

The Effect of Work Stress and Organizational Commitment on Turnover Intention with Job Satisfaction as an Intervening Variable Case Study of PT Ungaran Sari Garments

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Abstract. Events that often occur in the process of controlling Human Resources in several organizations, namely how the employees themselves behave. Turnover intention is a type of behavior that offends and results in workers' decisions to look for work elsewhere and leave their jobs., the organization can monitor and focus on HR as well as expected in order to produce an effective and efficient company. In addition, human resource management also has the task of managing the best performance for the company and employees. Human resources are managed properly so that the goals of a company can be achieved. The type of research used in this research is explanatory research. Explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another. in this case, the main reason this researcher uses the explanatory research method is to test the proposed hypothesis. The results of the study Job stress has a significant positive effect on job satisfaction for employees at PT Ungaran Sari Garments, organizational commitment has a significant positive effect on job satisfaction for employees at PT Ungaran Sari Garments. Job stress has a significant positive effect on turnover intention in PT Ungaran Sari Garments. Organizational commitment has no effect on the turnover intention of employees of PT Ungaran Sari Garments. Job satisfaction has a significant positive effect on turnover intention of PT Ungaran Sari Garments. Satisfied employees actually want to leave their jobs when they get a job offer S in a better place. The company is expected to be able to maintain working conditions that can trigger work stress for employees so that the working atmosphere within the company is relatively conducive. In addition, to manage employee work stress, organizations can provide counseling to their employees with the aim that employees have resistance to stress and have the ability to better deal with stress.

Keyword : Job Stress, Organizational Commitment, Turn Over Intention, Job Satisfaction

Introduction

Human resources in each organization is a variable as a determinant of attendance which plays a role in increasing the achievement of organizational goals effectively and efficiently. Understanding this, every organization needs good and qualified human resources. In this way, the organization can monitor and focus on human resources as well as expected to produce an effective and efficient company. In addition, human resource management also has the duty to manage the best performance for the company and employees. Human resources are well managed so that the goals of a company can be achieved.

Events that often occur in the process of controlling Human Resources in several organizations, namely how the employees themselves behave. Turnover intention is a type of behavior that offends and results in workers' decisions to look for work elsewhere and leave their jobs. If an organization makes a mistake in managing its human resources, then there will be a lot of obstacles or obstacles that the organization will face and that is one form of impact on the declining quality of the performance of an employee within the company itself. One of the obstacles that occur within the company is the problem of Turnover Intention which is increasingly happening. The occurrence of turnover intention is something that is not wanted by the company. If turnover occurs, the company will experience losses, lose workers and affect productivity. Losses experienced by an organization both in terms of costs and resources. Workforce turnover means new workers are needed, and organizations will bear the costs of recruiting until they finally have a workforce that fits their needs. When high-performing employees are about to leave the company, the phenomenon of turnover intention is a problem for companies that require new time and costs to find replacement employees and recruit. In addition, incidents that often occur are company performance that is already very good can be damaged directly or indirectly by various employee behaviors that are difficult to prevent.

Turnover intention is the employee's desire to change jobs and results in the employee's decision to resign and leave his job in an organization or company. Turnover intention refers to the results of individual evaluations regarding the desire to move on to continue the relationship with the organization and have not shown definite action to leave the organization. The negative impact that can occur due to turnover in the company is the quality and ability to replace employees who leave the company, so it takes time and new costs to recruit new employees (Waspodo et al., 2013). Turnover will also have a positive impact on the company if the employees who leave are not employees who have superior quality in the company and the company can expel employees whose performance can be detrimental to the company. Therefore, this means that there will be opportunities for companies to get new employees who have better competence or advantages than employees who leave or move. As stated by Nasution (2009) which states that employee turnover is an important phenomenon in an organization, employee turnover can have a positive impact, but most employee turnover has a detrimental impact on the company. Therefore, companies must pay attention to various factors that influence the desire of employees to leave, so as to reduce the desire of employees to leave. Companies need to leave employees with low performance, but the turnover rate should not be too high, so that companies still have the opportunity to benefit from increased performance of new employees or greater profits from the recruitment costs borne by the company (Aiza and Abdus, 2013).

