



Analysis of Turnover Intention in terms of Job Satisfaction, Job Stress, and Social Work Environment PT XYZ

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ABSTRACT: This study aims to examine the contributions of job satisfaction, work stress, and social work environment towards employee turnover intentions at PT XYZ in Justus Area. The research method employed is quantitative, utilizing questionnaires for data collection. This research is of the descriptive analysis type, depicting the existing characteristic phenomena. The sampling technique used is a saturated sample, meaning the entire population was sampled, totaling 62 employees of PT XYZ in Justus Area. Multiple linear regression analysis was utilized. The findings indicate that job satisfaction has a positive and significant partial contribution towards turnover intentions, work stress has a positive and significant partial contribution towards turnover intentions, and the social work environment has a negative and significant partial contribution towards turnover intentions. Collectively, job satisfaction, work stress, and the social work environment significantly contribute to the turnover intentions of employees at PT XYZ.

KEYWORDS: Job satisfaction, Job stress, Social work environment, Turnover intention.

INTRODUCTION

When it comes to the issue of improving the performance of organizations, organizations may encounter a number of challenges, one of them being the issue of staff turnover. Dessler (2013) posits that turnover is the act where the employee leaves his or her workplace of employment. Drawing from the theoretical framework of exits, intention and turnover, one is able to argue that there are various causes that make an employee look for other employment and this includes the work situation which fails to meet the set expectations and therefore have a definite intention of leaving the firm. It can be voluntary, meaning it is the desire of the employee to leave or it can be otherwise, such as death, retirement, violation, etc., as stated by Putranti (2022).

Turnover intentions are not always negative; most of the time they are even favorable for the company. Most of the time turnover can be an added advantage to the company. Negative turnover is a type of turnover that takes place when employees with high performing scores and high competence exit the organization. On the other hand, turnover is also advantageous where the turnover comes from an employee with very low productivity and the place is taken by the improved workforce. Employees in PT XYZ having probation period, business division employees have to resign if they failed to achieve their targets. There are also some limitations, high turnover intentions may result in losing the benefits of organizational investment in the many aspects of the company where financial and non-financial sectors are significantly involved like cost of recruitment, selection and training of new employees.

According to Robbins and Judge (2017) job satisfaction refers to the favorable attitudes that an employee holds regarding his or her job owing to the evaluation of job features. Job satisfaction means the attitude of the employee towards the job as manifested in the behavior pattern. Findings affirm that job satisfaction does impact on turnover intentions which confirms the hypothesis of the research. Indeed, job satisfaction and intention to leave are two contrasting factors wherein the degree of satisfaction with one's job directly impacts the likelihood of leaving the organization. The observations drawn from Ardianto & Bukhori (2021); Rostandi & Senen (2021); and Siagian & Gulo (2022) suggest that job satisfaction has a positive impact on the turnover intention.

Robbins and Judge (2017) define work stress as an aversive psychological event that results in the workers developing tension responses to pressures arising from their environment. In a prior study by Rijasawati & Suana (2020), Ahn & Chaoyu (2019), Salama et al. (2022), and Ardianto & Bukhori (2021), existing data revealed that work stress has a significant positive association with turnover intention. Climate and environment – this encompasses physical and social climate within which the employee works. It is also important for any organization to ensure it provides its employees with good work environment in order to correspond its



goals and objectives. Fujiana & Rahardja (2016) also established that there is a relationship between turnover intention and the social work environment.

Employee turnover ratio information analyzed from PT XYZ's annual reports reveal that the percentage is different each year, and it seems to experience fluctuations to be precise it tends to rise in certain years. It is important for organizations to distinguish between turnover and other factors related to turnover such as, attrition which is in form of resignation, retirement, lay off and death. There are also other variables that having an impact on the turnover such as gender, age, education level, position and tenure. From this study, age, tenure and gender could cause turnover intentions as established by Desa (2008), Andini (2006).

