

Effect of Work Stress and Job Satisfaction on Turnover Intention in PT. Insan Mandiri Swakarya Call Center Branch of Malang City 1

Siswanto Wijaya Putra

College of Economics Kertanegara Malang, Indonesia

Abstract:- This research was conducted at PT. Swakarya Insan Mandiri Call Center Branch Malang City 1 with a population of 75 employees. The purpose of this study was to determine the effect of job stress and job satisfaction on turnover intention. The research method used is quantitative by collecting, presenting and analyzing data from employees using a questionnaire to respondents. Data analysis techniques in this study are multiple linear regression to determine the effect simultaneously, partially and dominantly. Based on research results the influence of job stress and job satisfaction on turnover intention simultaneously is significant (0.00). The effect of job stress and job satisfaction on turnover intention is partially significant on job stress (0.00) and job satisfaction (0.01). Among the effects of job stress and job satisfaction on turnover intention, the most dominant is job stress at PT. Mandiri Workshops Mandiri Call Center Branch of Malang City 1.

Keywords: job stress, job satisfaction, turnover intention

I. INTRODUCTION

The main key to running a company is processing HR (Human Resources) properly. The problem is, developing reliable HR in improving organizational functions and achieving company goals is not an easy thing. The achievement of company goals is often hampered by high turnover intention (the desire to move) can even develop towards the discharge of employees from the company.

Turnover Other costs incurred for the company are costs that must be incurred such as recruitment costs, training costs, productivity costs, and dismissal costs (Robert L. Mathias and John H Jackson, 2006). Various kinds of costs incurred for human resource development are only wasted and for recruiting employees again, the company will incur similar costs for the second time. In certain cases, turnover is indeed needed by companies, especially for employees with low performance (Hollenbeck and Williams, 1986), but the turnover rate should not be too high so that companies can still get opportunities for improved performance for new employees compared to recruiting employees who are make more extra expenses. Turnover intention basically (the desire to move) reflects the desire of individuals to leave the organization and look for alternative jobs (Suwandi and Indriantoro, 2001). Meanwhile, according to Certo (2000), turnover intention is defined as the desire of individuals to leave the organization and look for alternative work.

Other Opinions Turnover Intention is the degree of attitude tendencies possessed by employees to look for new jobs elsewhere or there are plans to leave the company within the next three months, six months to come, one year to come and two years to come (Low et al, 2001). Other opinions also say that the level or intensity of the desire to leave the company, there are many reasons that cause this turnover intention and among them are the desire to get a better job (Harnoto, 2002). The factors that influence the desire of employees to move to work there are various opinions according to experts. One opinion which says that turnover intention is influenced by job satisfaction factors, and work stress (Suwandi and Indriantoro, 2001). Every company must have experienced employee turnover intention. Likewise experienced by PT. Swakarya Insan Mandiri Call Center Malang City Branch 1. PT. Swakarya Insan Mandiri Call Center Malang Branch was established on May 23, 2016. And the company's address is at JL. S. Supriadi No. 74 Kav 1-5 Sukun Malang, by providing services in the form of management services solutions. The main services we provide are Labor Service Providers, Flashlight Contacts, Information Technology Consultants. This is intended to achieve the company's main goal, which is to provide the best and professional service to all company partners and to achieve the company's mission of being the number one largest and most trusted outsourcing company in Indonesia. Every company must have experienced employee turnover intention. Likewise experienced by PT.Swakarya Insan Mandiri Call Center Malang City Branch 1. PT. Swakarya Insan Mandiri Call Center Malang Branch was established on May 23, 2016. And the company's address is at JL. S. Supriadi No. 74 Kav 1-5 Sukun Malang, by providing services in the form of management services solutions. The main services we provide are Labor Service Providers, Flashlight Contacts, Information Technology Consultants. This is intended to achieve the company's main goal, which is to provide the best and professional service to all company partners and to achieve the company's mission of being the number one largest and most trusted outsourcing company in Indonesia. Every company must have experienced employee turnover intention. Likewise experienced by PT.Swakarya Insan Mandiri Call Center Malang City Branch 1. PT. Swakarya Insan Mandiri Call Center Malang Branch was established on May 23, 2016. And the company's address is JL. S. Supriadi No. 74 Kav 1-5