Judging from other phenomena regarding turnover intention, including the frequent resignation of employees, the rotation of employee placements that are not expected by employees, employees are lazy to finish work, employees often protest to superiors, increased absenteeism, some of the reasons for this are suspected to be job dissatisfaction factors, work stress and organizational commitment. There are factors that can affect turnover intention which are quite complex and also interrelated with one another. According to Sutanto and Gunawan (2013) stated that there are several factors that cause turnover intention, including work stress, work environment, job satisfaction, organizational commitment, and so on.

According to Hasibuan (2007: 211) states that there are actually a number of hidden reasons for every employee who wants to change jobs, one of which is low commitment or loyalty to the company. Organizational commitment can also affect the level of turnover of employees in their work, because organizational commitment has a special impact on the continuation of the commitment factor which suggests a decision to stay or leave a job. According to Puangyoykeaw and Yuko (2015) stated that employees who are satisfied and committed will engage in positive behavior in helping the organization. Conversely, negative attitudes and displeasure with work will lead to job dissatisfaction and result in turnover intention.

In addition to organizational commitment, job satisfaction also has an important role as a determining factor for employees to make turnover intention. Job satisfaction is defined as an attitude that describes how a person feels about his work as a whole and towards various aspects of his work. According to Nadiri and Tanova (2010) stated that they have defined job satisfaction as a positive emotional reaction from individuals for certain jobs. The job satisfaction factor is identified as the main predictor, because with a negative relationship between job satisfaction and turnover intention, where job satisfaction increases, turnover intention will decrease, so that company performance will increase (chen Ying-Chang and Wen Cheng, 2010). Someone will experience a feeling of satisfaction if the job is in accordance with what is expected. High job satisfaction will result in a low level of turnover intention in a company. Vice versa, a low level of job satisfaction will result in a high value of turnover intention in a company.

Literature Review

Turnover Intention

Intention is the intention or desire possessed by the individual to do something. While turnover is the cessation or final statement of the individual (employee) from the workplace. Thus, turnover intention is the tendency or intention of employees to stop working from their jobs (Zeffane, 1994). Meanwhile, according to Melky (2015) states that turnover intention is an employee's desire and desire to quit organizational membership and change jobs by receiving wages. Turnover intention is basically the same as the desire/intention to move employees from one workplace to another. This view shows that turnover intention is a desire to move or leave one workplace to another at an unfulfilled stage.

turnovers arises because of the intention to quit, where intention is an intention or desire that arises in each individual to do something. Meanwhile, quit is the release of an employee from

his workplace voluntarily to leave his profession or organization. Empirical studies regarding employee intention to quit are carried out as an effort to identify the causes of employee resignation. One important rationale regarding employee intention to quit is that potential employees can be further developed in the future and can be upgraded to a higher level of productivity and can also make a significant contribution to the company. Thus it can also increase salaries and awards. (Rachman, 2017).

So, based on the explanation above, it can be concluded that turnover intention is a conscious decision taken by an employee to leave his job and place of work for certain reasons. When the turnover rate in an organization is high, the organization must immediately recruit employees to fill the vacant positions left by employees who decide to stop working. Thus, as much as possible the organization must minimize the turnover rate in an organization in order to achieve the goals of the organization. According to Siagian (2004), states that several factors can influence the desire of employees to leave the organization or the desire to move (turnover intention), among others, is the high level of work stress in the company,

Job satisfaction

Job satisfaction is something that is basically individual in nature, each individual has a different level of job satisfaction according to the wishes and value system he adheres to (Handoko, 2000). Satisfaction is a reflection of a person's feelings towards his work. According to Robbin (2003) suggests that job satisfaction is a general attitude of an individual towards his work, the difference between the amount of rewards received by a worker and the amount they believe they should receive. In job satisfaction there are several factors that can be determined, namely mentally challenging work, supportive working conditions or situations, supportive co-workers or work environment, and personality suitability at work.

Employee job satisfaction can also be defined as a positive feeling that arises in a person when all his expectations can be met in carrying out his job duties. Job satisfaction has several supporting factors such as the place where employees work according to what they want, the salary they get is in accordance with expectations, co-workers who support achieving targets from the company. If individual job satisfaction is high, it will affect the performance of the workers.

