



## Unraveling the relationship between work pressure, work environment, and turnover intentions: a study at alfamart

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### ABSTRACT

The aim of this research is to explore the influence of work pressure and work environment on turnover intention of Alfamart employees. The method used is multiple linear regression analysis of survey data from Alfamart employees. The results of the analysis show that both factors, work pressure and work environment, have a significant influence on employee turnover intention. Work pressure is positively related to turnover intention, while the work environment is negatively related. The interaction between work pressure and work environment also influences turnover intention significantly. The implication of these findings is the importance of Alfamart management to pay attention to these two factors in an effort to reduce employee turnover rates. By improving work pressure conditions and improving the quality of the work environment, employee retention and workforce stability at Alfamart can be increased.

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## INTRODUCTION

In the business world that continues to develop, human resource management is a key aspect that influences the success of an organization (Anwar & Abdullah, 2021). One of the main challenges companies face is retaining qualified and experienced employees. In the midst of competitive job market dynamics, the emergence of turnover intention is a serious concern for company management (Uludag et al., 2023). Turnover is a process where employees leave an organization or company and must be replaced immediately. Meanwhile, Turnover Intention, as explained by (Muhammad Irfan, 2017), is the desire to move, but has not yet reached the stage of real action to move from one workplace to another. This becomes a big problem for companies when many employees leave the company, especially if the employees who leave are prospective employees. Although turnover can basically have a positive impact, such as when employees with low performance decide to resign, in some cases, repeated loss of employees can have a negative impact on the organization (Pariyanti et al., 2023).

The phenomenon of intention to quit work is not only influenced by internal individual factors, but also by external factors, such as work pressure and the work environment. Excessive work pressure, lack of support from colleagues and superiors, and uncondusive work environment conditions can be the main triggers for employees to consider leaving their jobs (Riani & Putra, 2017). The effect of work pressure on turnover intention describes how the level of stress in the work environment can influence a person's desire to leave their job (Pariyanti et al., 2022). High work pressure, such as excessive workload, tight deadlines, or lack of support from colleagues or management, can cause low psychological well-being and job dissatisfaction (Saraswati & Lie, 2020). This gives rise to the desire to look for a new job or leave the current job. Other factors such as a lack of coping resources at work can also worsen the impact of work pressure on turnover intention (Harun et al., 2022).

Previous research found that work pressure is related to turnover intention. As has been researched by (Riani & Putra, 2017). The research results show that there is an influence of work pressure on employee turnover intention. This is different from research by (Hisbih et al., 2023) which states that workload has no effect on employee turnover intention. This means that there is a gap in research results on this relationship. To overcome this, organizations need to take steps to reduce work pressure and improve employee well-being, such as managing workload, increasing social support, and providing stress management skills training (Ohadomere & Ogamba, 2021). Thus, paying attention to and managing work pressure can help reduce turnover intention and maintain workforce stability.

Meanwhile, according to (Widodo Suparno, 2018), the work environment is not only limited to the physical conditions in the office or workplace. In contrast, the work environment includes everything outside the organization that has the potential to influence employees in carrying out their duties. This can include factors such as organizational culture, company policies, and interpersonal dynamics between coworkers. Organizations that are able to create a fun, inclusive and supportive work environment will encourage employees to give their best in their work. This can result in improved overall organizational performance. (Abdou et al., 2022) added other important dimensions of the work environment, namely non-physical aspects such as leadership attitudes and working relationships between employees. Inspirational leadership attitudes, positive mutual support, and good collaboration between fellow employees can form intrinsic motivation in employees. Intrinsic motivation, which stems from personal satisfaction and a sense of accomplishment, is often a key driver for high performance and long-term commitment to an organization.

Factors in the work environment such as organizational culture, leadership, work-life balance, recognition and rewards, physical and environmental conditions, career development opportunities, interpersonal relationships, and compensation and benefits, all contribute to how employees feel about the company they work for (Yu et al., 2022). A positive culture, supportive leadership, good work-life balance, and recognition of employee contributions can reduce the desire to move (Lamane-harim et al., 2021). Conversely, inadequate physical condition, poor interpersonal relationships, or lack of career development opportunities can increase turnover intention. Therefore, effective management of these work environment factors is important to retain valuable employees and reduce the turnover rate in the organization. Even though the work environment is very important, it turns out there are still gaps in research results, (Kristin et al., 2022). The research results show that the work environment influences employee turnover intention. This is different from research by (Khristanto, 2018) which states that the work environment has no effect on employee turnover intention. This means that further research needs to be carried out to resolve the existing gaps. The aim of this research is to expand understanding of the relationship between work pressure, work environment, and turnover intention. The contributions of this research include developing intervention strategies that can reduce work pressure and improve the quality of the work environment, thereby reducing employee turnover

intentions and increasing workforce stability in an organization. Thus, this research has the potential to provide guidance for organizational management in managing human resources more effectively, which in turn can improve organizational performance and sustainability.