Sukun Malang, by providing services in the form of management services solutions. The main services we provide are Labor Service Providers, Flashlight Contacts, Information Technology Consultants. This is intended to achieve the company's main goal, which is to provide the best and professional service to all company partners and to achieve the company's mission of being the number one largest and most trusted outsourcing company in Indonesia. Swakarya Insan Mandiri Call Center Malang City Branch 1. PT. Swakarya Insan Mandiri Call Center Malang Branch was established on May 23, 2016. And the company's address is at JL. S. Supriadi No. 74 Kav 1-5 Sukun Malang, by providing services in the form of management services solutions. The main services we provide are Labor Service Providers, Flashlight Contacts, Information Technology Consultants. This is intended to achieve the company's main goal, which is to provide the best and professional service to all company partners and to achieve the company's mission of being the number one largest and most trusted outsourcing company in Indonesia. Swakarya Insan Mandiri Call Center Malang City Branch 1. PT. Swakarya Insan Mandiri Call Center Malang Branch was established on May 23, 2016. And the company's address is at JL. S. Supriadi No. 74 Kav 1-5 Sukun Malang, by providing services in the form of management services solutions. The main services we provide are Labor Service Providers, Flashlight Contacts, Information Technology Consultants. This is intended to achieve the company's main goal, which is to provide the best and professional service to all company partners and to achieve the company's mission of being the number one largest and most trusted outsourcing company in Indonesia. by providing services in the form of management services solutions. The main services we provide are Labor Service Providers, Flashlight Contacts, Information Technology Consultants. This is intended to achieve the company's main goal, which is to provide the best and professional service to all company partners and to achieve the company's mission of being the number one largest and most trusted outsourcing company in Indonesia. by providing services in the form of management services solutions. The main services we provide are Labor Service Providers, Flashlight Contacts, Information Technology Consultants. This is intended to achieve the company's main goal, which is to provide the best and professional service to all company partners and to achieve the company's mission of being the number one largest and most trusted outsourcing company in Indonesia.

In 2016-2019 the level of turnover intention exceeds 25%, although the annual turnover has not reached half or 50%, but it is quite interesting to PT. Mandiri Workers Insan Call Center Malang City Branch 1. This is because PT. The Mandiri Workshop of Mandiri Call Center Malang 1 branch is a service company that has been trusted by the community, so it is expected to be able to take action so that turnover will be lower in the future.

This study aims to determine the effect of job stress and job satisfaction on turnover intention at PT. Simultaneous

Insan Mandiri Call Center Malang City Branch 1, knowing the effect of job stress and job satisfaction on turnover intention at PT. Mandiri Workshops Mandiri Call Center Malang City Branch 1, and know the variables of work stress and job satisfaction which have the most dominant influence on turnover intention at PT. Swakarya Insan Mandiri Call Center Malang City Branch 1.

II. LITERATURE REVIEW

Turnover Intention

According to Robbins (2001), turnover is defined as voluntary or unvoluntary withdrawal which is the employee's decision to leave the organization due to two factors, namely the lack of current employment and the availability of other alternative jobs. Turnover intention (desire to move) reflects the desire of individuals to leave the organization and look for alternative jobs (Suwandi and Indriantoro, 2001). Meanwhile, according to Certo (2000), turnover intention is defined as the desire of individuals to leave the organization and look for other alternative jobs.

Turnover Intention indicators according to Chen and Francesco (in Dharma, 2013: 4) which include: 1) Thoughts to get out, ideas someone to get out of the company caused by various factors. 2) The desire to find vacancies reflects the individual's desire to find work in another organization. 3) There is a desire to leave the organization in the coming months. The desire of employees to try to separate from other organizations.