LITERATURE STUDY AND HYPOTHESIS

2.1 Turnover Intention

Dessler (2013) noted that turnover is simply the situation where an employee leaves his or her place of work. According to Mobley in Putranti (2022), turnover intention can be referred to as the likelihood of an employee to quit his or her job with intention or choice and seek another job. Ngohenha (2017) refers to it as a process of voluntary intention to exit an organization. According to Susilo & Satrya (2019), it is the right of an employee to choose whether to remain with an organization or leave. According to Mathis and Jackson in Haholongan (2018) turnover intention is defined as a situation where an employee is planning to leave an organization and therefore there is likely to be a need for replacement. Ngohenha (2017) identifies three elements of turnover intention: Considering that, the willingness to search for another job, and preparing to leave. To this intention, Putranti (2022) says that its antecedent include dissatisfied, work-family conflict and ease to find another job easily. Thus, turnover intention can be defined as an aggregated variable comprised of work environment, job satisfaction and work stress, resulting in decreased productivity which causes an employee to quit a certain company.

Some of the criteria for turnover intention include low work motivation, defying organizational rules and regulations, and observing acts of irresponsibility or gaining recognition for responsibility from usually responsible employees. According to Mobley (2017), age, organizational tenure, gender, education, marital status, basic demographic variables, job-satisfaction characteristics such as pay, workload, chances for promotion, and work conditions, and organizational commitment are considered as the major causes. According to Kusbiantari (2013), other antecedents such as environmental factors such as family obligations, job availability and individual factors like organizational commitment, job satisfaction, job hunt behavior, turnover intention, training, and work attitude also play a role in influencing turnover intention. Positive perceptions of job characteristics such as high job satisfaction increases organizational commitment hence decreasing turnover intention but negative perceptions increases turnover intention. Thus, work stress, job satisfaction, and the social work environment will be used as predictors to determine their relationship with turnover intention

2.2 Job Satisfaction

Organo-synergy is important in an organization since it instills a feeling of satisfaction for the job amongst the employees. For the purpose of unambiguity, Robbins & Judge (2017) define job satisfaction as a worker's overall perspective about his/her job where positive perception reflects high satisfaction while negative perception portrays dissatisfaction. According to Locke in Munandar (2020), job satisfaction is among the work values and can be linked with basic needs. Luthans in Ridho (2019) best describes it as Perceived Job Fit which is the endowment of organizational employees with feelings that reflect the pleasurable aspects of job as compared to the expectations of gains. That is followed by Mangkunegara (2017) who presents five theories on job satisfaction namely: balance theory, discrepancy theory, needs fulfillment theory, reference group theory, and Herzberg's two-factor theory. With these theories we can conclude that job satisfaction refers to the degree to which organizational job conditions match up with an individual's expectations about the job.

In general, this research paper has found that the level of job satisfaction has a significant relationship with the level of turnover intention. According to the information revealed by Mobley (2016), it can be concluded that employee satisfaction may help to prevent employee turnover. In the study of Ardianto & Bukhori (2021), Rostandi & Senen (2021) and Siagian & Gulo (2022) have established that the level of job satisfaction has an inverse, proportional relationship with turnover intention but in contrast, Destiyana & Deriawan (2019) has found that there is no Yet, from this research, we can infer that increased job satisfaction appears to have a positive impact on decreasing turnover intention.



2.3 Job Stress

Work stress is a condition whereby there is a conflict between the person's capacity to work and the situation at the workplace. Munandar (2020) has defined work stress, which he states as a condition arising from the relationship between the capability of the individual and the demands of the job so that the individual is incapable of handling the pressure. According to Robbins & Judge (2018), stress is an adverse psychological state that emerges from pressure at the workplace and is affected by environmental and personal conditions. Mangkunegara (2017) mentions some of the signals like temper tantrums, restlessness, and other diseases. Stress at the workplace interferes with health, particularly psychological health, and wellbeing, destabilizing emotions and thought processes while diminishing productivity among employees. Consequently, work stress can be defined as a psychological condition which is manifested as a result of a conflict between the amount of work expected and done and human tolerance towards their environment.

