

## **Effect of Work Load and Work Environment on Job Satisfaction and Employee Turnover Intention in Fish Canning Industry**

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### **ABSTRAK**

Tujuan penelitian ini adalah untuk menganalisis pengaruh beban kerja dan lingkungan kerja terhadap kepuasan kerja dan pengaruh beban kerja dan lingkungan kerja terhadap intensi turnover karyawan. Studi ini juga mengidentifikasi indikator utama variabel beban kerja dan lingkungan kerja serta menjelaskan hubungan antara karakteristik dan pergantian karyawan. Penelitian ini mengambil sampel 82 orang karyawan produksi di PT Delta Pacific Indotuna berdasarkan rumus Slovin yang terdiri dari karyawan bagian pra masak, reduksi dan pengepakan dengan total 1.037 karyawan PT Delta Pacific Indotuna. Pengumpulan data dalam penelitian ini menggunakan metode penelitian survei, dan teknik pengumpulan data menggunakan angket dengan angket skala likert. Teknik pengambilan sampel yang digunakan adalah proporsional stratified random sampling. Penelitian ini menggunakan analisis pemodelan persamaan struktural (analisis SEM) dengan menggunakan software AMOS. Hasil penelitian menunjukkan bahwa beban kerja dan lingkungan kerja berpengaruh positif signifikan terhadap kepuasan kerja, beban kerja dan lingkungan kerja berpengaruh positif signifikan terhadap turnover intention, sedangkan kepuasan kerja berpengaruh negatif signifikan terhadap turnover intention. Manajemen PT Delta Pacific Indonesia diharapkan memperhatikan sarana dan prasarana dalam menunjang pekerjaan serta jaminan keamanan dan kenyamanan dalam bekerja sehingga pekerja tidak merasa beban kerjanya tinggi dan dapat menurunkan tingkat turnover intention.

**Kata-kata Kunci :** Beban Kerja, Lingkungan Kerja, Kepuasan Kerja, Turnover Intention

### **ABSTRACT**

*The purpose of this study was to analyze the effect of workload and work environment on job satisfaction and the effect of workload and work environment on employee turnover intention. This study also identifies key indicators of workload variables and work environment and defines the relationship between characteristics and employee turnover. This study sampled 82 production personnel at PT Delta Pacific Indotuna based on a Slovin formula consisting of employees in the pre-cooking, reducing and packing departments for a total of 1,037 employees of PT Delta Pacific Indotuna. Collecting data in this study using survey research methods, and data collection techniques using a questionnaire with Likert scale questionnaire. The sampling technique used is proportional stratified random sampling. This study uses structural equation modeling analysis (SEM analysis) using AMOS software. The results showed that workload and work environment had a significant positive effect on job satisfaction, workload and work environment had a significant positive effect on turnover intention, while job satisfaction had a significant negative effect on turnover intention. Management of PT Delta Pacific Indonesia is expected to pay attention to facilities and infrastructure in support of the work as well as guarantees of security and comfort in work so that workers do not feel that their workload is high and can reduce the level of turnover intention.*

**Keywords :** work load, work environment, job satisfaction, turnover intention

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## 1. Introduction

The turnover or change in the workforce is a tangible manifestation of turnover intent that has an impact on the company or organization. High turnover is one of the metrics that indicate a problem with the company. Turnover intent is the condition in which workers have a conscious intention or inclination to seek another job as a substitute in a different organization (Abdullah et al, 2012). According to Mobley, Horner and Hollingsworth (1978), change intent refers to an individual's estimated opportunity for individuals to leave the organization based on several points in the future. Some points mean the points that every human resource wants to find something better than before.

Sure, the workload perceptions of each individual or employee are different, but the higher the workload of a person will definitely give a negative perception of their work and ultimately it can cause someone to want to leave their current job and look for a better job than before. According to Sedarmayati (2009: 21), ergonomics is understood as all tools and tool materials, the environment in which a person works, working methods and work arrangements, individually and collectively.

The work environment is one of the external factors that have a great influence in supporting the maximum work results on the job. A work environment that does not lead to decreased employee performance. This is due to the lack of work motivation that stems from the workforce to perform well. The work environment is an integral part of the type and place of work where the individual employees are located and carry out the activities. Employee productivity at work depends on the location and environment in which each employee works. Therefore, ergonomics must be taken seriously and prioritized, as it is the second home after residence (Subaris and Harionno, 2008; 1).