Job Stress

Job stress is a condition of tension, which creates physical and psychological imbalances, which affect emotions, thought processes, and employee conditions. People who experience stress can become nervous and feel chronic anxiety, they are often angry and aggressive, unable to relax, or show uncooperative attitudes (Veithzal & Jauvani, 2009).

Manurung and Ratnawati (2012: 3) suggested that there are two indicators of work stress, namely: a. Organizational Stressor, which consists of organizational policies, organizational structure, physical conditions in the organization, and processes that occur in the organization. b. Individual stressors, which occur due to conflicts and unclear roles, and individual dispositions, such as type A personality patterns, personal control, learned helplessness, self-efficacy, and psychological endurance.

Job satisfaction

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to him. The higher the assessment of the activity felt in accordance with individual desires, the higher the satisfaction with the activity. Thus satisfaction describes one's feelings towards happy or unhappy, satisfied or unsatisfied attitudes at work (Veithzal and Jauvani, 2009). Job satisfaction is an affective or

emotional response to various aspects of one's work (Kreitner and Kinicki, 2010). Job satisfaction is also interpreted as an assessment or reflection of workers' feelings towards their work (Handoko and Asan, 1987 in Wibowo, 2014).

Issa et al (2013: 528) suggested there are five indicators of satisfaction, namely: a. satisfaction with the work itself. How much work it gives an interesting task, an opportunity to learn and an opportunity to accept responsibility. b. Satisfaction of salary, how much financial reward is received and how much it is deemed appropriate / fair compared to rewards in other organizations. c. satisfaction with the promotion of opportunities to advance in the organization. d. satisfaction with supervision (Supervision) the ability of supervisors to provide technical assistance and behavioral support. e. Satisfaction with coworkers, to what extent coworkers are technically skilled and socially supportive.

Hypothesis

The hypotheses in this study are as follows:

- H₁ : Allegedly Job Stress and Job Satisfaction simultaneously affect turnover intention at PT Swakarya Insan Mandiri Call Center Malang 1.
- H₂ : Allegedly Job Stress and job satisfaction affect partial turnover intention at PT Swakarya Insan Mandiri Call Center Malang 1 Branch Branch.
- H₃ : Allegedly the most dominant work stress on turnover intention at PT Swakarya Insan Mandiri Call Center Malang City Branch 1 from the variable job satisfaction

III. RESEARCH METHODOLOGY

Research design

This type of research is descriptive quantitative research that is done to describe a phenomenon, events, and events that occur factual, systematic, and accurate.

Definition of Variable Operations

a. Job Stress

Job stress is an emotional condition that occurs in employees due to pressure on the work environment that is not in accordance with their wishes so that employees feel the negative effects on themselves both physically and psychologically

b. Job satisfaction

Job satisfaction is a feeling experienced by someone of the situation and conditions they experience in the work environment in the workplace that causes a feeling of pleasure or disappointment and is satisfied or dissatisfied with the work done.

c. Turnover Intention Employee

Turnover intention is the desire of someone to leave or move from a company or organization with the aim of getting a better job.

Population and Sampling Techniques

The population in this study amounted to 154 people, namely employees of PT. Swakarya Insan Mandiri Cal Center Malang City Branch 1, and researchers took a sample of 75 (because the number of 75 studies can be valid and reliable) using the Quota sampling technique.

Data analysis technique

Data analysis techniques in this study used the validity and reliability test, the classic assumption test, multiple linear regression analysis and correlation, descriptive analysis, and hypothesis testing.

IV. RESULTS AND DISCUSSION

Classic Assumption Test Results

a. Multicollinearity Test

Multicollinearity test is intended to test whether the regression model found a correlation between independent variables. A good regression model should not occur correlation between independent variables, if the independent variables are correlated then these variables are not orthogonal (Ghozali, 2011: 56). To find out whether there is Multicollinearity in a regression model can be seen from several conditions that must be met as follows:

1. Multicollinearity occurs when the VIF (inflating factor variant) value is greater than 10.
2. Multicollinearity occurs when the tolerance value obtained from the calculation results is less than 0.1.