According to Keith Davis & John W. Newstrom in Mangkunegara (2017) the ways of managing stress includes social support, meditation, biofeedback's and personal wellness programs. Social support encompasses service that offers social stimulation and fulfilment, while meditation and Biofeedback entail mental relaxation and medical direction respectively. Personal wellness programs include measures that enhance healthy lifestyles such as periodic health tests and exercising. There are outlines three management patterns: of healthy behavior management, proper time management, and poor or pathological manner of responding to stress. According to Robbins & Judge (2018), individual interventions include time management and exercise, while the second group consists of the enhancement of job design, communication and progressive employee participation. This paper established that high stress leads to job dissatisfaction and increased turnover intention, Studies by Munandar (2020), Dessler (2013), and other studies support the findings.

2.4 Social Work Environment

Organization environment for social work personnel is one that should offer security to it's employees and enhance functionality. It covers all factors related with employees' environment, physical and social, isolating them while performing their tasks. Positive mutual relations as part of the social environment may increase organizational commitment and job satisfaction, which results in a reduced turnover. The social work environment context pertains to the relationship between, the supervisors, peers and the subordinates as suggested by Munandar (2020) adds physical conditions, kind of equipment available at the workplace, the type of jobs performed, the culture and the polices. Maintaining the social context and relationships of workers also play a critical role because well-developed relationships with other persons contribute to the general well-being and performance of the employees.

By offering the social workers positive aspects such as a supportive climate of emotional and social nature, less stress, high job satisfaction, turnover intention can be easily discouraged. Amiable interpersonal communication and interaction between workers and organizational superior/subordinate further augments workplace comfort. A review of the literature reveals that several works, including those by Rijasawati & Suana (2020), show that the social work environment affects turnover intention. However, to its credit, some research does not support this hypothesis; for example, there Zulfa & Azizah (2020) found no effect. Thus, this paper agrees with the hypothesis that a supportive social work environment reduces staff's turnover intention

2.5 Hypotheses Development

Ha1: There is a contribution between Job Satisfaction and Turnover Intentions

Ha2: There is a contribution between Job Stress and Turnover Intention

Ha3: There is a contribution between the Social Work Environment and Turnover Intentions

Ha4: There is a contribution between Job Satisfaction, Job Stress, and Social Work Environment to Turnover Intentions

2.6 Research Framework

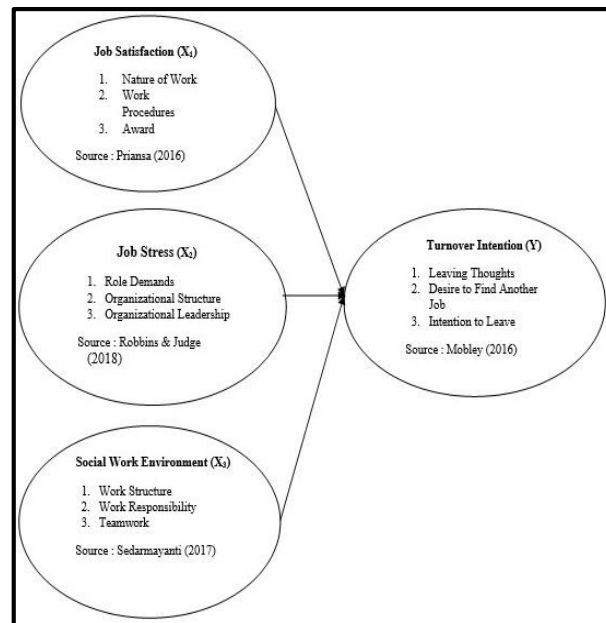


Figure 1. Conceptual Framework

RESEARCH DESIGN

3.1 Population and Sample

In this study the population of PT XYZ in Justus Area employees within ten branches within North Jakarta consists of 62 employees. Since the target population is significantly small, all the inhabitants within this populous are considered research subjects. This method is also referred to as census or saturated sampling to guarantee that participant across each operational and business unit within the company.