The process of job satisfaction achieved by employees can be in the form of encouragement from oneself to fulfill a need. If the employee already has a goal, then the employee will try to achieve the target that was planned from the start. If the expected target is successfully achieved then employee job satisfaction will appear. If job satisfaction arises then he will feel happy and happy in doing his job. Employees who feel job satisfaction tend to have better records of attendance and compliance with regulations at work, employees with high job satisfaction usually have better performance than employees who do not have job satisfaction.

Organizational Commitment

Organizational commitment is identified as a belief in organizational values, involvement and loyalty, expressed by an employee towards his organization (Steers, 1995 in Nahusona et al., 2004). Organizational commitment is a condition where employees like or are happy with their organization and are willing to strive for a high level of effort for the benefit of the organization and the achievement of organizational goals. Thus, organizational commitment includes elements of loyalty to the organization, involvement in work and identification of organizational values and goals. Someone who has a high commitment will have identification with the organization, be seriously involved in staffing and have loyalty and positive affection for the organization. Besides that, display the behavior of trying to achieve organizational goals and the desire to remain with the organization in the long term. Based on research conducted by Luthans (2006) states that organizational commitment can bring positive results such as high performance, low turnover rates and low absenteeism rates.

Organizational commitment refers to an individual's feelings about the organization as a whole. It is the psychological bond that an employee has with the organization and has been found to be related to goal and value congruence, investment in organizational behavior, and the likelihood of remaining with the organization (Mowday et al., 1982). Organizational commitment is conceptualized as an affective response that results from evaluating work situations that link individuals to the organization.

So, from these various definitions, in principle, employee commitment is an individual competency in improving himself against the values and goals of the organization. This attachment will certainly encourage individuals to always adjust themselves to the goals and interests of the organization. This attachment will make individuals have strong loyalty to an organization, become members of the organization and still want to stay or work in the organization. Every leader will definitely want each of their members to have a strong commitment to the organization, because high commitment apart from creating loyalty, this can also lead to compliance (discipline) in individuals to comply with regulations that have become the values or culture of a company.

Work stress

Handoko (2000) states that stress is a condition of tension that can affect emotions, as well as thought processes and one's condition. Stress that is too great can cause a threat to a person's ability to deal with environmental conditions. Mangkunegara (2009) also suggested that job stress is a feeling of pressure experienced by employees in dealing with work. Job stress is a consequence of any activity (environment), external situation or event that can impose excessive and too great psychological or physical demands on a person. More specifically, stress is related to constraints and demands. Constraints are forces that prevent individuals from doing what they really want, while demands are the loss of something they really want (Robbins, 2006).

According to AA Anwar Prabu Mangkunegara (2008: 157) suggests that the causes of work stress include the workload that employees feel is too heavy, work time is urgent, the quality of work supervision of employees is low, an unhealthy work climate, inadequate work authority related to responsibilities, work conflicts, differences in values between employees and leaders which have a frustrating effect on work. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop various kinds of stress symptoms that can interfere with their work performance. These symptoms concern both physical and mental health.

So, in some of the definitions above it can be concluded that stress is a condition of tension or pressure that affects one's emotions, thought processes and conditions. In this case stress at work can happen to a person for certain reasons either from a workload that is too heavy or too much, demands and work pressure that do not match or exceed abilities, low salary and not mastering the field of work that they are involved in. Some of these things are reasons why someone experiences stress at work

Relationship of Job Stress to Job Satisfaction

Job stress has a negative influence on job satisfaction. This shows that work stress experienced by employees can affect how they feel both regarding the work and the results they receive. There is a relationship between stress and satisfaction, when work stress increases it will have an impact on decreasing job satisfaction (Jehangir, 2011 and Iqbal and Waseem, 2012).

This is similar to the research by Mansoor et al. (2011) and Cummins (1990) state that stress is negatively related to employee job satisfaction which reinforces the importance of employee job satisfaction for company success in the current era. The result of a lack of satisfaction can cause a source of stress, while high satisfaction can mitigate the effects of stress, this shows that stress and job satisfaction are interrelated (Bhatti et al, 2011). Hariandja's research (2002) in Wuisan (2007: 132) states that work stress is a situation which may be experienced by humans in general and employees in particular in organizations or companies. Stress will be an important problem because this situation can affect job satisfaction and work productivity in the organization or company.

