



EFFECT OF WORK STRESS, WORKLOAD, AND JOB SATISFACTION ON EMPLOYEES' TURNOVER INTENTION PERCEPTIONS AT PT CEMERLANG LESTARI IN BALIKPAPAN

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ABSTRACT

This study aims to determine the effect of work stress, workload and job satisfaction on employee turnover intention at PT Cemerlang Lestari in Balikpapan, either partially or simultaneously. The sample of this research is 75 employees of PT Cemerlang Lestari in Balikpapan who are still actively working selected using random sampling technique. The method used is quantitative method, data collection is carried out using primary data through direct questionnaires to respondents. Data were analyzed by validity and reliability tests, as well as multiple linear regression analysis t test, f test, using the SPSS 24.0 program. The results showed that work stress (X1) had a positive and significant effect on employee turnover intention (Y), workload (X2) had a positive and significant effect on employee turnover intention (Y) and job satisfaction (X3) had no negative effect on employee turnover intention (Y). The results of this study also support previous research from Bina Hardi, et al. (2018) which states that work stress (X1) and workload have a positive effect on turnover intention (Y), and rejects the results of research by Aharon Tziner et al. (2015) which states that work stress (X1) and job satisfaction (X3) have a negative or no effect on turnover intention.

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1. Introduction

Human resources are an important factor in a company that determines the success or failure of a company in achieving its goals. Turnover intention is the intention to leave the company voluntarily, which can affect the company's status and will definitely affect employee productivity (Issa et.al, 2013:526). The current high level of turnover intention has become a serious problem for many companies, even companies experience losses in terms of training and education of the employees they recruit. If a company experiences high turnover intention, then if it is a competent employee, the company will experience losses both in terms of work and company image. Competent employees will make work easy and efficient and increase work productivity.

Job stress is something that involves interactions between individuals and the environment. So work stress is a consequence of every action and environmental situation that causes excessive psychological and physical demands. Work stress occurs when there is an imbalance between the demands of the workplace and the ability of workers to solve problems.

Workload is work that is given by the company and must be done by employees. Quantitatively the workload is measured based on the time that must be completed, while qualitatively it is the workload that can cause mental pressure on employees. Workload is something that arises from the interaction between the demands of the tasks, the work environment where it is used as a coworker, the skills, behaviors and perceptions of the workers. Job satisfaction can be adjusted to human needs, because human needs are very diverse, both types and levels, even humans have needs that tend to be unlimited.

Based on the results of interviews with HRD, the employee turnover rate has increased in development over the last 5 years for operational sustainability, requiring a large number of workers who have almost met the desired target number. However, every year there are still employees who are not responsible for their work, HRD or Company Managers still find some employees who decide to leave their jobs. The following is a table of employee turnover at PT Cemerlang Lestari Balikpapan for the 2016 to 2020 period.

Table 1.
The Number of Employee Turnover Intentions at PT. Cemerlang Lestari

Company Name	Initial amount	Number of entries	Amount out	Final amount
2016	80	5	5	80
2017	80	2	7	75
2018	75	6	5	76
2019	76	2	10	68
2020	68	5	11	62

The results of research conducted by Bima Hardi, et al (2018) regarding the effect of work stress on turnover intention, stated that the work stress variable had a positive and significant effect on employee turnover intention. These results are in line with the research of Ulil Amri, et al. (2017) which states that the work stress variable has a significant positive effect on employee turnover intention. However, these two studies differ from research by Aharon Tziner, et al (2015) which states that work stress does not significantly affect employee turnover intention.

The results of research conducted by Lakmi Sito Dwi Irvianti, et al (2015) regarding workload on employee turnover intention, stated that the workload variable had a significant positive effect on employee turnover intention. This result is in line with the research of Ni Luh Tesi Riani, et al. (2017) which states that the workload variable has a significant positive effect on employee turnover intention. However, these two studies are different from the research of Uswatun Hasanah (2020) which states that the workload variable does not have a significant influence on employee turnover intention.