The information used in the course of this research is primary data which was collected from the target respondents. Primary data as verbal or behavioural information that collected from reliable sources and for this study just collected from the employees of PT XYZ in Justus Area. This is data for Primary Data Analysis and utilised to make conclusions about job satisfaction, work stress, social work environment and turnover intention.

Among the research instruments used in this study, the questionnaire emerges as the main one for collecting the primary data. The use of the questionnaire is justified as a common yet unobtrusive, easy to administer form of data collection. It is a close-ended survey adapted from the European Consumer Payment Commission, in which the participants can only choose from the options provided. The online self-administered survey is supported by questionnaires, which are generated through Google Forms and involve closed-ended questions that measure the job satisfaction, work stress, social work environment and turnover intention of employees by posing Likert scale questions in addition, to that authors also conducted face-to-face interviews and field observations

3.2 Variable and Measurement

In this scenario, the research methodology chosen in the study reflects a quantitative research paradigm that analyzes the connections between variables. The primary focus is on the dependent variable, Intention to Turnover (Y), and the independent variables: It is a four item scale comprising of Job satisfaction (X₁), Work stress (X₂), and social work environment (X₃). According to the research paradigm, the quantitative approach is the utilization of mathematical methods for the evaluation of systematic and random differences and correlation of variables in a study's group. Primary data collection technique used in this study involves administering questionnaires to employees from PT XYZ in Justus Area which is situated in North Jakarta. Analysis of the data will be done using the Statistical Package for the Social Sciences (SPSS 26) that belongs to the International Business Machine (IBM) company.



Intention to Turnover (Y) refers to the likelihood of the employees' voluntary withdrawal from their organization or moving to their desired organizational location of their choice. It includes factors like "Considering leaving?", "Planning to look for a new job?", "Planning to leave?," which outlines different phases of the turnover process.

We have used Job Satisfaction (X1) as the independent variable and Work Stress (X2) as another independent variable and Social Work Environment (X3) as another independent variable while the dependent variable is. The nature of work, work procedures and regulation, and recognition as elements of Job Satisfaction are all in agreement with Work Stress identified by the nature of demands, Organizational structure, and Organizational leadership.

By assessing each of the employees in PT XYZ in Justus Area located in North Jakarta, the analysis will be conducted. The key respondents that are targeted are determined by some demographic variables such as age, length of service, gender, organizational rank, and education level. However, the study's aim meant that the target population was vast, which was overcome by using the following approach: This makes the study sample representative of the entire population.

3.3 Analysis Technique

In this particular method of analysis, the researcher turns to statistics, tallying up responses of 62 participants who filled in the questionnaires. The analysis process starts with the evaluation or the credibility and accuracy of this tool through the use of the descriptive statistics of the IBM SPSS Statistics version 26. It is only after having ensured validity and reliability of the instrument, the researcher moves on to generate a descriptive analysis of the data, which includes the global analysis of the mean, standard deviation, and minimum and maximum values.

It follows that in using the Multiple linear regression analysis the researcher seeks to ascertain the impact of independent variables – Job Satisfaction (X1), Job Stress (X2), and Social Work Environment (X3) on the dependent variable – Turnover Intensity (Y). Yet, one of the most common and informative tests to compare the models is the coefficient of determination (R^2) test, which measures how adequately the regression model can account for the variation of the dependent variable. Further, the F test hypothesis is applied in order to examine the overall impact of the independent variables combined while the t test applied is partial regression coefficient to measure the impact individual independent variable. Excerpts from the empirical stages: All analyses are carried out at 5% or 0.05 to make appropriate statistical decisions and this can then help design experiments that correctly control or analyze variability.

