



## The Influence of the Work Environment and Work Stress on Employee Turnover Intention at PT Selalu Cinta Indonesia Salatiga

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### ABSTRACT

This study explores the influence of the work environment and work stress on employees' turnover intention. A good work environment and minimal work stress are important factors in keeping employees in the organization. Data was collected from 60 respondents using the Structural Equation Modeling (SEM) research method. The results of the analysis show that the work environment has an insignificant influence on the intention to leave, while work stress has a significant influence. This shows that managing work stress is crucial for organizations to retain employees. The practical implication of these findings is the importance for organizations to identify and reduce factors that can cause work stress, thereby improving employee well-being and overall organizational performance.

## **INTRODUCTION**

The company's main partner in achieving its goals, vision and mission is human resources. Having reliable and high-quality human resources will influence a company's success and increase its competitiveness in the face of increasing national business competition and the proliferation of similar companies. The company's human resources have a significant role in determining whether the company succeeds or fails in achieving its goals. Because people are largely responsible for an organization's performance, human resources are the most significant and valuable asset it has. In many fields, but especially in organizational life, the human element problem is the main cause of all the problems involved. Good human resources are undoubtedly important for business; in fact, every business needs them (Gultom & Palupiningtyas, 2023).

One of the problems with human resources faced by every organization is the desire to move jobs. A high level of job hopping is a sign that a company is having difficulty keeping its staff on board. If the worker is highly skilled, has great potential, and is essential to the company's operations, this will be detrimental. Voluntary or involuntary permanent resignation from an organization is termed as employee leave (Sono et al., 2023). High sales levels increase the costs of recruiting, selecting and training new employees. Therefore, a high level of sales or involving valuable employees can be a disruptive element to the functioning of the business. A company or organization may be experiencing problems with trading, as that is a clear indication of an intention to leave (Palupiningtyas et al., 2022). A number of indicators point to an employee's sales goals, including increased absenteeism, a slow attitude toward work, increased courage to challenge policies, their courage to disagree with or confront superiors, and good behavior that significantly deviates from the norm. Based on the above, the author took the research title "The Influence of Work Environment and Work Stress on Employee Work Turnover Intention"

## **LITERATURE REVIEW**

### **Work Environment**

The work environment is the overall atmosphere and conditions in the workplace, which include physical, psychological, social, and cultural factors. This includes workspace design, lighting, noise, security levels, and air quality (Sundstrom & Sundstrom, 1986), which can affect employees' physical well-being. In addition, psychological factors such as role clarity, social support, and level of control over work also influence employees' mental and emotional well-being (Pranata, 2022). Social interactions, organizational culture, and company policies also shape the work environment that influences employee motivation, job satisfaction, and productivity.

By creating a good work environment, companies can improve employee welfare and overall organizational performance(Nugraheni et al., 2020).

Work environment refers to all the physical, psychological, social, and cultural factors in the workplace that influence an employee's experience and well-being. It includes various elements. Physical factors: These include workspace design, lighting, temperature, noise, ventilation, equipment ergonomics, and physical safety. A physically good work environment can help prevent burnout, injury, and other health problems(Palupiningtyas & Aprilliyani, 2023). Psychological factors: This involves factors such as role clarity, the level of control employees have over their work, the match between job demands and individual abilities, and psychological support from superiors and co-workers (Rivai et al., 2021). A psychologically supportive work environment can help reduce stress and improve employees' mental well-being(Octafian & Nugraheni, 2020). Social factors: These include organizational culture, relationships between employees, fairness and reward policies, and social support in the workplace. Positive relationships between fellow employees and between employees and management can increase job satisfaction and motivation(Nugraheni et al., 2016). Cultural factors include the values, norms, and beliefs that apply in the workplace. An inclusive work culture, where diversity is valued and respected, can create an environment that promotes collaboration and innovation(Octafian & Rahayu, 2022). A good work environment is important not only for individual well-being but also for the success of the organization as a whole. Companies that provide a supportive work environment tend to have more enthusiastic, productive and loyal employees.

