

AFFECT OF JOB SATISFACTION, WORK STRESS, AND WORK ENVIRONMENT ON POTENTIAL TURNOVER INTENTION OF OPERATOR LEVEL EMPLOYEES AT PT.PRIMA SEJATI SEJAHTERA 3

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Abstract: The purpose of this study is to determine job satisfaction, work stress, and work environment on turnover intention at PT. Prima Sejati Sejahtera 3 to the operator level employees. High employee turnover rates result in organizations are becoming ineffective, losing experienced employees and needing to train new employees. High job satisfaction and a good work environment will affect the decrease in turnover intention, while high work stress will affect the increase in turnover intention. The variables used in this study include the independent variables of job satisfaction, work stress and work environment, while the dependent variable is turnover intention. The population in this study was the employees of PT. Prima Sejati Sejahtera 3. The number of samples used in the study was 60 employees, using the Slovin method. Methods of data collection were using the method of observation and questionnaires. Data analysis used multiple linear regression analysis with the help of SPSS program. Based on the research results, it is known that the multiple linear regression equation $Y = 16,328 - 0.496 + 0.303 - 0.258$. The results of data analysis carried out on the indicators used in this study are all valid and reliable. As the matter of fact for the classical assumption test, the overall data is normally distributed. The results of the t test show that the job satisfaction variable has a negative effect with a significant value of 0.005, the work stress variable has a positive effect with a significant value of 0.021 and the work environment variable has a negative effect with a significant value of 0.148. F test results show that all variables have a simultaneous effect or together with a significant value of 0.016. The result of the coefficient of determination test is 40.9%. This study concludes that there is a significant negative effect on job satisfaction and there is a significant positive effect of work stress and the work environment and an insignificant negative effect on employee turnover intention at PT. Prima Sejati Sejahtera 3. Suggestions for companies should provide additional incentives for employees, placing employees according to their expertise, add cleaning staff. For other researchers can add other objects and variables.

Keywords: *Job Satisfaction, Job Stress, Work Environment, Turnover Intention*

1. Introduction

Human resources have a very important role in the sustainability of a company, whereas human resources are also managers and implementers in carrying out production activities to achieve the goals of a company. If the human resources owned by a company are competent in their field, then elements such as the use of machines, management of raw materials, capital can be utilized effectively and efficiently. One of the problems faced by companies is the desire of employees to move (turnover intention). Intention is defined as the desire or intention that comes from someone to do something. Meanwhile, turnover is defined as the level of employees who leave their jobs or leave the company (Lestari, 2017: 114). Turnover is a classic problem that is always faced by entrepreneurs. In line with these conditions, PT. Prima Sejati Sejahtera 3 which is one of the garment manufacturing companies with its address in the Village of Need, Mojosongo, Boyolali where all of its products are exported abroad, such as Asia, Europe, America and Australia. In addition, employees of PT. Prima Sejati Sejahtera 3 are always required to improve their ability to face competition, one of which is to pay attention to the labor factor. According to the theory of Sutanto & Gunawan (2013) in Rijasawitri & Suana (2020), there are many causes of turnover intention, including work stress, work environment, job satisfaction, organizational commitment, and so on.

The relationship between job satisfaction and employee turnover is further supported by many studies that recognize job satisfaction as an antecedent of the organization (Tett and Meyer, 1993). This causes job satisfaction to be negatively related to turnover intention (Yuda & Ardana, 2017). In fact, many employees think that they are company assets is just a slogan and still think that all of that is still far from reality. This happens because there is a gap between expectations and reality or in other words because there is a discrepancy between the statement and company policies, this is reflected especially when the company does not pay for employee rights such as salaries or benefits. This does not care about the physical condition of the workplace (which affect employee's comfort) or does not reward employee performance even when the company has to take action to terminate the employment relationship. Employees began to question whether this can still be called treating employees as company assets? This means the company should take care of and pay attention to employees as well as possible (Yuda & Ardana, 2017). Many studies have found a negative relationship between job satisfaction and employee turnover intention. Mathis and Jackson (2001) identified that employee turnover is related to job dissatisfaction

