as many as 13 people (30.2%) with the latest education level SMA/SMK, as many as 9 people (20.9%) with the latest education level D3, as many as 18 people (41.9%) with the latest education level S1, and as many as 3 people (7%) with the latest education level S2/S3. Meanwhile, based on the length of work, the number of respondents with a length of work less than 1 year was 9 people (20.9%), 1-2 years as many as 7 people (16.3 %), 3-4 years 12 people (27.9%) and 15 employees (34.9%).

Descriptive Analysis Test Results

The answers from respondents related to statements about work stress, workload, and work environment resulted in the following mean values: work stress variable (4.4) with high category, workload variable (3.56) with medium category, organizational commitment variable (4,3) with medium category.

Table 2. Research Design

Research Purpose	Research Design			
	Research Type	Research Method	Unit Analysis	Time Horizon
T1-T4	Descriptive-Associative	Survey	Individual-Employee of PT Jayamandiri Cirebon	Cross-Sectional

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Sign	Reliability standard	Results
Work stress	0.741	≥	0.6	Reliable
Work load	0.601	≥	0.6	Reliable
Work Environment	0.697	≥	0.6	Reliable
Turnover intention	0.747	≥	0.6	Reliable

Table 4. Normality Test Results

Variable	Shapiro Wilk	Sign	Normality standard	Results
Work stress	0.418	≥	0.05	Data is distributed normally
Work load	0.123	≥	0.05	
Work environment	0.370	≥	0.05	
Turnover intention	0.096	≥	0.05	

Table 5. Interpretation of Coefficient Correlation

Coefficient Interval	Level of Relationship
0.00 - 0.199	Very low
0.20 - 0.399	Low
0.40 - 0.599	Mediocre
0.60 - 0.799	Strong
0.80 - 1.00	Very strong

Validity and Reliability Test Results

The value of the validity test that has been carried out on each variable from work stress, workload, work environment, and turnover intention is greater than r table (0.30) so the research questionnaire is valid. Meanwhile, the results of the reliability test of Cronbach's alpha value of work stress variables (0.741), workload (0.601), organizational commitment (0.697), and turnover intention (0.747) all of which are worth greater than 0.60 were summarized in Table 3. These results are in accordance with the validity test assessment criteria according to (Ghozali, 2019).

Normality Test Results

The normality test in this study uses the Shapiro-Wilk test statistic because the number of respondents is less than 50. While the basis for decision making for the normality test is if the value of sig is greater or equal 0.05, then the data is normally distributed. Based on the Shapiro-Wilk normality test, the significance value of each research variable is summarized in Table 4.

Multicollinearity Test Results

The regression model is declared free from multicollinearity if the tolerance value is 0.1, and Variance Inflation Factor (VIF) less than 10. The results show that all tolerance values are above 0.1 and less than 10 for the VIF value. Thus, there were no symptoms of multicollinearity and further testing could be continued.

Heteroscedasticity Test Results

The data does not occur heteroscedasticity if the significance value 0.05. From the results of the

tests carried out, it was found that all variables had a significance value greater than 0.05, so there was no heteroscedasticity.

Correlation Analysis

The interpretation of the correlation coefficient is grouped into several levels of relationship according to Sugiyono (2017), which are in Table 5.

The basis for decision making for this analysis is if the value of sig < 0.05 then there is a significant relationship and if the value of |r| > 0.5 then the nature of the relationship is strong. The test results are summarized in the Table 6.

Table 6 shows a significant value for the work stress variable (0.014) and |r| equal to 0.371, then the variable of job stress and turnover intention has a moderate and unidirectional significant relationship. The significance value for the workload variable (0.019) and |r| equal to 0.358, then the workload and turnover intention variables have a low and unidirectional significant relationship. While the significance value for work environment variables (0.625) and |r| of 0.071, then there is no significant relationship between work environment variables and turnover intention.

Multiple Linear Regression Analysis
Coefficient of Determination test result

The coefficient of determination shows how much the independent variable data, work stress (X1), workload (X2), and work environment (X3) can explain the variation in the dependent variable, turnover intention (Y).

Based on the results of the SPSS output, the coefficient of determination (R2) is 0.200. So it can be concluded that 20% of the work stress variables

Table 6. Correlation between Variables of Work stress, Workload and Work environment to Turnover Intention (Y)

		Correlations					
		Work stress	Turnover intention	Workload	Turnover intention	Work environment	Turnover intention
Work stress; Workload; Work environment	Pearson Correlation	1	.371*	1	.358*	1	.071*
	Sig (2-tailed)		.014		.019		.652
	N	43	43	43	43	43	43
Turn over inten tion	Pearson Correlation	.371*	1	.358*		.071*	1
	Sig (2-tailed)	.014		.019		.652	
	N	43	43	43	43	43	43

*Correlation is significant at the 0.05 level (2-tailed)

(X1), workload (X2), and work environment (X3) can explain the variation of the turnover intention variable (Y).

ANOVA Test Results (F Test)

The ANOVA test or F test aims to find out whether the independent variables simultaneously (simultaneously) affect the dependent variable. The basis for decision making for the F test is if F count > F table, and significance < 0.05, then H₀ is rejected and there is a significant effect between the independent variables on the dependent variable.