So, if the VIF value is less than 10 and the tolerance value is more than 0.1 then there is no multicollinearity in the regression model.

Table 1. Hasil Multicollinty Test

Coefficients(a)

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Stress	0.997	1.003
	Job Satisfaction	0.997	1.003

a Dependent Variable: Turnover Intentions

Based on table 1 it is known that the regression model does not occur multicollinty. It is proven that VIF value is less than 10 and Tolerance value is more than 0.1.

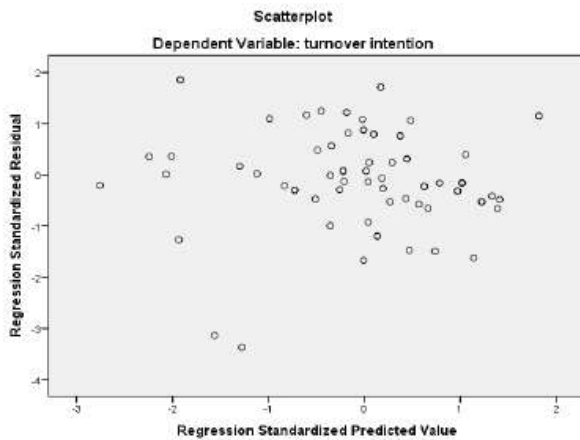
b. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. The way to detect it is

by looking at the presence or absence of certain patterns on the Scatterplot graph between SRISED and ZPRED, where the Y axis is the predicted Y, and the X axis is the residual (actual Y predicted - Y) that has been distudentized. While the basis for decision making for heteroscedasticity testing is (Ghozali, 2011: 139):

1. If there are certain patterns, such as dots that form a regular pattern (wavy, widened and then narrowed), then heteroscedasticity has been identified.
2. If there is a clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

Figure 1. Heteroscedasticity Test Results



Based on the picture above shows that the regression model does not occur heterokedasticity. This is proved by no clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heterokedastisitas.

c. Normality test

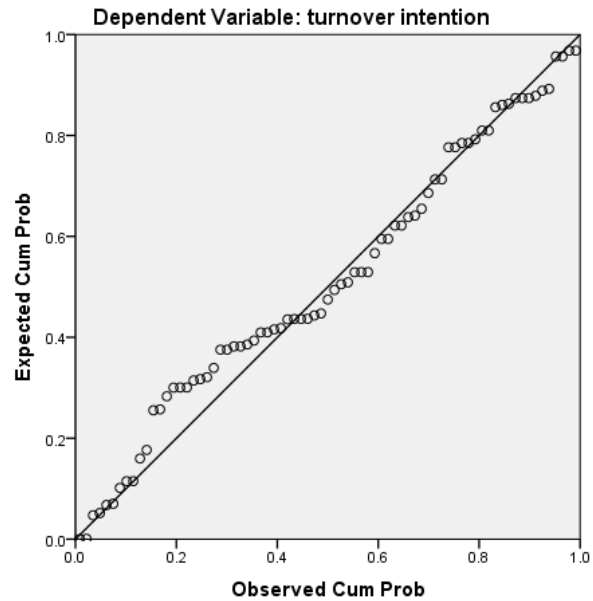
The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution, as it is known that the t test assumes that the residual value follows the normal distribution. If this assumption is violated then the statistical test becomes invalid for a small sample size. There are two ways to detect whether residuals are normally distributed or not, namely by graphical analysis and statistical tests. Normality testing in this study is used by looking at the normal probability plot and the Kolmogorov-Smirnov which compares the cumulative distribution of the actual data with the cumulative distribution of the normal data, while the basis for decision making for the normality data test is (Ghozali, 2011: 160):

1. If the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, then the regression model meets the normality assumption.
2. If the data spreads far from the diagonal or does not follow the direction of the diagonal line or the histogram line does not show a normal distribution

pattern, then the regression model does not meet the assumption of normality.