Research by Qureshi et al., (2013) in Yuda & Ardana (2017), found a positive relationship between work stress and turnover intention, where increasing job stress is also followed by an increase in turnover intention. Stress arises when employees are unable to meet the demands of the job. It is unclear what the job responsibilities are, lack of time to complete tasks, no support facilities to carry out work, conflicting tasks, is examples of stressors.

The work environment is one of the most determining factors for the company's success. Employees can carry out their duties and work is influenced by many factors, so there are employees who are enthusiastic and less enthusiastic at work. In addition, the relationship between employees and the relationship with superiors is an important factor in the comfort of employees at work. A conducive work environment increases work motivation and ultimately improves work performance. In the study of Qureshi et. al, (2013) in Rijasawitri & Suana (2020), the work environment has a negative relationship with turnover intention,

which shows good working conditions can reduce the number of turnover intentions. In line with these conditions, PT. Prima Sejati Sejahtera 3 as the largest garment manufacturing company in Central Java is required to improve its ability to face industrial competition, one of which is by paying attention to the labor factor.

Table 1
Turnover employees January-June 2020

Month	Number of Outgoing Employees	Number of Employees Login	Number of Employees
January	83	79	501
February	64	51	488
March	65	30	453
April	38	14	429
May	44	10	395
June	56	126	465

Source: PT. Prima Sejati Sejahtera 3

From the table above, it can be seen that in January the number of employees who left was eighty-three employees, while the number of employees who entered was seventy-nine employees. In February, the number of employees who left was sixty-four employees while the number of employees who entered was fifty-one employees. In March, the number of employees who left was sixty five employees while the number of employees who entered was thirty employees. In April, the number of employees who left was thirty eight employees while the number of employees who entered was fourteen employees. In May, the number of employees who left was forty-four employees while the number of employees who entered was ten. In June, the number of employees who left was fifty-six employees while the number of employees who entered was one hundred and twenty-six employees. From these data, it shows that the employee turnover rate every month is inconsistent and tends to fluctuate, so it can be said that there is a problem with employee turnover intention. The employees in question are employees in various departments, both permanent and contract employees.

Based on the description above, the researchers are interested in conducting research to determine the effect of job satisfaction, work stress and work environment on employee turnover intentions with the title "*The Affect of Job Satisfaction, Job Stress, and Work Environment on Potential Turnover Intentions of Level Operator Employees at PT. Prima Sejati Sejahtera 3*". The formulation of the problem is: Is there an affect of Job Satisfaction on the Potential Turnover Intention of operator level employees at PT. Prima Sejati Sejahtera 3?

2. Research Method

In this study, the population taken was the operator level employees of PT. Prima Sejati Sejahtera 3 who worked in the production unit as many as 145 people. In determining the sample size, this study uses the Slovin formula, the Slovin formula is used to determine the minimum required sample, if the population size is known (Umar, 2003:120). Based on the above calculation, the minimum sample size that must be used is 60 respondents.

Table 2
Variable operational definition

No	Variable	Variable Definition	Indicator	Source
1	<i>Turnover Intention</i> (Y)	According to researchers, turnover is the desire to leave the old job and look for another job.	1) Thoughts of leaving current job. 2) Desire to find other job vacancies. 3) Desire to leave the organization in the coming months	1) Chen and Francesco (2000)
2	Job Satisfaction (X1)	According to researchers, job satisfaction is a positive feeling for the work that has been done.	1) Satisfaction with the work itself 2) Satisfaction with salary 3) Satisfaction with promotion 4) Satisfaction with superiors 5) Satisfaction with coworkers	1) Luthans et al, (2006:243)
3	Work Stress (X2)	According to the researcher, work stress is depression caused by the workload.	1) workload is too heavy 2) urgent working time 3) low quality of work supervision 4) unhealthy work climate 5) inadequate work authority 6) work conflict 7) the difference in value between employees and leaders	1) Sari (2014)
4	Work Environment (X3)	According to researchers, the work environment is everything that is directly related to the workplace and work area.	1) Lighting 2) Temperature 3) Air 4) Noise	1) Munandar (2001:134)