Research conducted by Irfan Naution (2017) in the results of this study shows that work stress has a negative and significant effect on job satisfaction. In this case, employees who have work stress due to excessive workload and other factors in the company, the employees do not have job satisfaction in the company. Based on the results of research conducted by previous researchers, the following hypotheses were obtained:

H1: Job stress has a negative and significant effect on job satisfaction

Relationship of Organizational Commitment to Job Satisfaction

In general, if someone is at the desired level of job satisfaction, then the level of commitment to be loyal to the company will also increase. Silva (2006) argues that job satisfaction has a significant effect on organizational commitment. Pareke and Popo (2009), Gunlu et al. (2009), and Hasan (2012) in their research found a positive relationship between job satisfaction and organizational commitment. With this, the employee will be more committed to his place of work

when the job satisfaction is expected to be fulfilled by the company. Employees who get job satisfaction in their company, then their commitment to the company will be high. Employees who are committed to their company, then they have obtained job satisfaction from their company.

H2: Organizational commitment has a significant positive effect on job satisfaction

Relationship of Work Stress to Turn Over Intention

Research by Qureshi et al., (2013) found a positive relationship between work stress and turnover intention, where increased work stress is also followed by increased turnover intention. Stress arises when employees are unable to fulfill job demands, it is unclear what job responsibilities are, lack of time to complete tasks, there are no facilities to carry out work, conflicting tasks, are examples of stress triggers.

As in research conducted by Lu et al (2017), Syahronica et al (2015), Putra (2012) states that the presence of this influence indicates excessive workload, lack of clarity of authority given does not match responsibility, there is conflict within the organization, the existence of differences in perceptions of work and the small amount of income received is an impact that creates a separate workload for employees and causes high enough stress and can trigger their desire to leave the organization (Turnover intention).

Lu et al., (2017) also explained that relatively high pressure will result in physical health problems, mental health and a lack of well-being which can result in work stress, and can reduce employee productivity. Research by Arshadi and Hojat (2013) also shows that stress work has a positive relationship with turnover intention. Based on the results of research conducted by previous researchers, the following hypotheses were obtained:

H3: Work stress has a positive and significant effect on turnover intention.

Relationship of Organizational Commitment to Turn Over Intention

According to Lee and Mowday (1987) concluded that individuals who fulfill organizational commitment will have high levels of job satisfaction and lower intention to leave. In a study conducted by Jehanzeb et al. (2013) stated that there is a negative relationship between organizational commitment and turnover intention. An employee who obtains job satisfaction in a company will have a high commitment to the company and the employee's desire to leave the company will be lower (Hsiao and Chen, 2012). Thus, the higher the level of commitment possessed by employees, the lower the level of turnover intention in a company.

Hussain and Asif's research (2012) shows that the relationship between organizational commitment and turnover intention is negative. If employees receive support from the organization and believe in their commitment, they will still choose to stay. This is in accordance with research conducted by Lia Witasari (2009) showing that organizational commitment has a negative and significant effect on turnover intention. Based on the results of research conducted by previous researchers, the following hypotheses were obtained:

H4: Organizational commitment has a negative and significant effect on Turnover intention.

Relationship of Job Satisfaction to Turn Over Intention

Job satisfaction is referred to as "intention of act", or the motive of an action. If an employee feels job satisfaction, he will feel comfortable at work and will not try to find other job alternatives, conversely if he does not feel job satisfaction then the employee will try to think of other job alternatives (Oktaviani and Nurhayati, 2014). Research conducted by Aydogdu and Asikgil (2011), found that job satisfaction influences employee decisions to decide whether to stay or leave the organization.