Figure 2. Normality Test Results

Normal P-P Plot of Regression Standardized Residual



Based on the picture shows that the regression model is normally distributed. This is evidenced by the line that describes the actual data following the diagonal line.

Multiple Regression Analysis

Regression analysis is basically a study of the dependence of the dependent variable (Turnover Intention) with the independent variables (job stress and job satisfaction), with the aim of estimating and / or predicting the population average or the average value of the Turnover Intention variable based on the value of the work stress variable and job satisfaction.

a. Interpretation of Equations

From the multiple regression calculations using SPSS Version 25.0, the following results can be obtained:

Table 2. Results and Testing of Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	35.590	6.782		5.248	0.000
Work Stress	0.549	0.092	0.540	5.948	0.000
Job Satisfaction	-0.199	0.058	-0.310	-3.416	0.001

a Dependent Variable: Turnover Intention

Source: Data processed.

Based on these results, it can be written in the linear regression equation model as follows:

$$Y' = a + bX_1 + bX_2$$

$$Y = 35,590 + 0,549X_1 + (-0,199X_2)$$

a = 35,590, the constant value indicates that without the independent variables (job stress and job satisfaction), the turnover intention will remain at 35,590.

b1 = 0.549 The positive regression coefficient is 0.549; it means that work stress will increase, turnover intention will increase. This means that if work stress is increased by one unit, there will be an increase in turnover intention by 0.549.

b2 = -0,199 Positive regression coefficient of -0,199; it means that the lower job satisfaction, the turnover intention will increase. The meaning is that if job satisfaction decreases, there will be an increase in turnover intention. It can be stated that job satisfaction has a negative and significant effect. As the results of previous studies Wasposito et al. (2013) which says that job satisfaction has a negative and significant effect, it can be said that the sign (-) in the results of the table above, is only a direction that is positive or negative.

b. The coefficient of determination results

The coefficient of determination is used to see how much the contribution of the independent variable to the dependent variable. From the calculation analysis, the R² (coefficient of determination) and correlation coefficient (R) values are obtained as in the following table:

Table 3 Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.638 ^(a)	0.408	0.391	5.102

a Predictors: (Constant), Job Satisfaction, Work Stress
 b Dependent Variable: Turnover Intention

The result of the R Square adjust value shows a value of 0.408. This result indicates that 40.8 percent of turnover intention is influenced by work stress and job satisfaction, while the other 59.2 percent is due to factors outside this model. From the results of multiple regression analysis shows that the independent variables (job stress and job satisfaction) have a close relationship between independent variables and the dependent variable is strong, namely R = 0.638 or 63.8%.

Hypothesis Test Results

a. The Effect of Job Stress and Job Satisfaction simultaneously on Turnover Intention

Testing the simultaneous effect of two predictors on Turnover Intention shows the following values:

Table 4. Simultaneous Test Model

ANOVA ^(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1290.011	2	645.006	24.775	0.000 ^(a)
	Residual	1874.469	72	26.034		
	Total	3164.480	74			

a Predictors: (Constant), Job Satisfaction, Work Stress
 b Dependent Variable: Turnover Intention

The statistical F test results show that the Fcount value is 24.775 while the Ftable value is 3.124; because Fcount is greater than Ftable, it means that simultaneous testing shows that work stress and job satisfaction together have a significant effect on turnover intention.

b. The Effect of Job Stress and Partial Job Satisfaction on Turnover Intention.

To find out the effect of each work stress variable and job satisfaction that affect turnover intention, a t-test was used by comparing the t-count value with the table. Table t distribution is sought at $\alpha = 5\%: 2 = 2.5\%$ (2-tailed test) with degrees of freedom (df) $nk-1$ or $75-2-1 = 72$ (n is the amount of data and k is the number of independent variables) . With 2-sided testing (significance = 0.05) the results obtained for a table of + 1.993 / -1.993.