Source: Processed data,2020

Method of collecting data

The data sources used are primary data (observations and questionnaires) and secondary data (journals). Data collection techniques were using observation, validity test questionnaires,

reliability tests. In this study, the classical assumption test was tested (normality test, multicollinearity, heteroscedasticity). In addition, this study was also tested using Multiple Linear Regression Analysis, t-test, f-test, and coefficient of determination.

3. Results and Discussion

3.1. Results

The data are reliable and valid based on the results of questionnaire test. The results of the classical assumption test, the data is normally distributed. The results of multiple linear regression testing are as follows:

Table 3
Multiple Linear Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,328	1,911		8,545	,000
Satisfaction (X1)	-,496	,172	-,651	-2.889	,005
Stress (X2)	,303	,127	,627	2,382	,021
Environment (X3)	-,258	,176	-,265	-1,465	,148

a. Dependent Variable: Turnover (Y)

The linear regression equation formed is:

$$Y = 16,328 - 0.496 + 0.303 - 0.258$$

From the multiple linear regression equation above, it can be analyzed as follows :

- 1) The constant value is 16,328, this means that turnover intention will be 16,328 if job satisfaction, work stress and work environment are equal to zero.
- 2) The regression coefficient of job satisfaction is -0.496. the coefficient is negative, meaning that every one unit decrease in job satisfaction will be followed by a decrease in turnover intention of -0.496
- 3) Work stress regression coefficient is 0.303. the coefficient is positive, meaning that every increase in work stress by one unit will be followed by an increase in turnover intention of 0.303
- 4) The work environment regression coefficient is -0.258. the coefficient is negative, meaning that every one unit decrease in job satisfaction will be followed by a decrease in turnover intention of -0.258 as f. test to the coefficient of determination (R Square) is 0.409.

This means that the variables of job satisfaction, work stress and work environment, have a role of 40.9% together to be able to explain or explain the work ethic variable. While the remaining 59.1% (100% - 40.9%) is explained by other variables that affect work ethic.

3.2. Discussion

The affect of job satisfaction on employee turnover intention of operator level employees fat PT. Prima Sejati Sejahtera 3

Job satisfaction is a positive feeling for the work that has been done, with good job satisfaction the organizational goals will be more easily achieved.

From table 4.12, the results of the calculations that have been carried out obtained the t value of job satisfaction is $-2.889 > t\text{-table } 2.000324$ ($df = nk-1 = 56$). The significance level is 0.005 while the level of significance is 0.05. This shows that the job satisfaction variable has a significant negative effect on turnover intention. The results of this study indicate that the higher the job satisfaction of employees, it will reduce employee turnover intention. On the other hand, the lower in the employee's job satisfaction, thus the higher in the employee's turnover intention.

Based on the results of the questionnaire on table 4.5. obtained an average job satisfaction of 3.75. This figure, when viewed from an index scale range of 1 – 5, means that the affect of job satisfaction on turnover intention is high.

The results of this study indicate that job satisfaction has a significant negative effect on employee turnover intention of operator level employees at PT. Prima Sejati Sejahtera 3. The results of this study are in line with research conducted by Rijasawitri & Suana (2020). Meanwhile, the affect of job satisfaction, work stress, and non-physical environment on turnover intention, which results in job satisfaction are having a negative effect on turnover intention.