### **Work Stress**

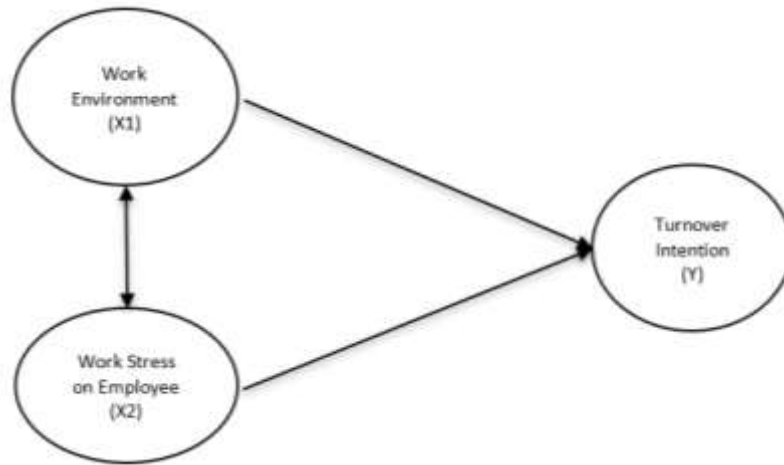
Job stress refers to physical and mental pressure arising from demands or situations in the workplace. This can be caused by various factors, including excessive workload, tight deadlines, interpersonal conflict, job uncertainty, lack of support from colleagues or management, as well as lack of control over assigned tasks. Work stress can have a negative impact on a person's physical and mental well-being. This can cause fatigue, anxiety, depression, sleep disorders, physical health problems such as headaches or digestive disorders, and reduce productivity and work performance (Octafian et al., 2022). Individuals need to identify and manage work stress well. This may involve taking steps to improve balance between personal and professional life, developing time management skills, communicating effectively with coworkers and superiors, and utilizing stress recovery strategies such as exercise, meditation, or other relaxing activities.

Apart from that, companies also have a responsibility to create a work environment that supports employee welfare and reduces factors that can cause work stress (Pranata & Sinaga, 2023).

Factors that cause stress include excessive workload, tight deadlines, lack of control or autonomy over work, interpersonal conflict, job uncertainty, imbalance between job demands and available resources, and organizational factors such as an unsupportive work culture (MacDonald, 2003), unclear policies, or lack of support from management. The impact of stress on individuals' Work stress can have a negative impact on an individual's physical, mental, and emotional well-being. These include fatigue, anxiety, depression, sleep disorders, decreased motivation and productivity, as well as physical health problems such as headaches, digestive disorders, or heart disease (Nugraheni, 2020). The impact of stress on organizations. Work stress can also have an impact on overall organizational performance (Altindag, 2020). These include increased rates of absenteeism, employee turnover, decreased productivity, poor quality of work, increased rates of workplace accidents or injuries, as well as additional costs related to employee health and replacement. Stress management strategies (Octafian & Nugraheni, 2020). The scope of work stress also includes various strategies and interventions that can be used to manage stress in the workplace. This includes developing employee wellness programs (Octafian & Istiqomah, 2021), stress management training, promoting work-life balance, improving workplace communication and support, and reviewing organizational policies and procedures to ensure a supportive work environment (Palupiningtyas & Pahrijal, 2023). By understanding the scope of work stress, organizations can take proactive steps to identify and address factors that may cause stress, thereby improving employee well-being and overall organizational performance (Palupiningtyas & Aryaningtyas, 2022).