The hypothesis in this study is that the researcher suspects: H1= Work pressure influences the intention to stop working (turnover) of Alfamart employees in Way Jepara District, East Lampung. H2= The work environment influences the intention to stop working (turnover) of Alfamart employees in Way Jepara sub-district, East Lampung. H3= Work pressure and the work environment together influence the intention to stop working (turnover) of Alfamart employees in East Lampung.

## RESEARCH METHOD

### Types of research

The author uses a quantitative research type approach. According to Sugiono (2020) quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, collect data using research instruments, analyze quantitative/statistical data, with the aim of testing predetermined hypotheses. This research aims to examine the extent to which work pressure and work environment influence Alfamart employee turnover in Way Jepara District, East Lampung.

### Population and Sample

According to (Hair et al., 2013), population is a generalized area consisting of objects or subjects that have certain quantities and characteristics that researchers use to study and then draw conclusions. The population in this study were all employees of the Alfamart outlet (PT Alfaria Trijaya) in East Lampung Regency, which consists of 5 outlets. Each outlet has 12 employees so the population in this study is 60 people. The sample used in this research was the entire population, namely employees of the Alfamart outlet in Way Jepara sub-district, totaling 60 people.

### Data collection technique

The data that can be used in this research was obtained using a questionnaire or a series of written questions to the respondent with 3 research variables. In carrying out the measurement scale, variables are measured using a Likert scale. The Likert scale used consists of five research questionnaire answers with a determined score, namely Strongly Agree (SS) = 5 Agree, (S) = 4, Undecided (R) = 3, Disagree (TS) = 2, Strongly Disagree (STS) = 1.

### Data analysis technique

Based on the questionnaire data obtained which has gone through the validity and reliability testing stages, the author then analyzes using classical assumption test analysis (normality, multicollinearity and heteroscedasticity tests), multiple linear regression analysis, hypothesis testing (t test and f test) and coefficient of determination test.

## RESULTS AND DISCUSSIONS

The results of the research are processing questionnaire data from 60 respondents regarding the influence of work pressure (X1) and work environment (X2) on turnover intention (Y) of Alfamart employees in Way Jepara sub-district, East Lampung. The questionnaire consists of 10 statements for variable X1, 10 statements for variable X2 and 12 statements for variable Y intention to quit work (*Turnover Intention*).

## Validity and Reliability Test Results

**Table 1 . Validity and Reliability Test Results**

Research variables	Indicators	r count > r table (product moment correlation)	Reliability test (Cronbach's Alpha)	Information
Working pressure (X1)	X1.1	0.506 > 0.200	0.812 > 0.6	Valid & Reliable
	X1.2	0.709 > 0.200		Valid & Reliable
	X1.3	0.620 > 0.200		Valid & Reliable
	X1.4	0.585 > 0.200		Valid & Reliable
	X1.5	0.556 > 0.200		Valid & Reliable
	X1.6	0.702 > 0.200		Valid & Reliable
	X1.7	0.571 > 0.200		Valid & Reliable
	X1.8	0.611 > 0.200		Valid & Reliable
	X1.9	0.694 > 0.200		Valid & Reliable
	X1.10	0.557 > 0.200		Valid & Reliable
Working environment (X2)	X2.1	0.671 > 0.200	0.837 > 0.6	Valid & Reliable
	X2.2	0.642 > 0.200		Valid & Reliable
	X2.3	0.644 > 0.200		Valid & Reliable
	X2.4	0.608 > 0.200		Valid & Reliable
	X2.5	0.701 > 0.200		Valid & Reliable
	X2.6	0.673 > 0.200		Valid & Reliable
	X2.7	0.682 > 0.200		Valid & Reliable
	X2.8	0.456 > 0.200		Valid & Reliable
	X2.9	0.654 > 0.200		Valid & Reliable
	X2.10	0.627 > 0.200		Valid & Reliable
turnover intention	Y1	0.463 > 0.200	0.738 > 0.6	Valid & Reliable
	Y2	0.528 > 0.200		Valid & Reliable
	Y3	0.608 > 0.200		Valid & Reliable
	Y4	0.631 > 0.200		Valid & Reliable
	Y5	0.639 > 0.200		Valid & Reliable
	Y6	0.727 > 0.200		Valid & Reliable
	Y7	0.436 > 0.200		Valid & Reliable
	Y8	0.565 > 0.200		Valid & Reliable
	Y9	0.501 > 0.200		Valid & Reliable
	Y10	0.623 > 0.200		Valid & Reliable
	Y11	0.376 > 0.200		Valid & Reliable
	Y12	0.497 > 0.200		Valid & Reliable