The results of research conducted by Muhammad Khaidir, et al (2016) regarding job satisfaction on employee turnover intention stated that the job satisfaction variable had a negative and significant effect on employee turnover intention. The results of this study are in line with the research of Ni Wayan Mega Sari, Apri Yani, et al. (2016) which states that the job satisfaction variable has a negative and significant effect on employee turnover intention. However, these two studies are different from research by Gabriela Syahronica, et al (2015) which states that the job satisfaction variable has a significant positive effect on employee turnover intention.

2. Methods

The method used is quantitative method, data collection is carried out using primary data through direct questionnaires to respondents. Data were analyzed with validity and reliability tests, as well as multiple linear regression analysis, t test, f test.

The thinking framework contains an explanation of the relationship between the independent variables (work stress, workload and job satisfaction) and the dependent variable (turnover intention). This relationship will be explained based on the theory and previous studies. For more details can be explained in the following image:

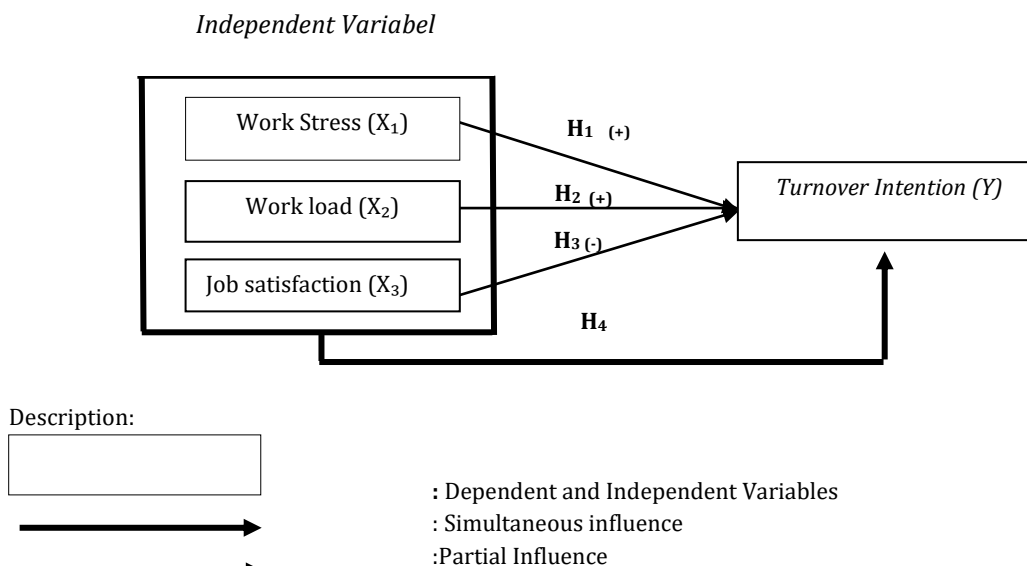


Fig 2. Research Design

Data analysis method

Table 2.
Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.752	2.999		.584	.561
X1	.324	.107	.255	3.036	.003
X2	.677	.085	.670	7.949	.000
X3	-.127	.117	-.091	-1.085	.281

Based on the unstandardized coefficients column, the results of multiple linear regression analysis obtained the following regression equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1.752 + 0.324 X_1 + 0.677 X_2 + -0.217 X_3 + e$$

From the regression equation above, it can be seen that the coefficients of each independent and dependent variable can be interpreted as follows:

- a. Value of constanta= 1,752
From the results of the study that the value of a = 1.752 shows that if the independent variable consisting of the influence of work stress (X1), workload (X2), and job satisfaction (X3) is constant, the dependent variable Employee Turnover Intention (Y) at PT Cemerlang Lestari has a value of 1.752.
- b. Value of Regression Coefficient b1X1
The relationship between the variables of the influence of work stress (X1) on Employee Turnover Intention (Y) is shown by the regression coefficient (β_1) = 0.324 which is positive, this indicates that every time there is an increase in the Work Stress score of one, then on average it will affect the Turnover score. Employee Intention of PT Cemerlang Lestari in Balikpapan (Y) of 0.324
- c. Value of Regreeion Coefficient b2X2
The relationship between the variables the effect of workload (X₂) on Employee Turnover Intention (Y) is shown by the regression coefficient (β_2) = 0.677 positive, this indicates that every time there is an additional Workload score of one, then on average it will affect the Employee Turnover Intention score. PT Cemerlang Lestari in Balikpapan (Y) of 0.677
- d. Value of Regression Coefficient b3X3
The relationship between job satisfaction variables (X3) on employee turnover intention (Y) is indicated by the regression coefficient value (β_3) = -0.271 negative, meaning that every increase in job satisfaction by one unit, it will affect employee turnover intention by -0.271 units.

Table 3.
Koefisien Determinasi (R2) (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 ^a	.501	.480	3.640

Predictors: (Constant), X3, X1, X2

Based on the results of the SPSS output in the image above, it can be seen that the value of the coefficient of determination or R Square is 0.501 or if the percentage becomes 50.1%. It can be taken a decision that the effect of work stress (X1), workload (X2), and Job Satisfaction (X3) on the rise and fall of the dependent variable Turnover Intention (Y) has an influence (contribution) of 50.1% while the remaining 49.9 % influenced by other variables that were not examined in this study.

Table 4.
Test F (ANOVA^a)

Model	Sum of Squares	df	Mean Square	F
Regression	945.407	3	315.136	23.783
Residual	940.780	71	13.250	
Total	1886.187	74		

Dependent Variable: Y

Predictors: (Constant), X3, X1, X2

Table 5.
Uji t

Model	t	Sig.
(Constant)	.584	.561

Model	t	Sig.
X1	3.036	.003
X2	7.949	.000
X3	-1.085	.281

Dependent Variable: Y

Predictors: (Constant), X3, X1, X2

By using the t test with a significant level of 0.05 or 5%. Then the results of the t test are obtained as follows:

- 1). The Effect of Job Stress on Employees' Turnover Intention Perceptions
Based on the results of the partial test, it can be obtained that the value of t arithmetic > t table (3.036 > 1.99394) with a significance level of < 0.05 (0.003 < 0.05), so it can be concluded that work stress has a partial and significant effect on employee turnover intention. PT. Cemerlang Lestari in Balikpapan.
- 2). The Effect of Workload on Perceptions of Employee Turnover Intention
Based on the results of the partial test, it can be obtained that the value of t arithmetic > t table (7.949 > 1.99394) with a significance level of < 0.05 (0.000 < 0.05), so it can be concluded that the workload has a partial and significant effect on employee turnover intention. PT Cemerlang Lestari in Balikpapan.
- 3). The Effect of Job Satisfaction on Employees' Turnover Intention Perceptions
Based on the results of the partial test, it can be obtained that the t value > t table (-0.1085 > 1.99394) with a significance level of < 0.05 (0.281 < 0.05), so it can be concluded that job satisfaction has no partial and significant effect. on employee turnover intention of PT Cemerlang Lestari in Balikpapan.

3. Result and Discussion

3.1 Simultaneous Discussion (F Test)

From the results of multiple linear regression analysis, an R value of 0.708 is obtained, this means that the contribution or contribution of the independent variables of Job Stress, Workload and Job Satisfaction to Employee Turnover Intention at PT Cemerlang Lestari in Balikpapan is 70.8% This shows that there is a very strong relationship. And the coefficient of determination (R²) of 50.1% shows the influence of the independent variables of Job Stress, Workload and Job Satisfaction at PT Cemerlang Lestari in Balikpapan is quite strong, while the rest is the influence of other variables that are not examined at 29.2% (100 -70.8%). To see the significance of the three independent variables of Job Stress, Workload, and Job Satisfaction on the dependent variable Turnover Intention of Employees of PT Cemerlang Lestari in Balikpapan, it can be seen from the Annova table, Employees obtained an F value of 23,782 which is greater than Ftable is 2.73 with a significance level of 0.000 which is smaller than the significance level = 0.05. shows the magnitude of the calculated F value of 23,783 with a Sig level. F of 0.000 the value of Fcount is greater than F table = 2.73 and the value of Sig. smaller than the value of a = 5% (0.000 < 0.05).