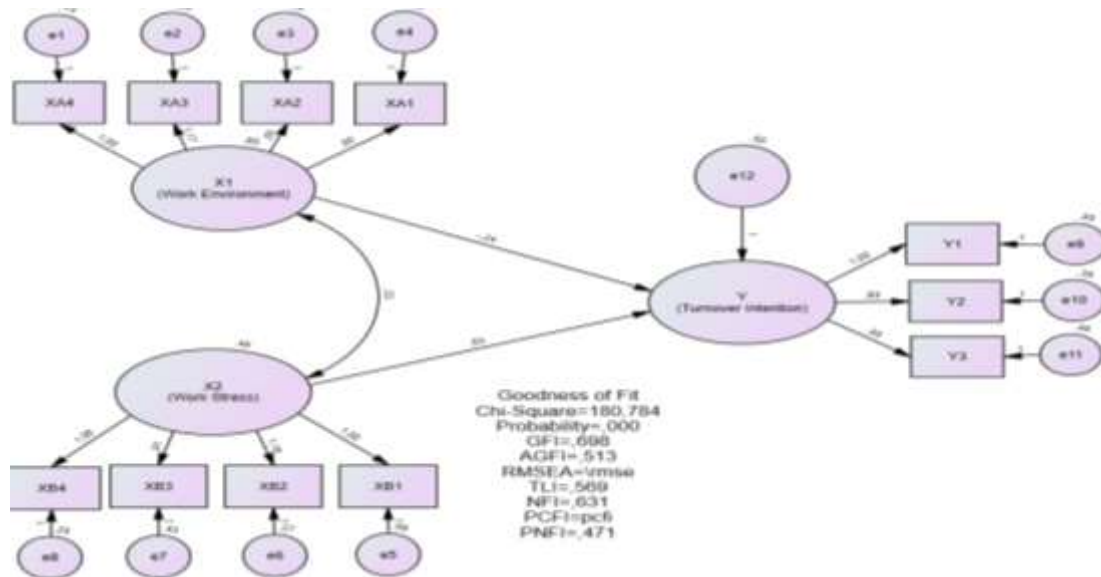
## **RESEARCH METHOD**

This research method uses SEM (Structural Equation Modeling) modeling analysis. SEM allows researchers to model complex relationships between latent and observed variables within a single framework (Fan et al., 2016). With SEM, researchers can test various hypotheses in one analysis, including direct relationships between variables, mediating relationships, and moderating relationships (Stein et al., 2012). This makes it possible to better understand the mechanisms behind the relationships between variables. The analysis in this research uses the Normality Test, Validity Test, Reliability Test, Goodness of Fit, Modification Indice, and Hypothesis Test. The sample in this study consisted of 60 employees; this is in accordance with the saturated sampling technique, where the entire population is sampled (Inayat & Jahanzeb Khan, 2021).



Picture 1. Model Penelitian

**Result/Findings**



Picture 2. Model Fit Amos

From Figure 2 it can be concluded that the research model is fit and can be analyzed. The results of the analysis can be concluded as follows

**Normality Test**

Table 1. Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y3	1,000	5,000	-,287	-,909	-,482	-,762
Y2	2,000	5,000	,289	,915	-,804	-1,271
Y1	1,000	5,000	,237	,751	-1,096	-1,733
XB4	1,000	5,000	-,635	-2,009	,378	,598
XB3	1,000	5,000	-,375	-1,187	-,152	-,240
XB2	2,000	5,000	-,537	-1,698	-,705	-1,114
XB1	1,000	5,000	-,870	-2,752	,004	,007
XA1	2,000	5,000	-1,150	-3,636	,719	1,137
XA2	2,000	5,000	-,632	-1,999	,039	,062
XA3	1,000	5,000	-,798	-2,524	,498	,788
XA4	2,000	5,000	-,515	-1,629	-,311	-,492
Multivariate					4,906	1,162

From the table above, we can conclude that the multivariate data is <2.58, which means the research data is normal.

