



The Effect of Work Environment, Work Stress and Organizational Commitment on Turnover Intention in PT. Sentral Bra Makmur

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ABSTRACT

Work stress, organizational commitment and turnover intention at PT. Sentral Bra Makmur. To determine the simultaneous influence of work environment, work stress, organizational commitment and turnover intention at PT. Sentral Bra Makmur. To determine the partial influence of work environment, work stress and organizational commitment on turnover intention at PT. Sentral Bra Makmur. The questionnaire was distributed to 100 respondents who were taken by determining the sample using the non-probability sampling method with the sampling technique used was proportionate random sampling. The questionnaire was tested with validity test, reliability test, and also classical assumption test. The results of the test are valid, reliable, and can be used for regression data. The analysis method used in this study is descriptive method and multiple linear regression analysis with a quantitative approach. The results of the study indicate that 1) The work environment has a negative and significant effect on turnover intention at PT. Sentral Bra Makmur. 2) Work stress has a positive and significant effect on turnover intention at PT. Sentral Bra Makmur. 3) Organizational commitment has a negative and significant effect on turnover intention at PT. Sentral Bra Makmur.

INTRODUCTION

Human Resources (HR) are valuable assets for the company, especially as supporting actors in achieving company goals. The existence of HR needs to be managed well so that it can provide a positive contribution to the progress of the company. On the other hand, if HR is not managed well, employees will be less enthusiastic in working and eventually resign from the company.

Turnover intention is a problem that companies often face and a problem that must be considered because it can affect the condition of the company. Turnover intention is the level or intensity of employee desire to leave the company (Mobley, 2016). The existence of turnover intention causes huge losses for the company because it has to spend more money to overcome the effects of turnover intention such as decreased productivity, work motivation, discipline, and work morale.

PT. Sentral Bra Makmur is a company engaged in the garment or retail sector. The goods produced are women's underwear, namely Bras. The underwear is exported abroad and production targets must be achieved every month. This causes a high need for the number of employees to be employed. PT. Sentral Bra Makmur has 440 employees working for the company.

However, with a very large number of employees, the accumulation of employees leaving or entering each year is also very high, especially in the production sector. This is proven by the employee turnover data of PT. Sentral Bra Makmur in 2022 as seen in Table 1.

Table 1. Employee Turnover Data for 2022

Month	Initial Number of Employees (Person)	Employee Entry (Person)	Employee Outgoing (Person)	Final Number of Employees (Person)	LTO Rate (%)
January	1,485	88	104	1,469	1.1
February	1,469	28	58	1,439	2.1
March	1,439	23	47	1,415	1.7
April	1,415	0	56	1,359	4.0
May	1,359	45	284	1,120	19.3
June	1,120	31	244	907	21.0
July	907	8	190	725	22.3
August	725	9	100	634	13.4
September	634	11	75	570	10.6
October	570	12	29	553	3.0
November	553	41	59	535	3.3
December	535	45	140	440	19.5
Average		28.42	115.50	930.50	10.1

Source: PT. Sentral Bra Makmur, 2022

One of the factors that influence turnover intention is the work environment. The work environment is everything that is around workers and can influence them in carrying out the tasks assigned, such as cleanliness, music, lighting, and others, (Danang, 2016). The results of the pre-survey have

results regarding the level of the work environment at PT. Sentral Bra Makmur which is still considered low, showing 57%. The most problematic indicator is the work atmosphere indicator of 76% or 23 employees stating that there are often conflicts at PT. Sentral Bra Makmur. One of them is related to employee productivity

The second factor that causes high turnover intention is work stress. Work stress is an unpleasant psychological process that occurs in response to work environment pressure, (Robbins, 2018). The results of the pre-survey showed that 57% of employees experienced symptoms of work stress due to the high demands of the tasks given by the company, so that employees experience stress and fatigue in doing their jobs. If this condition is not addressed, it will interfere with employee concentration in working.

Another factor that is no less important in causing high turnover intention is organizational commitment. Organizational commitment is a form that arises from the willingness, sincerity and awareness of individuals who are always in the organization which is manifested in how much effort, motivation and trust in realizing the vision, mission and common goals, (Busro, 2018). The results of the pre-survey showed that the organizational commitment of PT. Sentral Bra Makmur is low, especially in the effective commitment indicator, which is 83% or 25 employees want to feel a career in another place that is much better. In addition, the continuous commitment indicator also affects the low organizational commitment of employees at PT. Sentral Bra Makmur, which is 30% or 18 employees think that if it is not because of need, employees really want to leave the company and look for better jobs.

Seeing this phenomenon, it is interesting to conduct a study entitled "The Influence of Work Environment, Work Stress, and Organizational Commitment on Turnover Intention at PT. Sentral Bra Makmur".

LITERATURE REVIEW

Turnover intention is the level or intensity of employee desire to leave the company. Factors that influence the level of turnover intention in a company include individual characteristics, work environment, work stress and organizational commitment. In addition, the indicators are thinking about leaving the organization or company, the intention to look for other job alternatives, and the intention to leave or resign. (Mobley, 2016).

Job stress is an unpleasant psychological process that occurs in response to work environment pressure. The indicators of job stress are task demands, role demands, interpersonal demands, organizational structure and organizational leadership, (Robbins, 2018).

