

The Influences of Work Environment, Workload, and Job Stress on Turnover Intention in PT Indofood CPB Sukses Makmur of Noodle Division

Iona Farezha Putri *, Petrus Wijayanto

Faculty of Economics and Business, Universitas Kristen Satya Wacana, Salatiga

Correspondence email: 212019159@student.uksw.edu

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Abstract

PT Indofood CBP Sukses Makmur of Noodle Division always tries to improve its human resources' welfare. This study aims to examine the influence of work environment, work stress, and workload on turnover intention at PT Indofood Sukses Makmur Tbk Semarang, particularly regarding the influence of work environment relationships, work stress, and workload on employee turnover intention. This research used quantitative approach. The sample in this study involved 45 employees of PT Indofood CBP Sukses Makmur of Noodle Division Semarang. The analysis used multiple linear analysis. The results revealed that there are some influences between the work environment variable (X_1), workload variable (X_2), and the work stress load variable (X_3) on the turnover intention variable (Y).

Kata Kunci:

Lingkungan Kerja; Stres Kerja Dan Beban Kerja Terhadap Turnover Intention

Abstrak

PT Indofood CBP Sukses Makmur Noodle Division berupaya untuk melakukan selalu meningkatkan kesejahteraan bagi sumber daya manusia yang dimiliki. Penelitian ini bertujuan untuk menguji pengaruh antara lingkungan kerja, stres kerja dan beban kerja terhadap turnover intention pada PT Indofood Sukses Makmur Tbk Semarang, khususnya menyangkut pengaruh hubungan lingkungan kerja, stres kerja, beban kerja terhadap turnover intention karyawan. Jenis penelitian ini adalah kuantitatif. Sampel dalam penelitian ini adalah sebanyak 45 karyawan PT Indofood CBP Sukses Makmur Noodle Division Semarang. Analisis yang digunakan adalah analisis linear berganda. Hasil dalam penelitian ini adalah terdapat pengaruh antara variabel lingkungan kerja (X) terhadap variabel turnover intention (Y), terdapat pengaruh antara variabel lingkungan kerja (X_1) terhadap variabel turnover intention (Y), terdapat pengaruh antara variabel beban kerja (X_2) terhadap variabel turnover intention (Y), terdapat pengaruh antara variabel beban stres kerja (X_3) terhadap variabel turnover intention (Y).

INTRODUCTION

Human resources (HR) are important for companies to consider in developing their business. HR is a unique thing. Thus, the companies need to develop their human resources. This is supported by a survey conducted by the Oxford Business Group (OBG), entitled Indonesia CEO Survey 2019 which revealed that 49% of respondents agreed that HR development must be the first priority policy (Chitra, 2020). In order to achieve the company's goals and compete in obtaining qualified human resources, the company needs to focus on appropriately developing its employees' potential. Therefore, well-qualified employees can be retained, and they will not have the intention to leave the company (turnover intention) due to a lack of attention from the company (Nitisemito, 2018).

Turnover intention is a form of withdrawal behavior in the world of work, as well as being a right and choice for individuals, whether to continue working or choose to leave (Mangkunegara, 2017). In the current globalization era, companies need a large and high-quality supply of resources to keep up with intense competition. Maintenance of such resources requires a lot of time and money. This must be provided the extra attention by companies that aim to succeed in the intense business competition in their surrounding. An increase in job vacancies in Indonesia indicates this.

There needs to be more competition in getting quality human resources to achieve the company's goals. Moreover, companies must focus on developing the potential of their employees appropriately so that employees with good qualifications can survive and even have no desire to leave the company (turnover intention) due to lack of attention from the company. Therefore, companies must prioritize appropriate human resource management activities. Poor human resource management activities can result in big losses, such as increased employee desire to leave work or also known as turnover intention (Mangkunegara, 2017). If it ends with actual turnover, it means that the company loses a number of workers and this loss must be replaced with new employees. It can result in companies that must incur costs recruiting to getting a ready-to-use workforce. In addition, the new employees also need time to adjust and adapt with the new environment.

Employee turnover intention of a company can be caused by various factors, such as work stress, workload, and non-physical work environment (Riani, 2017). Work stress is an important factor for the industry, especially its relation to turnover intention. Job stress is the conceptualization of an individual in work reaction to environmental characteristics that will be faced by employees, including threats that are likely to be encountered by employees in working in an organization (Robbins et al., 2019) In the short term, stress without serious handling from the company makes employees depressed, unmotivated, and frustrated, causing employees to work not optimally and their performance will be disrupted (Muslim, 2022). The high stress pressure, work system, and role demands make employees have turnover intention. The selection process's importance is to be more selective in recruiting employees. Research conducted by Sabuhari (2021) and Aditya et al. (2021) produced a positive correlation between work stress and turnover intention. Meanwhile, the research conducted by Sofia et al. (2019) shows that work stress does not influence turnover intention. This indicates that companies must prevent employees from experiencing stress at work so that they do not physically and emotionally feel stress.