Research conducted by Trevor (2001) in Hwang and Kuo (2006) reinforces a similar opinion with real results regarding the relationship between job satisfaction and turnover which shows that there is a negative relationship between job satisfaction and turnover. The same thing in research conducted by Manurung and Ratnawati (2012), Nasution (2009), Wisantyo and Madiistriyatno (2015), Masum et al., (2016) and Ghandi et, al., (2017) states that job satisfaction has an influence negative towards the desire to leave the organization (Turnover intention). The higher the job satisfaction of employees, the lower the level of turnover intention of employees. Based on the results of research conducted by previous researchers, the following hypotheses were obtained:

H5: job satisfaction has a negative and significant effect on turnover intention

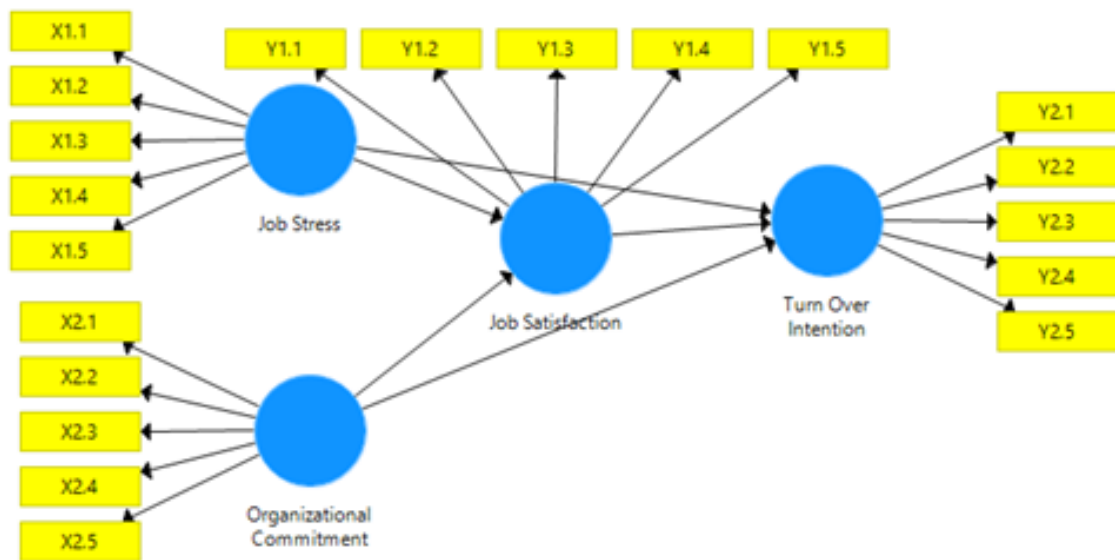


Figure 1.1 Partial Least Square Research Model

Research Methods

This type of research is explanatory research or explanatory research. According to research that is explanatory in nature, it is research that highlights the influence of the determining variables that test the proposed hypotheses and the description contains a description but is focused. The population is the total number of units of analysis whose characteristics will be estimated (Ghozali, 2016). The population in this study were all employees of the Quality Control section. The population used in this study were 87 employees at PT Ungaran Sari Garments.

. Saturated sampling technique is a sampling technique when all members of the population are used as samples. In this case it can be said that the number of samples is as many as 87 employees at PT Ungaran Sari Garments according to the number contained in the population. Saturated sampling technique is carried out when the population is relatively small or another term for a saturated sample is a census, where all members of the population are sampled.

Results and Discussion

Research result

From the results of the validity test of the variables Job Stress, Organizational Commitment, Turn Over Intention, Job Satisfaction it can be said that all the indicators proposed by the researchers to the respondents are valid. This validity test is used to measure the legitimacy or validity of an indicator that represents a variable. The indicators in this study can represent variables so as to produce r count $>$ r table. Also, the variable Competency, Career Development, Organizational Commitment, and Employee Performance have met the requirements, meaning that the variable has an alpha value above 0.60 so that all variables are reliable. the gauge inside measures the same symptom.

Effect of Job Stress on Job Satisfaction

Based on the test results, the variable of job stress on job satisfaction has a t-statistic value of 6,062 and a p-value of 0.000, then H1 is accepted because the t-statistic is greater than 1.663 and the p-value is less than 0.05. Thus it is concluded that the variable of work stress has a significant influence on job satisfaction

The Effect of Organizational Commitment on Job Satisfaction

Based on the test results, the variable organizational commitment to job satisfaction has a t-statistic value of 3.336 and a p-value of 0.000, so H2 is accepted because the t-statistic is greater than 1.663 and the p-value is less than 0.05. Thus it is concluded that the variable organizational commitment has a significant influence on job satisfaction.