From the Table 8, it can be seen that the calculated F value = 4.490. The results obtained for the F table are 2.85. The calculated F value > F table (4.490 > 2.85) and the significance value is 0.008 < 0.05. So, it can be concluded that work stress (X₁), workload (X₂), and work environment (X₃) have a significant simultaneous effect on Turnover Intention (Y).

t-Test Results

The t-test (partial regression coefficient test) was used to determine whether work stress (X₁), workload (X₂), and work environment (X₃) had a significant effect or not on Turnover Intention (Y). The basis for decision making from the t-test is if the significance is <0.05, then there is a significant effect.

Based on Table 9, the regression equation values are obtained as follows:

$$Y = -2.104 + 0.249 X1 + 0.215 X2 + 0.247 X3 + e$$

The constant value (a) has a negative value of -2.104. The negative sign indicates the opposite effect. So, if work stress (X₁), workload (X₂), and work environment (X₃) are 0 percent or have not changed, then the Turnover Intention (Y) value is -2.104. Beta value of work stress = 0.249. If work stress increases by 1%, turnover intention will increase by 0.249 and shows a positive relationship or in the same direction as the assumption that other independent variables are considered constant. The workload has a beta value = 0.215. If the workload increases by 1%, then turnover intention will increase by 0.215 and shows a positive or unidirectional relationship with the assumption that other independent variables are considered constant. The work environment has a beta value = 0.247. If the work environment has an increase of 1%, turnover intention will increase by 0.247 and shows a positive or unidirectional relationship with the assumption that other independent variables are considered constant.

The work stress (X₁) has a significance value of 0.016 < 0.05. This shows that work stress has a sig-

Table 7. Model Summary

Model Summary				
Model	R	R square	Adjusted R square	Std Error of the Estimate
1	.507a	.257	.200	1.772

a.Predictors: (Constant), Work stress Work load, Work Environment

Table 8. Anova Model

Model	Coefficients					
		Sum of Square	df	Mean Square	F	Sig
1	Regression	42.294	3	14.098	4.490	.008b
	Residual	122.451	39	3.140		
	Total	164.744	42			

Dependent Variable: Turnover Intention
Predictors: (Constant), Work stress, work load, work environment

Table 9. Coefficients of Work Stress Variables (X1), Workload (X2), Work Environment (X3) on Turnover Intention Variables (Y)

Model		Coefficients				
		Unstand-ardized B	Coefficients Std Error	Standardized Coefficients beta	t	Sig
1	(Constant)	-2.104	4.847		-.434	.667
	Work stress	.249	.099	.375	2.513	.016
	Work load	.215	.106	.288	2.036	.049
	Work envi-ronment	.247	.173	.208	1.427	.162

Dependent Variable: Turnover Intention

nificant effect on turnover intention. The workload (X₂) has a significance value of 0.049 < 0.05. This shows that workload has a significant effect on turnover intention. While the work environment (X₃) has a significance value of 0.162 > 0.05. This means that the work environment has no effect on the turnover intention variable.

Implications of The Study on Turnover Intention

In this study, work stress has a positive and significant effect on turnover intention. This means that the influence made on this work stress factor which includes work conditions, role ambiguity, interpersonal relationships, career development, to the company's organizational structure must be considered again so that employees will feel more comfortable and do not feel stressed at work, thus making them feel more comfortable. can carry out their work to the fullest. The results of this study are supported by several previous studies such as Anees et al. (2021); Azizaturrahma et al. (2020); Novitasari (2020); Ratnaningsih (2021) which shows that the work stress variable has a significant positive effect on turnover intention.

Meanwhile, workload has a positive and significant effect on turnover intention. This means that the influence made on this workload factor which includes targets to be achieved, working conditions, use of time and work standards must be considered again so that employees will feel more comfortable and do not feel burdened with work, thus enabling them to carry out their work. maximally. The results of this study are supported by several previous studies such as Anees et al. (2021; Azizaturrahma et al. (2020); Masta & Riyanto (2020) which show that the workload variable has a significant positive effect on turnover intention. In their research, it is stated that if the workload variable given to employees is appropriate and not excessive, it will make employees desire to stop being lowly or they will remain loyal to the company and their job.

Moreover, the work environment has no effect on turnover intention. This shows that the effect on the work environment factors in which the physical environment such as lighting, temperature,

humidity, air circulation, noise, music and security does not have much impact on the Turnover Intention decision. However, if they get a better work environment, employees will be more comfortable and able to carry out their work to the fullest. The results of this study differ in influence from several previous studies such as Faturrahman et al. (2020; Haholongan (2018); Saputra (2021) who found that the work environment had an effect on employee turnover intention. As well as the research of Asriani & Riyanto (2020) which showed a negative and significant influence from the work environment on employee turnover intention.

5. Conclusion, Suggestion, and Limitation

Based on the test results, it can be concluded that work stress and workload have a significant positive (unidirectional) effect on employee turnover intention at PT Jayamandiri Cirebon. So, if work stress and workload increase, it will also increase the turnover interntion. While the test results show that the work environment variable has no effect on turnover intention of PT Jayamandiri employees. Simultaneous test results, namely work stress (X1), workload (X2), and work environment (X3) simultaneously affect Turnover Intention of employees of PT Jayamandiri Cirebon.

Based on the conclusions that have been made, the suggestions that can be given in this research are that the company is expected to pay more attention to the dimensions of work stress such as the clarity of the role of each employee, work results and a good social support system for each employee, and clear supervision in accordance with standards. organization at PT Jayamandiri Cirebon. Companies can also add employees so that the current overtime hours can be reduced and the workload of employees in the company can be divided according to their portions. While for further research, it is still possible to add the number of respondents who work in similar industry, to find out whether the result of the study can be generalized .

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