By comparing ttable and tcount to determine the hypothesis of 2 t tests namely:

- Ho: $\beta_1 \leq 0$ (job stress and job satisfaction partially do not significantly influence turnover intention at PT. Swakarya Insan Mandiri Call Center Malang City Branch 1)
- Ha: $\beta_1 > 0$ (work stress and job satisfaction partially have a significant effect on turnover intention at PT. Swakarya Insan Mandiri Call Center Malang City Branch 1)

Decision Making According to (Priyatno, 2012):

If t count < t table then Ho is accepted Ha is rejected, if t count > t table then Ho is rejected Ha is accepted. for more details calculation of the t test value is presented in the table below:

Table 5. Comparison of t_{count} with t_{table}

Variable	t _{count}	t _{table}
Work stress	5,948	1,993
Job satisfaction	3,416	1,993

a. Work stress variable (X1)

From the table above it can be seen that the value of tcount = 5.948 is greater than t table = 1.993 resulting in a decision against Ho rejected or Ha accepted, it can be concluded that the work stress variable (X1) has a significant effect (0.00) on the variable turnover intention (Y).

b. Job satisfaction variable (X2)

From the table above it can be seen that the t-count = 3,416 is greater than t-table = 1,993 resulting in a decision against Ho being rejected or Ha being accepted, so it can be concluded that the job satisfaction variable (X2) has a significant effect (0.01) on the variable turnover intention (Y).

Dominant Influence

To find out the dominant seen from the size of the regression coefficient. If $\beta_1 > \beta_2$, then the hypothesis which says that work stress has the most dominant influence on turnover intention.

Table 6 Domination Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
	1 (Constant)	35.590	6.782		
Work Stress	0.549	0.092	0.540	5.948	0.000
Job Satisfaction	-0.199	0.058	-0.310	-3.416	0.001

a. Dependent Variable: Turnover Intention

Based on the table, work stress variable is the dominant variable influencing turnover intention. This is indicated by the value of the Standardized Coefficients Beta, the work stress variable is greater than the job satisfaction variable ($0.540 > -0.310$).

Discussion

1. Simultaneously

Based on the analysis, it is known that the R Square adjust value shows a value of 0.408. This result indicates that 40.8% turnover intention is influenced by work stress and job satisfaction, while the other 59.2% is due to factors outside this model such as organizational commitment and others. From the results of multiple regression analysis, it shows that work stress free variables and 90 job satisfaction have a strong relationship between independent variables and the dependent variable is quite strong, namely $R = 0.638$ or 63.8%.

Based on simultaneous tests, it is known that work stress and job satisfaction variables together have a significant effect on turnover intention. This is indicated by the F statistical test results showing a value of 24,775 with a significance of 0,000. The significance value of F is less than 0.05. Which means that simultaneous testing shows that job stress and job satisfaction together have a significant effect.

2. Partially

Based on partial test, it is known that work stress variable (X1) has a significant effect (0.00) on turnover intention variable (Y). This is based on the tcount greater than ttable ($5.948 > 1.993$). Work stress is an impact caused by various situations and environmental conditions, both internal and external. Where more or less each characteristic of the work carried out has an effect on turnover intention, whether it results in positive or negative behavior. At a certain time job stress is indeed needed to spur performance to increase and get stronger in living a life full of challenges, the eyes will be more observant to see the challenges that will come, and

already have an experience of how to overcome it. The results of this study support the research of Waspodo et al. (2013), Agustina (2013), Sari (2014), and Dewi and Wibawa (2016) who stated that work stress affects turnover intention.