Besides the work stress, there are other factors that affect turnover intention, namely workload. Workload is one thing that every company must consider, because it affects employees in increasing productivity and feeling comfortable at work. The workload is all forms of work given to human resources to be completed within a certain time (Sedarmayanti, 2019). Workload is the number of dependent tasks that must be completed within a predetermined period of time. A high workload will stress employees along with existing work demands, making them feel restless and confused if they cannot fulfill them. The high workload can be a factor in increasing the turnover intention of a company's employees (Purnaya, 2021). Research conducted by Sabuhari (2021) and Aditya et al. (2021) showed a positive correlation between workload and turnover intention. Meanwhile, the research conducted by Hidayatin et al. (2019) produced further research, namely workload that did not affect turnover intention. This means that the company must provide sufficient opportunities for each employee to carry out their duties properly in line with the workload given, keep in mind that excessive workload can bring various employee reactions and indirectly harm employees and the company.

Another factor that influences turnover intention is the work environment. It refers to everything that is around the workers and can influence them in carrying out the assigned tasks (Sedarmayanti, 2019). A company, even with the support of using new technology, if its work environment is uncomfortable, can improve its efforts to achieve its goals (Sedarmayanti, 2019).

The turnover made by employees of PT Indofood CBP Sukses Makmur Semarang can be attributed to the work environment within the company. This is evidenced by the limited communication between management and employees (staff) of PT Indofood CPB Sukses Makmur Semarang. As a result, when encountering difficulties, employees are required to be able to make decisions that prioritize profits for the company. According to research conducted by Sabuhari (2021), Kristin & Lawita (2022), and Aditya et al. (2021), there is a positive correlation between the work environment on turnover intention. However, the research conducted by Putra & Utama (2017) produced different results, that the work environment did not influence turnover intention. A work environment that has a harmonious relationship between employees and superiors, and is supported by adequate facilities and infrastructure positively influences employees to stay in the company.

PT Indofood CBP Sukses Makmur Noodle Division is a company that produces food, especially instant noodles. This company has various departments to facilitate the work process based on each field. 2020 is a new chapter for PT Indofood CBP Sukses Makmur Noodle Division after the recent strategic acquisition was carried out, through the Indomie trademark license agreement in Africa, the Middle East, and Southeast Europe, this instant noodle can be produced and sold. PT Indofood CBP Sukses Makmur Noodle Division strives always to improve the welfare of its human resources, because by improving the quality of its human resources, the company's goals will be carried out properly.

According to human resources data, employee turnover has reached 17,58% in 2021. Meanwhile, in one year employee, turnover should be at most 10% per year. Based on data from PT Indofood CBP Sukses Makmur Semarang's human resources, most employees only work for 3-5 years at this company. In addition, based on the results of in-depth interviews conducted, 7 out of 12 employees said that they plan to resign from the company if they get a

better job offer because there are many job targets with short deadlines. This make the employees have to overtime everyday.

The current phenomenon is that many millennials often have a short-term turnover intentions at their workplace. Based on the millennial and gen Z survey conducted by the Deloitte in 2021, as many as 53% of the total 8.273 participants from the millennial generation in the survey prefer to change jobs within two years, while 21% prefer to stay at work for at least five years (Deloitte, 2021). In this case, employee age is an individual factor that causes employee turnover (Mujiati & Dewi, 2016). Each age stage has different developmental tasks. Millennials aged 24-30 years are evidenced to experiencing a quarterlife crisis. This is a crisis that someone in their twenties might experience, involving anxiety over the direction and quality of one's life (Henderson, 2019).

The study results show that the Work Environment and Job Stress affect Turnover Intention. Stress is needed to improve employee performance (Pricelda & Pramono, 2021). Other research shows that workload can cause stress at work and affect turnover intention (Haholongan, 2018). In contrast to this study, this study aims to look at the influence of the Influences of work environment, workload, and job stress on turnover intention in PT Indofood CPB Sukses Makmur of Noodle Division.

METHOD

In this study the approach used is quantitative research (Sugiyono, 2017). The population in this study involved 70 employees of PT Indofood CBP Sukses Makmur of Noodle Division Semarang. The sampling technique used purposive sampling technique This research focuses on employees in the millennial generation category, so only respondents aged 24-30 years are used (Putra, 2016). So that the number of samples in this study was obtained as many as 45 people. A sampling of the millennial generation aged 24-30 years is prone to experiencing a quarter-life crisis, which is likely to be shared by someone in their twenties, involving anxiety over the direction and quality of one's life.(Jaenudin & Sahroni, 2021). This research examined the hypothesis through data collection by distributing questionnaires online using the Google form to respondents who were included in the research qualifications. The data analysis technique involved an analysis technique with the Glejser test system (Riyanto & Hatmawan, 2020).