**Reliability Test**

Table 2. Reliability Test

Estimate		
XA4 <--- X1		,904
XA3 <--- X1		,980
XA2 <--- X1		,548
XA1 <--- X1		,629
XB1 <--- X2		,684
XB2 <--- X2		,844
XB3 <--- X2		<u>,696</u>
XB4 <--- X2		,830
Y1 <--- Y		,652
Y2 <--- Y		,731
Y3 <--- Y		,736

$$AVE = \frac{\sum \text{Standardized Loading}^2}{\sum \text{Standardized Loading}^2 + \sum \epsilon_j}$$

$$CR = \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum \epsilon_j}$$

From table 2 and the results of the formulation above, we can conclude that the Reliability data is > 0.5 and the AVE and CR above means that the AVE value = 0.75098 > 0.50 and the CR value = 0.88097 > 0.70, which means the research data is reliable. This means that each indicator is valid and can be used.

**Hypothesis testing**

Table 3. Hypothesis Testing

	Estimate	S.E.	C.R.	P	Label
Y <--- X1	,240	,200	-1,201	,230	
Y <--- X2	,631	,266	2,373	,018	

**Work Environment on Turnover Intention (Path Y <--- X1)**

Critical ratio (C.R.) is the ratio between estimate and standard error. To determine statistical significance, C.R. should be compared with the critical value, usually ±1.96, for a significance level of α = 0.05. In this case, C.R. is 1.201, which indicates that the relationship between X1 and Y is significant at the α = 0.05 level. P-value (P): 0.230, -value is the probability of getting a result that is as extreme or more extreme than the observed result if there is no true effect. In this case, the p-value (0.230) is greater than the commonly used significance level (0.05), which indicates that there is insufficient evidence to reject the null hypothesis, namely the absence of a relationship between X1 and Y (Palupiningtyas & Yulianto, 2018).

### **Job Stress on Turnover Intention (Path Y <--- X2)**

Estimate (Estimate): 0.631, C.R. Value a positive one indicates that the relationship between X2 and Y is statistically significant at the  $\alpha = 0.05$  level. P-value (P): 0.018, P-value (0.018) is smaller than the significance level  $\alpha = 0.05$ , which indicates that there is sufficient evidence to reject the null hypothesis, namely the existence of a relationship between X2 and Y. Thus, from this analysis, we can conclude that only the relationship between X2 and Y is statistically significant, while the relationship between X1 and Y is not significant at the  $\alpha = 0.05$  level.

### **CONCLUSION**

Normality Test: The results of the normality test show that the multivariate data has a value of <2.58, which indicates that the research data is normally distributed. Reliability Test: The reliability value of each variable (XA1, XA2, XA3, XA4, XB1, XB2, In addition, the Average Variance Extracted (AVE) and Composite Reliability (C.R.) values are also greater than the accepted thresholds (0.5 for AVE and 0.7 for C.R.), indicating that each indicator is valid and can be used in the analysis. Hypothesis Test: For path Y <--- X1, the Critical Ratio (C.R.) value is -1.201, which is not significant at the  $\alpha = 0.05$  level. The p-value (P) is also greater than the commonly used significance level (0.05), indicating that there is not enough evidence to reject the null hypothesis. Namely, there is no relationship between X1 and Y. For the path Y <--- X2, The Critical Ratio (C.R.) value is 2.373, which is significant at the  $\alpha = 0.05$  level. The p-value (P) is also smaller than the commonly used significance level (0.05), indicating that there is sufficient evidence to reject the null hypothesis, namely the existence of a relationship between X2 and Y. Thus, from this analysis, it can be concluded that The relationship between variables X2 (Work Stress) and Y (Turnover Intention) is statistically significant. In contrast, the relationship between variables X1 (Work Environment) and Y is not significant at the  $\alpha = 0.05$  level. This shows that work stress has a significant influence on turnover intention at work, while the work environment does not have a significant influence.

### **Declaration of conflicting interest**

I at this moment declare that there is no conflict of interest related to this research. The authors have no financial or personal relationships with other individuals or organizations that could influence or bias the interpretation of the findings presented in this study.

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