Source: Processed primary data (2024)

The validity test is carried out using the correlation product moment formula with the condition that if  $r \text{ count} \geq r \text{ table}$  (2-sided test with sig. 0.05) then the questionnaire instrument is declared valid. if  $r \text{ count} \leq r \text{ table}$ , then the questionnaire instrument is declared invalid. Based on the results of the validity test of all the variables used above, it is considered valid because calculated  $R > R \text{ table}$  (0.200). Then, based on the reliability test output results above, it can be concluded that the instrument coefficients are  $X1=0.812$ ,  $X2=0.837$  and  $Y= 0.738$ . Thus, the questionnaire items for all variables used in this research were declared reliable because the results were more than 0.6.

The next stage is the Kolmogorov-Smirnov test, it is known that the residuals are normally distributed if they are significant more than 0.05. The results of this research obtained a significant value of 0.077 or ( $0.077 > 0.05$ ), meaning that the data in this study was normally distributed. Meanwhile, a VIF test was also carried out. If the variance inflation factor (VIF) value is not more than 10 and the tolerance value is not less than 0.1 then the model can be said to be free from multicollinearity. Based on the existing results, the variables work pressure (X1) and work environment (X2) have the same VIF value, namely 1.006 with a tolerance value of 0.994. The threshold commonly used to indicate the presence of multicollinearity is a tolerance value  $< 0,1$  or the same as  $VIF > 10$ . This means that the two variables above are free from multicollinearity.

Likewise with the Heteroscedasticity Test, if a certain pattern, for example the dots (dots) form a certain regular pattern, then heteroscedasticity occurs. If there is no clear pattern, and the points spread below and above the number 0 on the Y axis, then heteroscedasticity does not occur. Based on the results, the residuals show that there is no clear pattern, the points are spread above and below the number 0 on the Y curve so that heteroscedasticity does not occur.

### Hypothesis Test Results

The stage after testing validity and reliability, next is hypothesis testing which is carried out using the regression formula, with the SPSS analysis tool. Here are the results:

**Table 2.** Hypothesis Testing

Variables	B	P Value	Conclusion
Working Pressure (X1) -> Turnover intention (Y)	,376	,000	accepted
Work environment (X2) -> Turnover Intention (Y)	-.550	,000	accepted
Work Pressure and Work environment, -> Turnover Intention (Y)	Fh (27,358)	,000	accepted

Source: Primary data processed (2024)

Coefficient B (0.376), this shows that every one unit increase in the level of work pressure will contribute to an increase of 0.376 units in turnover intention. P-Value (0.000) < 0.05 indicates that the relationship between work pressure and turnover intention is statistically significant. Based on the small p-value, the hypothesis is accepted, meaning that there is a significant relationship between work pressure and turnover intention. High work pressure can have a significant effect on the level of turnover intention among Alfamart employees. High workloads, such as demands to complete tasks quickly and working in a constantly busy environment, can cause physical and mental fatigue (Nurjaya et al., 2020). This can increase stress levels among employees, which in turn can lead to job dissatisfaction and a desire to seek more fulfilling work. In addition, constant work pressure can also disrupt the balance between employees' work and personal lives, causing them to feel overburdened and lacking time for themselves or their families (Sujito, 2023). If these feelings are not addressed well by management, employees may feel that the only solution is to leave the company in search of a more balanced and supportive work environment.

Coefficient B (-0.550), This shows that every one unit increase in the quality of the work environment will contribute to a decrease of 0.550 units in turnover intention. P-Value (0.000) < 0.05, indicating that the relationship between work environment and turnover intention is statistically significant. Based on the p-value, the hypothesis is accepted, which means that there is a significant relationship between work environment and turnover intention (Pariyanti et al., 2023). Thus, the work environment has a negative influence on turnover intention. A positive work environment, including factors such as a supportive company culture, effective communication, support from coworkers and management, and opportunities for career growth and development, tends to reduce turnover intention levels. Conversely, a negative work environment, such as role ambiguity, interpersonal conflict, inconsistent policies, and lack of recognition of employee contributions, can increase the desire to leave a job. One of the main factors is the quality of the work environment. If the work environment at Alfamart is deemed not conducive to employee growth and satisfaction, this may increase employees' desire to leave their jobs. A negative environment, such as frequent interpersonal conflicts, lack of support from management, or unclear policies, can reduce employee motivation and increase levels of dissatisfaction (Linnik & Sepp, 2023). Apart from that, lack of opportunities for growth and development can also be a factor that causes high turnover intention. If employees feel that they have no opportunities to advance in their careers at Alfamart, they may tend to look for opportunities elsewhere that offer better career development. Furthermore, a company culture that is not in line with employee values and needs can also have a negative impact (Paais & Pattiruhu, 2020). If employees feel that the company values do not align with their personal values, or if they feel that the company culture does not