Decreased job satisfaction in individuals can also lead to an intention of a turnover or an intention to leave the company or organization. According to Luthans (1995), job satisfaction itself is a result of employees' perceptions about the extent to which their work can provide for the things considered important. That is, the feeling of satisfaction that each individual feels is different from the other, depending on the expectations and expectations of each employee, whether it is according to the results obtained by the employee.

Research examining the effect of workload on intent of work turnover and work stress has been conducted before. Some of these studies include research conducted by Xiaoming, Ma, Chang, and Shieh (2015), which found that workload has an effect on employee turnover intent, provided that the medical personnel, where the higher the workload, the greater the employee turnover intent. The results of the aforementioned study are in line with those of Pradana and Saladin (2015), that is, workload overload has a significant relationship with Doran intention through the mediating variable of job satisfaction. Research by Ulil A et al (2017) on employees of PT Thamrin Brothers Palembang, Head Office, found that work environment has a positive effect on employee turnover intent.

Several previous studies showed inconsistencies, and the researchers' initial evaluation data found the phenomenon of many problems occurring, among other things, workers in the production department who have a work contract status have a sufficiently high workload despite their good job satisfaction, The number of employee turnover increases every year. Based on the inconsistency of research findings by previous researchers, conducting research on the impact of workload and ergonomics on job satisfaction and turnover intent is important to the continuation of PT Delta Pacific Indotuna, Bitung City of Indonesia.

A research conceptual framework can be said to be in addition to the relationship or relationship between one of the other concepts of the problem you wish to investigate and allows you to link or explain the topic for discussion. The conceptual framework for a complete research is as follows:

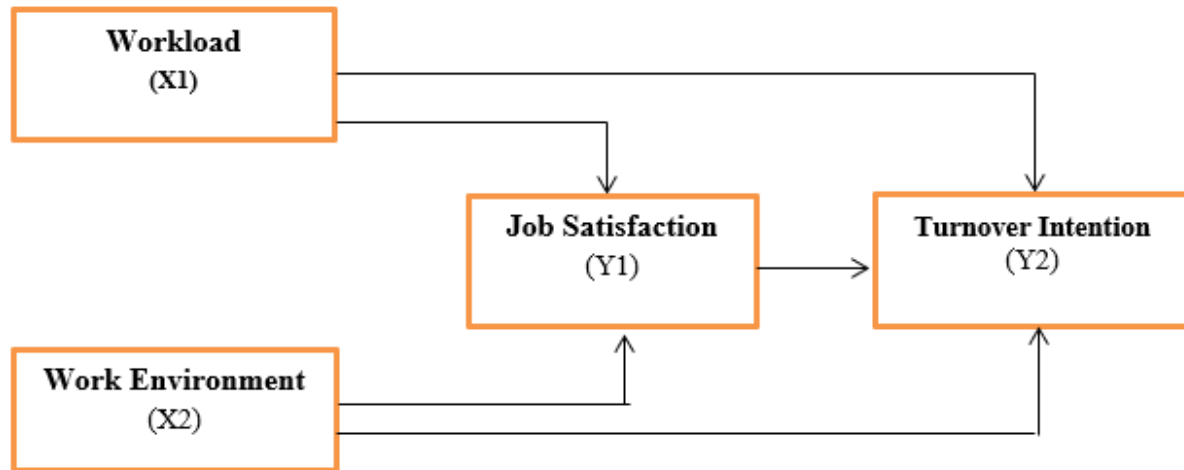


Figure 1. Research Conceptual Framework

The results showed that ;

- a. workload had a significant positive effect on job satisfaction,
- b. work environment had a significant positive effect on job satisfaction
- c. workload had a significant positive effect on turnover intention
- d. work environment had a significant positive effect on turnover intention
- e. while job satisfaction had a significant negative effect on turnover intention.

## 2. Research Methods

This type of research is a causal associative research. According to Sugiyono (2014) the formulation of associative problems is a formulation of research problems that are intended to question the relationship between two or more variables.

The form of a cause and effect relationship is a relationship that is cause and effect. The data collection method used in this study is a census. The census method is population study for data collection when all items are displayed one by one. The data obtained is the result of census processing and is referred to as actual data (true value) or often parameters. The population in this study were all employees who are employees in the inpatient unit of PT Delta Pasific Indotuna. The number of population members reaches study sampled 82 production personnel at PT Delta Pacific Indotuna based on a Slovin formula consisting of employees in the pre-cooking, loining and packing departments from total of 1,037 employees of PT Delta Pacific Indotuna.