Work satisfaction variable (X2) also has a significant effect (0.01) on turnover intention variable (Y). This is based on the value of t count greater than t table ($3,416 < 1,993$). If an employee feels happy or satisfied at work, it will make the employee more comfortable at the company, more active at work and more obedient to applicable regulations. Employees will be satisfied if the conditions desired are in accordance with factual conditions. If the discrepancy between factual conditions and desired conditions is greater, the greater the employee dissatisfaction. Job satisfaction reflects the employee's attitude toward his work, which is seen in the employee's positive attitude towards work and everything that is encountered in the workplace environment. Job satisfaction is a form of feeling happy about what they have done, but job satisfaction is subjective. Satisfaction between one individual with another individual tends to be different, because each individual has its own satisfaction criteria in measuring the level of life satisfaction, but employee satisfaction at work can be seen from how the employee's performance. Satisfied employees will encourage employees to perform better. Employees who are satisfied with their work always arrive on time, meaning that the employee values his work and is responsible for the work he has to do. Happy in carrying out his work, not complaining about the tasks and work that is always able to accept new and difficult jobs with grace that has an impact on reducing turnover intention. This supports the research by Waspodo et al. (2013), Sari (2014) which states that job satisfaction influences turnover intention ..

3. Dominant

Job stress dominant variable. This is indicated by the value of the Standardized Coefficients Beta, the work stress variable is greater than the job satisfaction variable ($0.540 > -0.310$). The results of the study are in accordance with the conditions at PT. Mandiri Workers Insan Call Center Malang City Branch 1. Work Stress Problems in the company be symptomatic that urgent observed since the onset of emergence demands for efficiency at work. Company must pay attention work stress its employees, because the employee is a valuable asset for the company that is a important factor to reach the goal an organization. In conjunction with work, every individual must have experienced stress. Sometimes stressful ones experienced by someone it is small and almost mean, however for those the other considered very disturbing and continue in the future relatively long. Work stress can give rise to positive impact and as well as negative for individuals

and for the organization or company. Stress is said positive and is a an opportunity when the stress motivates the para the employee to increase its performance in order to get results that are maximum. Stress is said negative if stress gives that result decreased on work productivity employees (Robbins, 2006).

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the analysis it can be concluded as follows:

1. Descriptive analysis results of the characteristics of respondents based on gender, age, last education and length of work. It was concluded that the responses of respondents to the variables of work stress, job satisfaction and employee turnover intention at PT. Mandiri Workshops Mandiri Call Center Branch Malang 1 is good enough. (Ghozali 2011)
2. Based on simultaneous tests that the variables of work stress and job satisfaction together have a significant effect on turnover intention. And Based on Simultaneous Tests job stress and job satisfaction together have a simultaneous effect on employee turnover intention of PT. Unitex in Bogor.
3. Based on the results that job stress and job satisfaction with turnover intention at PT. Mandiri Workshops Mandiri Call Center Malang 1 Branch partially significant effect on work stress (0.00) and job satisfaction (0.01). Based on Partial Tests Job stress and job satisfaction is significant to employee turnover intention at PT. Unitex in Bogor.
4. The results of work stress variables at PT. Mandiri Workshops Insan Call Center Malang City Branch 1 has the most dominant influence as well as at PT. Unitex in Bogor work stress variable has the most dominant results.

Suggestion

1. In order to reduce work stress and decrease turnover intention:
 - a. There is a need to affirm and supervise the job descriptions of each employee and to set targets with regard to the ability of employees owned by the company.
 - b. Bosses need to change attitudes to be assertive but not rude and can appreciate employees as good coworkers. Create creative activities outside the company such as outbound so employees will feel a different atmosphere, relax the mind and body.
 - c. companies need to motivate employees better and more embrace employees into one family so that by itself employees will feel comfortable and will foster a sense of loyalty to the company.
2. In order to increase job satisfaction and decrease turnover intention:
 - a. To increase job satisfaction, the company can provide rewards or bonuses that are in accordance with the performance of the employees, so that they can encourage them to meet the targets set.
 - b. Improving the payment process Employee salaries, so that there is no delay in salary, salaries are paid in the air. Or given in accordance with the fees specified in the contract.
 - c. Leaders can be more directly supervise the performance of their subordinates, so employees feel cared for, so they can build cooperation well between superiors and subordinates.
- d. To reduce employee work stress can be done by coordinating and placing workers according to the capacity and expertise of employees, improving company equipment needed by employees to work, and to manage employee job stress levels, the personnel department should increase the role in terms of accommodating complaints and providing counseling for employees who have problems carrying out work.