RESULT AND DISCUSSIONS

4.1 Result of Descriptive Analysis

This descriptive study presents a detailed view of PT XYZ in Justus Area employees' profile including gender, age, educational level, division of, and years of service. Of the 62 respondents that participated in the study, 25 percent reported that they felt majority rule is justified when it endorses the rights of a superior group over a minority group. Eight per cent were Male and seventy-four per cent were Female. Roughly 2% were female, suggesting a bias in employment towards women in the industry. In as much as age is concerned least number of employees of 14. 8% were 24 years old, other ages groups as presented below. Regarding the educational level, current employees possess a Diploma IV/Bachelor's degree in the highest rate equaling to 59.7% while Diploma III was equal to 24.2% and Postgraduate equal to 16. Division-wise, 43. There, 5% respondents mentioned that their company's Operations team, and 56% said so for Production. This information demonstrated that employees' engagement was; 5% in Business Positions. Further, tenure distribution, which is derived from the number of years an employee has worked at the organization disclosed that 50% of the employees had a working tenure of between 1-4 years.

Demographic data variables were also examined with the turnover intention in the organization through cross-tabulation test. Both the male and the female participants displayed a degree of TQM concerning the items predicting turnover intention, so there is an implication of an association between gender and turnover intention. Likewise, it was found that age played a role in influencing turnover intention; where 24-year old employees had a higher mean score to turnover. Other antecedent that was perceived to affect the turnover intention was the level of education of the employees, specifically the Bachelor's degree was found to greatly agree with turnover statements. Moreover, division and tenure were identified to have influenced the turnover as well, with the operation and business division staff agreeing to the turnover statements as well as the staff with different tenure indicating that there were multi-faceted factors that influenced turnover in the course of their stay at work in the organization



4.2 Result of Regression Analysis

Regression analysis seeks to estimate the impact that one or more independent variables have on a dependent variable. Multiple linear regression test results had been presented in the following Tables 4. $Y = 23 + 0.610 X_1 + 0.553 X_2$ gives the approximate values of dependent variable Y based on the independent variable X1 and X2. $510 + 0.695X_1 + 0.291X_2 - 0.674X_3$ contains a few distinct meanings. First of all it is necessary to set α as const and to equate it to the number 23. 510 reveals, when job satisfaction (X1), Job stress (X2) and social work environment (X3); all are set as zero then turnover intention variable (Y) continues to be 23. 510. Secondly, coefficients of regression shows the result from each explanatory variable to the resulting variable. The results in table 2 shows that the coefficient of job satisfaction (X1) is positive with a value of 0.695 suggests that one additional unit of job satisfaction reduces turnover intentions (Y) by 0.695, holding job stress and social work environment constant. 695. Likewise, a positive coefficient for job stress (X2) at 0 revealed that it measured the increase with each incremental increase. Hypothesis 2, shown by $\Delta Y = 291$, depicts that for each one-unit change in job stress with the other two predictors, job satisfaction and social work environment, held constant, there will be an effect on turnover intention. 291. On the other hand, a negative coefficient was recorded for the social work environment (X3), with a coefficient value of -. Equation 3 indicates that when controlling for job satisfaction and job stress, there is a significant negative relationship between turnover intention (Y) and the social work environment; that is, for every one-unit increase in the social work environment, turnover intention (Y) will reduce by 0.674. These interpretations could help in understanding the level of correlation of the independent variables to the turnover intention.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.538	.514	3.427
a. Predictors: (Constant), Lingkungan Kerja Sosial, Stres Kerja, Kepuasan Kerja				
b. Dependent Variable: Intensi Turnover				