support teamwork or innovation, this may increase their desire to look for work elsewhere that better meets their expectations (Wang & Wang, 2020). It is important to note that employees who are satisfied with their work environment are more likely to stay with the company (Rafia Hasan Taheri et al., 2020). In the Alfamart context, a good work environment can mean providing adequate training, providing constructive feedback, encouraging collaboration between teams, and creating an inclusive and achievement-oriented culture (Wen et al., 2020). Employees who feel valued and have room to grow tend to be more committed to the company and less inclined to look for work elsewhere (Frye et al., 2020).

Finally, an Fcount of 27.358 was obtained. To determine this, the F statistics attachment table is used, using a significance level of 0.05, with df 1 (number of variables -1) or 3-1 = 2 and df 2 (nk-1) or 60-2-1 = 57. So we get the F table result is 3.16. This means that the calculated F value > F table is (27.358. > 3.16). With a significance value of 0.00<0.05, it means that the hypothesis is accepted, work pressure, work environment together have a significant influence on the dependent variable (Y), namely intention to stop working (turnoverintention). The significant influence of work pressure and work environment together on Alfamart employee turnover intention reflects the complexity of factors that influence employees' desire to stay at the company. High work pressure, such as excessive workloads and tight schedules, can cause stress and burnout (Martins et al., 2023), while a negative work environment, such as a lack of support from coworkers and management, can exacerbate these conditions (Nisa et al., 2019). With high work pressure and a negative work environment, employees may feel unsupported or unappreciated, which can increase levels of dissatisfaction and the desire to look for work elsewhere. In addition, the combination of work pressure and a non-conducive work environment can also reduce employees' overall well-being, worsening the situation and strengthening their intention to leave the company (Nurjaya et al., 2020). Therefore, Alfamart management needs to pay attention to both work pressure factors and the work environment in an effort to reduce the level of turnover intention (Salmony & Kanbach, 2022). This can involve increasing support for employees, improvements in time and workload management, improving communication, and creating a positive and inclusive work environment (Sujito, 2023). By improving overall working conditions, Alfamart can reduce the work pressure experienced by employees and create a supportive work environment, thereby reducing the level of turnover intention and increasing employee retention (Pariyanti, 2022).

## CONCLUSION

From the results of the analysis carried out in the previous chapter, it can be concluded that there is a significant relationship between work pressure and work environment on Alfamart employee turnover intention. Work pressure has a significant positive influence, where every increase in work pressure is correlated with an increase in turnover intention. In contrast, the work environment has a significant negative influence, with each improvement in the work environment correlating with a decrease in turnover intention. Apart from that, the results also show that the interaction between work pressure and work environment together also has a significant influence on the turnover intention of Alfamart employees. Thus, the conclusion states that work pressure and work environment factors, as well as the interaction between the two, need to be taken seriously by Alfamart management in an effort to reduce employee turnover rates and maintain workforce stability.

These findings contribute to human resource management theories by providing empirical evidence of the crucial role played by a supportive work environment and effective management of work pressure in retaining employees. The implications derived from this study align with established theoretical frameworks, such as the Job Demands-Resources (JD-R) model, which

posits that job resources, including a supportive work environment, can buffer the negative effects of job demands, such as work pressure, on employee well-being, retention and turnover intention.

The practical implication of these findings is that Alfamart management and other organizations need to pay attention to both work pressure and work environment in an effort to reduce employee turnover rates. This can involve implementing management policies and practices that reduce unnecessary work stress, improve communication and support between management and employees, and create a positive and inclusive work environment. Additionally, management may consider providing appropriate training and career development to help employees cope with work stress and feel more connected to the organization. By paying attention to these factors, organizations can reduce employee turnover rates and increase overall employee satisfaction and well-being.

The next research direction could be to consider a longitudinal study to understand the development of work pressure and work environment and their impact on turnover intention of Alfamart employees. In addition, qualitative research such as in-depth interviews or focus group discussions can provide more detailed insight into the specific factors that influence turnover intention. Comparative studies with other companies and research on leadership roles are also suggestions for further exploration. Finally, the development of targeted interventions to reduce work pressure and improve the quality of the work environment can be a practical step in overcoming employee turnover intention.

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