Effect of Work Stress on Turnover Intention

Based on the results of testing the variable work stress on turnover intention, it has a t-statistic value of 3.012 and a p-value of 0.001, so H3 is accepted because the t-statistic is greater than 1.663 and the p-value is less than 0.05. Thus it is concluded that the variable of work stress has a significant effect on turnover intention.

The Effect of Organizational Commitment on Turnover Intention

Based on the test results, the variable organizational commitment to turnover intention has a t-statistic value of 1.494 and a p-value of 0.068, so H4 is rejected because the t-statistic is smaller than 1.663 and the p-value is greater than 0.05. Thus it is concluded that the organizational commitment variable has no significant effect on turnover intention.

The Effect of Job Satisfaction on Turnover Intention

Based on the results of testing the variable of job satisfaction on turnover intention, it has a t-statistic value of 2.293 and a p-value of 0.011, then H5 is accepted because the t-statistic is greater than 1.663 and the p-value is less than 0.05. Thus it is concluded that the variable job satisfaction has a significant influence on turnover intention.

Intervening Test

The test results using the bootstrapping method on SmartPLS3.0 Intervening variables are said to be able to mediate the effect of exogenous variables on endogenous variables if the T statistic is greater than the T table and the P value is smaller than the significant level used (5%). Thus, this study shows that the indirect effect of work stress on turnover intention through job satisfaction has significant results because it has a T-statistic of 2.339 greater than 1.663 and a p value of 0.010 less than 0.05. This shows that the variable of job satisfaction can be a mediating/intervening variable in the variable of work stress on turnover intention.

The test results using the bootstrapping method on SmartPLS3.0 Intervening variables are said to be able to mediate the effect of exogenous variables on endogenous variables if the T statistic is greater than the T table and the P value is smaller than the significant level used (5%). Thus, this study shows that the indirect effect of organizational commitment on turnover intention through job satisfaction has insignificant results because it has a T-statistic of 1.683 greater than 1.663 and a p value of 0.047 less than 0.05. This shows that the variable of job satisfaction can be a mediating/intervening variable in the variable of organizational commitment to turnover intention



Figure 1.2 Portrait of PT Ungaran Sari Garments employees

Conclusions and Recommendations

Conclusion

Job stress has a significant positive effect on job satisfaction of employees at PT Ungaran Sari Garments. The higher the work stress of employees, able to increase job satisfaction in the company.

Organizational commitment has a significant positive effect on job satisfaction of PT Ungaran Sari Garments employees. Employees who obtain organizational commitment in their company, then job satisfaction with the company will be high.

Work stress has a significant positive effect on turnover intention of PT Ungaran Sari Garments employees. With increasing work stress will also be followed by increased turnover intention.

Organizational commitment does not affect the turnover intention of PT Ungaran Sari Garments employees. The level of organizational commitment in the company does not affect the occurrence of turnover intention.

Job satisfaction has a significant positive effect on the turnover intention of PT Ungaran Sari Garments, who are satisfied that they actually want to leave the job if they get a job offer in a better place.

Suggestion

Companies are expected to be able to maintain working conditions that can trigger work stress for employees so that the working atmosphere within the company is relatively conducive. In addition, to manage employee work stress, organizations can provide counseling to their employees with the aim that employees have stress resistance and have the ability better to deal with stress.

Employees expect the attitude of the leadership as a friend and friend, give appreciation for the results of the work achieved, listen to the opinions of subordinates, and provide opportunities for employees to develop ideas in completing their work.

Companies should implement good time management without any work demands that must be completed in a hurry with limited time, this is part of managing employee stress and minimizing the occurrence of employee turnover intention at PT Ungaran Sari Garments. So that in this case it can be controlled even though it is only limited to a wish/intention but if it is not followed up it will lead to the release of employees from the company which of course will be a loss and a bad impact for the company.

Companies should improve job satisfaction in several aspects such as rewards and promotion efforts for employees who perform well so that employees can contribute more optimally to the company and can build employee commitment.

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