Organizational commitment is a form that arises from the willingness, sincerity and awareness of individuals who are always in the organization which is manifested in how much effort, motivation and trust in realizing the vision, mission and common goals. Organizational commitment also has several indicators, namely effective commitment, continuous commitment, and normative commitment (Busro, 2018).

METHODOLOGY

The descriptive verification method with a quantitative approach is used in this study. Data collection through field studies by distributing questionnaires to employees at PT. Sentral Bra Makmur can be seen with 100 sample numbers according to the calculation using the Yamane formula. The measurement scale in this study is the Likert scale, with data testing using validity, reliability, assumption tests and After testing the instrument, multiple linear regression analysis was carried out.

RESULT AND DISCUSSION

The test results in this study are all valid and reliable, in the classical assumption test, the normality test has a sig value of 0.200. Multicollinearity test VIF value is less than 5 and tolerance value is greater than 0.5. Heteroscedasticity test no problems occurred. So it can be concluded that the regression model is suitable for use in predicting each variable in this study.

Respondent characteristics that the majority of PT. Sentral Bra Makmur employees are female with an age range of 25-34 years, with the last level of education being high school/vocational school, and a work period of 1-2 years. After this, the results of the analysis test are as follows:

Table 2. Results of Multiple Linear Regression Testing and T-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42,441	,540		78,593	,001
	Work environment	-,424	,048	-,1404	-8,922	,001
	Job Stress	,152	,028	,855	5,418	,001
	Organizational Commitment	-,287	,028	-,548	-10,147	,001
	T table	-	-	-	1,661	
	F count	82,225				
	Sig	,001				
	F Table	2,669				
	R	,851				
	R ²	,725				
	Adjusted R ²	,716				
	Std Error Of The Estimate	,74103				
	Alpha (a)	5%				

Source: Processed primary data, 2024

Regression equation with interpretation:

$$Y = 42.441 - 0.424X_1 + 0.152X_2 - 0.287X_3 + \epsilon$$

The calculation results show that the work environment and organizational commitment to turnover intention have a negative relationship and work stress has a positive relationship. R obtained a value of 0.851 including the strong category and R² is 0.725 or 72% of turnover intention, namely the work environment, work stress and organizational commitment.

The results of the simultaneous calculation have a positive and significant effect. However, partially as follows:

Table 3. Recapitulation of Test Results on Partial Regression Coefficients

No	Independent Variables	count	table	Sig.	Information
1	Work environment	-8,922	1,661	,001	There is no positive and significant influence
2	Work stress	5,418	1,661	,001	Positive and significant impact
3	Organizational commitment	-10,147	1,661	,001	There is no positive and significant influence

Source: Primary Data processed, 2023

The average employee response to the work environment variable is 3.75 and falls into the good criteria. This shows that employees at PT. Sentral Bra Makmur stated that the work environment is good. The answer with the highest score of 3.89 on the statement of lighting, temperature and cleanliness in the workplace is good. While the lowest score of 3.69 is on the statement that the relationship between employees runs harmoniously and communication between employees runs well.

The average employee response to the work stress variable is 4.12 and falls into the high criteria. This shows that employees at PT. Sentral Bra Makmur stated that the existing work stress is still high or still not good. With the highest assessment of 4.29 on the organizational structure indicator and the lowest value is 3.52 on the task demand indicator. This shows that the stress experienced by employees at PT. Sentral Bra Makmur still often occurs, especially on task demands and organizational structures that are still unclear, besides other factors, namely role demands, interpersonal demands, and organizational leadership at PT. Sentral Bra Makmur is still not good because of its high assessment from its employees.

The average employee response to the organizational commitment variable is 4.31 and falls into the very high criteria. With the highest score of 3.95 on the affective commitment indicator and the lowest score of 3.56 on the ongoing commitment indicator. This shows that companies committed to sustainability often implement various initiatives to reduce employee turnover, such as providing career development opportunities and training that supports professional growth, offering work-life balance through flexible schedules and remote work options, and creating a positive and inclusive work culture.

The average employee response to the employee performance variable is 3.85 and falls into the high criteria. This indicates that employees state a high desire to leave the company. With the highest assessment, namely the indicator of thinking about leaving and searching for alternative jobs 3.88, the lowest assessment is the indicator of intention to leave 3.79. Therefore, the company must further improve employee satisfaction with consistent awards and recognition of employee achievements can reduce turnover.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the simultaneous test (F Test) it shows that the work environment, work stress and organizational commitment simultaneously have a positive and significant effect on turnover intention at PT. Sentral Bra Makmur. The results of the partial test show that the work environment and organizational commitment have a negative and significant effect on turnover intention at PT. Sentral Bra Makmur. While work stress has a positive and significant effect on turnover intention at PT. Sentral Bra Makmur.

Reducing Turnover Intention through the intention to leave by building open communication between employees, respecting the opinions of each employee, trusting and supporting each other and being responsible for mistakes made so as to produce better work activities.

This research can be used as a reference for further research and can be a reference for the development of science related to turnover intention, internal factors including: intellectual ability, job satisfaction, work experience, education, and external factors including: leadership style, career development, training, and management systems in the company.

FURTHER STUDY

This research still has shortcomings so it still requires further research on this topic "The Effect of Work Environment, Work Stress and Organizational Commitment on Turnover Intention in PT. Sentral Bra Makmur".

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