Thus, the greater the satisfaction is about with work, with salaries, with promotions, with superiors, and with co-workers themselves, as job satisfaction will reduce the level of employee turnover intention of operator level employees at PT. Prima Sejati Sejahtera 3.

The affect of work stress on employee turnover intention of operator level employees at PT. Prima Sejati Sejahtera 3

Work stress is depression caused by workload. If the work stress experienced by employees is too large, it will hamper employee performance.

From table 4.12, the results of the calculations that have been carried out are obtained the t value for work stress is $2,382 > t\text{-table } 2,000324$ ($df = nk-1 = 56$). The significance level is 0.005 while the level of significance is 0.05. This shows that the work stress variable has a significant positive effect on turnover intention. The results of this study show about if the higher the employee's in job satisfaction, thus the higher of employee's in turnover intention.

Based on the results of the questionnaire in table 4.6, the average work stress is 3.58. This figure, when viewed from an index scale range of 1 – 5, means that the effect of work stress on turnover intention is high.

The results of this study indicate that work stress has a significant positive effect on employee turnover intention of operator level employees PT. Prima Sejati Sejahtera 3. The results of this study are in line with research conducted by Rijasawitri & Suana (2020), about the effect of job satisfaction, work stress, and non-physical environment on turnover intention, which results in work stress are having a positive effect on turnover intention.

Thus, the higher in the workload, urgent work time, quality of supervision, inadequate work climate, inadequate authority, work conflicts, and differences in values between employees and leaders; the turnover intention will increase.

The Influence of the Work Environment on the Turnover Intention of Operator Level Employees at PT. Prima Sejati Sejahtera 3

The work environment is everything that is directly related to the workplace and work area. A good work environment will certainly make work activities more comfortable.

From table 4.12, the results of the calculations that have been carried out obtained the t value of job satisfaction is $-1.465 > t\text{-table } 2.000324$ ($df = nk-1 = 56$). The significance level is 0.148 while the level of significance is 0.05. This shows that the work environment variable has no significant negative effect on turnover intention. The results of this study show work environment has no effect on employee turnover intention.

Based on the results of the questionnaire in table 4.7, the average work environment is 3.33. This figure, when viewed from an index scale range of 1 – 5, means that the influence of the work environment on turnover intention is high.

The results of this study indicate that the work environment has an insignificant negative effect on employee turnover intention of operator level employees at PT. Prima Sejati Sejahtera 3. The results of this study are in line with research conducted by Chandra (2016) about the affect of job satisfaction, work stress, and the environment on turnover intention of UD Tambora employees in Sumbawa, which found that the work environment had an insignificant negative effect on turnover intention.

Thus the work environment including lighting, temperature, air quality, and noise is considered inadequate, but tends to have no intention of looking for alternative jobs in other companies. From the results of observations who made by researchers, the cause of the work environment has no effect on turnover intention due to the difficulty of finding job vacancies during the current Covid-19 pandemic so that a bad work environment does not encourage employees' intentions to look for other jobs.

4. Conclusion

Based on the results of research and discussion on the affect of job satisfaction, work stress and work environment on potential turnover intention of operator level employees at PT. Prima Sejati Sejahtera 3, the following conclusions can be drawn:

1. Job satisfaction variable has a negative and significant effect on employee turnover intention of PT. Prima Sejati Sejahtera 3. This means that the higher the employee's job satisfaction, thus the lower the employee's turnover intention. In contrast, the lower in the employee's job satisfaction, the higher in the employee's turnover intention.
2. The work stress variable has a positive and significant effect on potential turnover intention of operator level employees at PT. Prima Sejati Sejahtera 3. This means that the higher in the employee's job stress, thus the higher in the employee's turnover intention.
3. On the other hand, the work environment has an insignificant negative effect on employee turnover intention at PT. Prima Sejati Sejahtera 3. From these results, it shows that employees feel that the employee's work environment is inadequate and unfriendly, but they tend not to have the intention to leave or look for alternative jobs at other companies.

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