Figure 2. Result of Regression Analysis

It was therefore determined that the coefficient of determination (R²) was equal to 0.734, indicating that 73.4% of the variance decomposition of turnover intention. The remaining 26.6% may be attributed to other unknown factors since these features do not give a complete picture of the client. The findings of Sharpe’s study were analysed using the F-test, which gave the F-value of 22 and k 1 and k 2 had the highest t-value amongst all the variables. 522, which was greater than the critical value at a 0.05 level of significance. This means that the regression model is significant, which makes it suitable for analysis of the data.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.510	4.104		5.728	.000
	Kepuasan Kerja	.695	.190	.381	3.652	.001
	Stres Kerja	.291	.074	.352	3.930	.000
	Lingkungan Kerja Sosial	-.674	.098	-.722	-6.908	.000
a. Dependent Variable: Intensi Turnover						

Figure 3. Result of Coefficient Determination



The ordinary hypothesis test, which was in turn a T-test, was performed with an intention to find the individual impact of Job Satisfaction (X1), Job Stress (X2) and Social Work Environment (X3) on Turnover Intention (Y). And thus using a significance level of 5% and degrees of freedom (n-k), the calculated t-value lay below 1. 671. The results, as indicated in table 4, above revealing a moderate positive relationship yet insignificant at $p < 0.05$. 23, revealed that each independent variable has high regression coefficient with the dependent variable. Firstly, Job Satisfaction had a direct effect on Turnover Intention (Y) shown by $t=3$ which is greater than 2 and therefore is statistically significant. 000 based on the degree of freedom of 652, thus supporting the hadoop hypothesis. 001. In the same manner, factors such as Job Stress and Social Work Environment were also found to have positive and significant impacts to the Turnover Intention which yielded $t/cal= 3.930$ and -6.908 , respectively. Hence, the null hypotheses was rejected paving way for acceptance of the research hypotheses, that all the three variables have an effect on Turnover Intention.

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Figure 4. Result of T-Test

Additionally, the multiple regression coefficient test (F-test) was used to check whether the independent variable (Y) is significantly influenced by all the independent variables (X1, X2, X3) collectively. Minimum required sampling rate of 5% was used and degrees of freedom (k; n-k) were used to determine the critical F-value equal to 3. 15. The results derived are presented in Table 4. The calculated F-value at $p = 0.024$ indicated a high F – value of $22.522 >$ critical value of F means that it has reached a significant level. This outcome along with the significance level of 0 indicates that there is a strong probability that the two groups had different perceptions about the effects of the reduction of working hours amongst employees. 000,* thus we reject the Null Hypothesis meaning that deploy of Job Satisfaction, Job Stress and Social Work Environment together has direct effect on Turnover Intention. These statistical measures give an interaction of the independent variables and overall impact of the seven factors on Turnover Intention of employees at PT XYZ.

As derived from understanding the research findings presented above, each of the variables under consideration, specifically Job Satisfaction, Job Stress, and Social Work Environment has a unique influence on Turnover Intention. Among the two variables, it was postulated, hypothesized, and found that there is a significant and direct relationship between Job Satisfaction, and Turnover Intention, which implies that satisfied employees’ are more likely to think of changing their place of work as a strategy of pursuing employment opportunities. On the other hand, Job Stress loads positively with Turnover Intention; maintaining the perception that the more stressed an employee is the more inclined he/she will be to search for a new job. On the other hand, the variable labelled as the Social Work Environment indicates a negative correlation with Turnover Intention; the more favourable the work environment, they lesser the chances of the employee thinking about switching employers. It is also evident from these findings that face validity confirmations are critical for companies to influence IT employee turnover intention by taking nutritional care of stress, employee satisfaction and social work.