RESULT AND DISCUSSION

The respondents in this study involved all employees of the PT Indofood Sukses Makmur Semarang Tbk division. The authors distributed questionnaires to 45 respondents. Based on the questionnaire, the characteristics of the respondents can be identified based on gender, length of work, and last education.

Table 1. Respondents' Characteristics based on Gender

Gender	Respondents	Percentage
	34	75,5%
	11	24,5%
	45	100%
Education	Respondents	Percentage

Elementary School – Junior High School	0	0
Senior High School	14	31%
Diploma	11	24%
Bachelor – Master’s Degree	20	45%
Duration of Work	Respondents	Percentage
<1 year	0	0
1-5 years	14	31%
6-10 years	11	24%
>10 years	20	45%
<1 year	0	0

Source: Questionnaire Data

Based on the table above, it can be seen that the data on the characteristics of respondents based on gender shows that there were 34 men respondents and 11 women respondents, with the calculation of male respondents having a greater percentage of 75.5% compared to female respondents which amounted to 24.5%. Based on the table above, it can be seen that the data on the characteristics of the respondents based on last education shows that 14 people or 31% of the respondents studied at Senior High School, 11 employees with a Diploma (D3) education or 24%, and employees with a Bachelor's degree (S1- S2) amounted to 20 people or 45%. Based on their duration of work shows that respondents who have worked for 1-5 years are 14 people or 31%, employees with the work duration of 6-10 years are 11 people or 24%, and employees with the work duration > 10 years amounted to 20 people or 45%.

The results of testing the validity and reliability of research instruments using the SPSS application can be seen in the following table:

Tabel 4. Validity Test

Variable	R count	R table	Description
Work Environment (X ₁)	0.841	0,2940	Valid
Workload (X ₂)	0.823	0,2940	Valid
Work Stress (X ₃)	0.673	0,2940	Valid
Turnover intention (Y)	0.622	0,2940	Valid

Source: Output SPSS, 2023

Based on the results of the validity test of the research instruments above, it can be seen that all scores of work stress and competency instrument questions on work performance have a value of $r \text{ count} \geq r \text{ table}$, indicating all instruments used in this study can be declared as valid. The output of the reliability test results can be seen in Table 5 as follows:

Table 5. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.844	4

It can be seen that from each variable Cronbach's Alpha in this study is greater than 0.60. Thus, the research instrument used to measure the research variables can be said to be reliable.

The normality test used the Kolmogorov-Smirnov test. The data is stated to be normal if the significant value is greater than 0,05 at ($P > 0,05$). Conversely, if the significant value is less than 0,05 at ($P < 0,05$), then the data is stated to be abnormal.

Table 6. Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	1.41710758
Most Extreme Differences	Absolute	.139
	Positive	.099
	Negative	-.139
Kolmogorov-Smirnov Z		.933
Asymp. Sig. (2-tailed)		.348
a. Test distribution is Normal.		

Table 6 shows that the significant value is $0,348 > 0,05$. Thus, the normality test it can be stated that the residual values in this study are normally distributed. The three things above show that the regression model is feasible to use because it meets the normality assumption. The output of the results of multiple linear regression analysis can be seen in Table 7 below:

Table 7 Multiple Linear Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.337	2.719		3.802	.000
	Work Environment	.467	.134	.867	3.491	.001
	Workload	-.563	.248	-.570	-2.272	.028
	Work Stress	.445	.149	.419	2.992	.005

a. Dependent Variable: Turnover Intention

Table 8 shows a regression of a positive constant of 2,719, which means that if there are no work environment variables, workload and work stress (X), then the turnover intention variable (Y) keeps at a constant value of 2,719. The work environment (X1) shows a coefficient value of 0,467. It means that if the work environment variable (X1) increases, the turnover intention variable (Y) will also increase. Workload (X2) shows a coefficient value of -0,563, which means that if the workload variable (X2) increases, the turnover intention variable (Y)

will decrease. Work Stress (X1) shows a coefficient value of 0,445 meaning that if the work stress variable (X1) increases, the turnover intention variable (Y) will also increase.

The partial t-test was carried out to determine the partial effect between the independent variables, namely work environment, workload, and work stress (X) with the dependent variable of turnover intention (Y).

Tabel 8. T-test (Partial)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.337	2.719		3.802	.000
	Work Environment	.467	.134	.867	3.491	.001
	Workload	-.563	.248	-.570	-2.272	.028
	Work Stress	.445	.149	.419	2.992	.005

Based on Table 8, it can be seen that the test results obtained by t-count of 2.01954 with a t-table value of 3.491. Thus, the t-count < t-table or $2.01954 < 3.491$ and a significance value of $0,001 < 0,05$. It can be concluded that H_{a1} is accepted, which means that there is an influence between work environment variable (X) and turnover intention variable (Y).