REFERENCES

- [1]. Agustina, Nurassyifa Anggarawati. 2013. Kerja Terhadap Turnover Karyawan Bagian Produksi PT Longvin Indonesia Sukabumi Jawa Barat.
- [2]. Certo, S. C. 2000. *Supervision: Concepts and skill building*. Third Edition. New York : Mc Graw Hill
- [3]. Dewi, K. Ayu Budiastiti Purnama Dewi dan I Made Artha Wibawa (2016). Pengaruh Stres Kerja Pada Turnover Intention Yang Dimediasi Kepuasan Kerja Agen Ajb Bumiputera 1912. *E-Jurnal Manajemen*. Vol 5. No. 6.
- [4]. Ghozali, Imam. 2011. *Analisis Multivariate SPSS*. Semarang : Badan Penerbit Universitas Diponegoro
- [5]. Hollenbeck, Jr., dan C. R. Williams. 1986. "Turnover Functionality versus Turnover Frequency: A Note on Work Attitudes and Organizational Effectiveness", *Journal of Applied Psychology*, 71, p. 606-611.
- [6]. Indriantoro & Suwandi. 2001. *Peran Budaya Organisasi terhadap Intense Turnover*. vol.08. Universitas Gajah Mada.
- [7]. Issa, Dua'a Abdul Rahim Mohammad. Fais Ahmad, dkk. 2013. "Job Satisfaction and Turnover Intention Based on Sales Person Standpoint". *Middle East Journal of Scientific Research*, Volume 14 No. 4:525-531 Malaysia: IDOSI Publications.
- [8]. Kreitner dan Kinicki 2010. *Perilaku organisasi*. Jakarta. Salemba Empat
- [9]. Manurung, M. T., Intan ratnawati. 2012. "Analisis Pengaruh Stres Kerja dan Kepuasan Kerja terhadap Turnover Intention Karyawan: Studi pada STIKES Widya Husada Semarang". *Diponegoro Journal of Management*, Volume 1 No. 2: 145-157 Semarang: Universitas Diponegoro Semarang.
- [10]. Mathis, R.L. dan J.H. Jackson. 2006. *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- [11]. Robbins, Stephen P. 2001. *Organizational Behavior*. Edisi Kedua. Jakarta : Erlangga
- [12]. _____. 2006. *Perilaku organisasi*. alih Bahasa : Hadyana Pujaatmaja. Edisi Kesepuluh. Jakarta: PT Indeks Kelompok Gramedia.
- [13]. Sari, Riski Agustina. 2011. "Pengaruh Kompensasi, Lingkungan Kerja, dan Pengembangan Karir terhadap Tingkat Turnover Pegawai PT. Bank Danamon Cabang Palembang". *Jurnal Imiah*

- Magister Manajemen Universitas Bina Darma*. Volume 10 No.10: 1 -12 Palembang: Universitas Bina Darma.
- [14]. Veithzal Rivai dan Ella Jauvani 2009. *Manajemen Sumber Daya Manusia untuk Perusahaan*. Jakarta : Rajawali Pers
- [15]. Waspodo, Agung AWS, Nurul Chotimah Handayani dan Widya Paramita. 2013. *Pengaruh Kepuasan Kerja dan Stres Kerja*

- Terhadap Turnover Intention pada karyawan PT. Unitex Di Bogor. *JRMSI-Jurnal Riset Manajemen Sains Indonesia*. Vol. 4. No: 1 97-115.
- [16]. Wibowo. 2014. *Perilaku dalam Organisasi*. Jakarta : Rajawali Pers