4.3 Discussion

In relation to the highlighted research questions and hypotheses, the outcomes of the findings reveal that job satisfaction has a significant positive influence on the turnover intention among the employees of PT XYZ in Justus Area. This means that workers look for an endorsement of performance accomplishments by superiors through publicizing of job openings in accordance with organizational personnel policies. Whereas the highest mean score in the job satisfaction (X1) was obtained with a score of 3. The highest mean value obtained was 45% to the recognition indicator while the least mean was 3. X) As key results, the following values



were obtained: 95.02% for the procedural and work regulation indicator. This is consistent with the Mobley's (2007) theory which confirms that satisfaction or dissatisfaction cannot alone predict turnover intentions amongst the employees. Similar to the results obtained from the previous studies by Ardianto and Bukhori (2021), Rostandi and Senen (2021), and Siagian and Gulo (2022), this research also established a direct effect of work satisfaction on turnover intention despite studies by Destiyana and Deriawan (2019) and Mawadati and Saputra (2020) not making any endorsement to this assertion.

To establish the research hypotheses as the study hypotheses hold, the research findings show that job stress positively influences turnover intention among the employees of PT XYZ in Justus Area. They explain that if the wellbeing of the employees is a concern for the organization, conditions like managerial unfairness and excessive tasking are major sources of burden. It also revealed that the overall mean value of job stress (X2) was as low as 2 indicating the lowest level of stress among the employees. 77% to the organizational leadership while the lowest score was 2% for the structure sourcing indicator. 37% for the organizational structure indicator, this was relatively high because most of the respondents were senior staff who had broad authority within their departments. With a negative slant in connection to job stress, which has a positive inasmuch as it puts pressure on an employee to work to optimum capacity. Ahn & Chaoyu (2019), Salama et al. (2022), and Ardianto & Bukhori (2021) have posited an equivalent result with the indication of job stress having a significantly positive effect on turnover intention different from the findings of Ibrahim & Suhariadi (2021) and Rosminawati et al. (2023), which indicated no significant impact.

Furthermore, it is established that the social work context plays a role in negated turnover intention with reference to the employees of PT XYZ in Justus Area. This implies that having a good working relationship with supervisors and colleagues in form of win-win instead of interpersonal conflict is associated with rate of turnover. 3 The mean of the social work environment (X3) of the local authorities ranged from 0 to 3. Below are the average figures obtained from the surveys in percentile for each indicator: The highest average was 35% for the leader's attention and support indicator and the least was only 2%. 97% for intergroup cooperation. This we get the support from Sedarmayanti's Theory (2017) on social work environment being a predictor of organization performance, with the positive both neutral impacts. Rijasawati & Suana (2020); Riani & Putra (2027) and Cahyani & Puspitadewi (2023) has observed that social work environment has a negative influence on turnover intention while Zulfa & Azizah (2020) has not observed any significant influence.

In terms of the five descriptive analyses, the results indicate that divisional factors have the most influence on turnover intention. This can be gleaned from the turning points which showed the cross-tabulation of division and turnover intention to have attained a high overall category score. Hence, when promotions and other good workplaces in an organization are not promising, there are high chances the employees will consider changing employers

CONCLUSION

Based on the research findings and discussions on turnover intention analysis concerning job satisfaction, job stress, and social work environment among employees of PT XYZ, the conclusions drawn are as follows: The results of the study also indicated that job satisfaction causes a significant and positive effect on turnover intention. Turnover intention is also another important dependent variable which is driven by job stress and it is highly significant and positive. On the other hand, all social work environment factors described herein were found to be significant and negatively associated with turnover intention. Secondly, both job satisfaction and job stress make a positive improvement to the model's performance, however the SW environment was reported to give a negative contribution. Therefore, the level of job satisfaction, job stress, and the social work environment all impact a social worker's intention to quit.

Also, from the descriptive analysis, the factors like the job satisfaction with recognition, job stress with the organizational leadership, and the leader's attention and support from social work environment most of the participants have very high category scores concerning their intention to quit. Similarly, the analysis of cross-tabulation with division and turnover intention having high category scores also shows the same result. Therefore it has become advisable to urgently attend to facets associated with job satisfaction, job stress, and social work climate with an aim of discouraging employees' turnover intentions.

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