3.2 Partial Discussion (T-Test)

- a. The results show that work stress has an effect on employee turnover intention
Based on the results of the partial test, it can be obtained that the value of t arithmetic > t table (3.036 > 1.99394) with a significance level of < 0.05 (0.003 < 0.05), so it can be concluded that work stress has a partial and significant effect on employee turnover intention. PT Cemerlang Lestari in Balikpapan. From this statement, H1 which suspects that work stress has a partial effect on the turnover intention of PT Cemerlang Lestari employees in Balikpapan is accepted. This is in line with

Bima Hardi, et al (2018) which states that work stress has a positive and significant effect on employee turnover intention.

b. The results show that workload has an effect on employee turnover intention.

Based on the results of the partial test, it can be obtained that the value of t arithmetic $>$ t table ($7.949 > 1.99394$) with a significance level of < 0.05 ($0.000 < 0.05$), so it can be concluded that the workload has a partial and significant effect on employee turnover intention. PT Cemerlang Lestari in Balikpapan. From this statement, H2 which suspects that the workload has a partial effect on the turnover intention of PT Cemerlang Lestari employees in Balikpapan is accepted. This is in line with the research by Laksmi Sito Dwi Irvianti, et al (2015) which states that workload has a positive and significant effect on employee turnover intention.

c. The results show that job satisfaction has no effect on employee turnover intention.

Based on the results of the partial test, it can be obtained that the t value $>$ t table ($-0.1085 > 1.99394$) with a significance level of < 0.05 ($0.281 < 0.05$), so it can be concluded that job satisfaction has no partial and significant effect. on employee turnover intention of PT Cemerlang Lestari in Balikpapan. From this statement, H3 which suspected that job satisfaction had a partial effect on the turnover intention of PT Cemerlang Lestari employees in Balikpapan was rejected. This is in line with the research of Muhammad Khaidir (2016) which states that job satisfaction has no significant effect on employee turnover intention.

4. Conclusions

The first hypothesis states that work stress, workload and job satisfaction simultaneously have an influence on employee turnover intention. This is evidenced by the value of the variable work stress, workload and job satisfaction in the form of F_{count} of 23,783 while the value of $F_{table} = 2.73$, with a significant level of 0.000 less than 0.05. Because $F_{count} > F_{table}$, then H_0 is rejected and H_a is accepted. This means that simultaneously the variables of work stress, workload and job satisfaction have a significant effect on employee turnover intention at PT. Brilliant Lestari in Balikpapan.

The second hypothesis states that work stress has an influence on employee turnover intention. This is evidenced by the value of the Work Stress variable in the form of T_{count} 3,036 while the value of T_{table} is 1,99394 with a significant level of 0.003 which is smaller than 0.05 because $t_{count} > t_{table}$ then H_0 is rejected and H_a is accepted. This means that partially the work stress variable has a significant positive effect on employee turnover intention at PT. Brilliant Lestari in Balikpapan.

The third hypothesis states that workload has a significant effect on employee turnover intention. This is evidenced by the value of the workload variable in the form of t_{count} 3,036 while the value of t_{table} is 1,99394 with a significant level of 0.000 greater than 0.05 because $t_{count} < t_{table}$ then H_0 is rejected and H_a is accepted. it means that partially the workload variable has a significant effect on employee turnover intention at PT. Brilliant Lestari in Balikpapan.

The fourth hypothesis states that job satisfaction has no significant effect on Employee Turnover Intention. This is evidenced by the value of the Job Satisfaction variable in the form of t_{count} -0.1085 while the value of t_{table} is 1.99394 with a significant level of 0.281 greater than 0.05 because $t_{count} < t_{table}$ then H_0 is accepted and H_a is rejected. This means that partially the job satisfaction variable does not have a significant effect on Employee Turnover Intention at PT. Brilliant Lestari in Balikpapan.

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