Moreover, the test results obtained t-count of 2.01954 with a t-table value of -2.272, which means that the t-count value < t-table or $2.01954 > -2.272$ and a significance value of $0.028 < 0.05$. Thus, it can be concluded that H_{a2} is accepted, which means that there is an effect of the workload variable (X) on the turnover intention variable (Y). Besides, the test results obtained t-count of 2.01954 with a t-table value of 2.992. Thus, the t-count < t-table or $2.01954 < 2.992$ and a significance value of $0.005 < 0.05$. It can be concluded that H_{a3} is accepted, which means that there is an influence between work stress variable (X) and turnover intention variable (Y).

The F test is used to determine the influence of the independent variables, namely work environment, workload, and work stress (X) on the dependent variable, namely turnover intention (Y). Table 10 below shows the output of the results of multiple regression analysis which shows the value of the F-test as follows:

Table 9. F-test (Simultaneous)

		ANOVA ^b				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.439	3	30.813	14.298	.000 ^a
	Residual	88.361	41	2.155		
	Total	180.800	44			

a. Predictors: (Constant), Workstress, Work Environment, Workload

b. Dependent Variable: Turnover Intention

From the results of the F-test in Table 9 above, it is obtained that the f-count value is 14.298, with an f-table is 2.83. Since the f-count value of $14.298 > 2.83$, and the significance value is $0,000 < 0,05$, the H_{03} hypothesis is rejected, and the alternative hypothesis H_{a3} is accepted.

Therefore, the work environment, workload, and work stress variables (X) collectively significantly influence the turnover intention variable.

The results of determination coefficient analysis can be seen in Table 11 below:

Tabel 10. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.476	1.46804
a. Predictors: (Constant), StresKerja, LingkunganKerja, BebanKerja				

Based on Table 10, it is known that the Adjusted R Square value is 0,476 (44,6%). This means that 47,6% of the work environment, workload, and work stress variables can influence the turnover intention variable, while the remaining 52,4% is explained by other variables and not examined in this study, such as work motivation and work discipline.

Based on the results of the study, which stated that the work environment, workload, and work stress influence turnover intention, it is better for PT Indofood Sukses Makmur Tbk Semarang to be able to control employee stress levels to reduce turnover intention; this can be done by paying attention to the workload that is given with the time given to complete the work, there are variations in the assignment of work because employees tend to feel bored when given work that is specific and narrow. PT Indofood Sukses Makmur Tbk Semarang is also advised to provide awards to employees who have done their job well; the suitability of the salary and workload must also be considered properly so that employee job satisfaction remains high. These things can control the level of work stress and keep employee satisfaction high, indirectly preventing employees from wanting to leave PT Indofood Sukses Makmur Tbk Semarang and look for work elsewhere. This research results, which show that supervisor support, organizational commitment, and workload partially affect turnover intention, and supervisor support, corporate obligation, and workload simultaneously significantly impact turnover intention (Buulolo & Ratnasari, 2020).

A *good work environment* is an environment that can support smooth work so that results can be maximized and optimal. Conversely, a bad work environment can reduce work motivation, so work is not completed effectively (Nitisemito, 2018). In addition, the work environment can be defined as a place or condition that allows various company activities to occur (Suastini et al., 2016). Work environment factors are among the most critical factors to consider in achieving company goals. Even though new technology supports a company, the work environment could be more comfortable, then efforts to achieve company goals can be improved. Research conducted by Sabuhari (2021); Kristin & Lawita (2022) and Aditya et al (2021) produced a positive relationship between the work environment and turnover intention.

CONCLUSION

The conclusion in this study indicates that there are some influences between the work environment variable (X), workload variable (X₂), and workload (X₃) on the turnover intention variable (Y). The researchers suggest that PT Indofood Sukses Makmur Tbk Semarang must maintain and always concern about how much the work environment and job satisfaction felt by employees at the company. The work environment must be consistently well-maintained and regularly to do maintenance while fostering good working relationships and cooperation

among departments and individuals. Fairness should be upheld, especially in terms of working hours, salaries, and compensation given to employees. The salary received must be in accordance with the effort given by employees to the company, adjusted to the education, status, duties, responsibilities, and positions of these employees. The implications of this research are expected to control work stress levels and maintain high employee satisfaction, which can indirectly prevent employees from wanting to leave PT Indofood Sukses Makmur Tbk Semarang and look for work elsewhere. The limitations of this study are studies that use the independent variables of work environment, work stress, and workload, while the dependent variable is turnover intention. Future research to research other factors that can affect employee turnover intention besides work stress.

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