Questionnaire as a data acquisition tool or instrument Data analysis and hypothesis testing were carried out with this research approach Partial Least Square (PLS) using the SmartPLS version 2.0 software. PLS is a structural equation model (SEM) based on components or variances (variances). According to Ghozali (2012), PLS is an alternative approach that changes the covariance-based SEM approach into variants. Covariance-based SEM generally studies causation or theory, whereas PLS is a more predictive model.

### 3. Result and Discussion

The workload felt by the employees of production section still depends on the category of moderate workload. This shows that all activities that must be carried out in certain period of time as part of the employees assignment at the production section of PT Delta are still dependent on moderate and not excessive workloads. Work Environment that is accepted by the production employee in the category of a good Work Environment. The PT Delpi Bitung directly or indirectly produces good results for oneself. Normal they can still work normally and not too depressed both, psychologically and physiologically. production Room Application by superiors has a good performance at work. This shows that the production section has good and quality work results that are in accordance with their duties in accordance with the responsibilities given to them.

Determination of the level of significance of the path Coefficients, generated by bootstrapping Algorithms are used to determine whether the hypothesis is correct be accepted. At the 0.05 significance level, The hypothesis will be supported if the value is of significance below the value 0.05. The test results can be found at level of significance below:

#### Effect of Workload on Job Satisfaction

The value of  $t$  is obtained from the test results between the workload-independent variable ( $X_1$ ) in the amount of 4,590. This means that  $t_{count} > t_{table}$  1.679 and significantly  $0.000 < 0.05$ . From this it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that the independent variable partial workload has a significant influence on the job satisfaction of the production workers at PT Delpi Bitung. Danang Sunyoto stated that the workload is a burden Too much work can create tension. This may be due to the excessive speed Work can be too much, work volume can be too much and in order to. This is also supported by research from Kevin F. S. Tambengi, Christoffel Kojo, Farlane S. Rumokoy (2016) with the title "The Effect of Compensation, Workload, and Kerir Development on employee satisfaction at PT. Indonesia TBK Witel Ignite ". The results of this study show that the workload have a significant impact on job satisfaction.

Farham M Patoh (2014). "Effects of Compensation and Workload Job satisfaction and its effects on employee performance in the Planning Agency for Regional Development of the Central Province of Sulawesi ". The results of this study show that workload has a significant influence on job satisfaction. Anni Sulistyowati (2018). "Workload effect and Lecturer welfare to job satisfaction and burnout. " Results This research shows that workload has no impact significantly to job satisfaction. I Gde Mahendrawan and Ayu Desi Indrawati (2012) entitled "The Impact of Workload and Compensation on PT Job Satisfaction. Panca Dewata Denpasar ". The results of the study showed that the strain Work has a negative impact on job satisfaction.

#### Effect of Work Environment on job satisfaction

From the test results between working environment variables ( $X_2$ ) and variables based on job satisfaction ( $Y_1$ ) shows a number of 6.108. This means that  $t_{count} > t_{table}$  is 1.679 and a significant value of  $0.000 < 0.05$ . From this it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that the independent variables of the work environment sometimes have a significant influence on the job satisfaction of the production employees at PT Delpi Bitung.

The work environment is everything that is around the employee and that affects him in the performance of his tasks that is calculated. A good working environment is safe, clean, quiet, bright and free of any threats and distractions that could prevent employees from working optimally. A conducive work environment has a positive effect on the continuity of employees. A less conducive work environment, on the other hand, has a negative impact on employee continuity.

This is also supported by research by Lulu Simanjuntak (2018) entitled "The Effect of the Work Environment" Against the job satisfaction of employees (studies on employees of Pt. Mitra Pinasthika

Mustika Rent South Tangerang) ". The results of this study shows that the working environment has a clearly positive effect between work environment and job satisfaction of employees. Mahendra Fahri and Quinenta Sivani (2015) with the title. " The influence of the work environment on the job satisfaction of employees Feld Grasberg Power Disribusion Department PT. Free port Indonesia ". The results of this study show that the work environment has a significant positive effect between the work environment Job satisfaction. Octa Bayu et al. (2018). Impact of the work environment, training And strengthening human resources against job satisfaction Employees at PT. Bank Sulutgo. "Emba Journal. Sam's University Ratulangi Manado ". The results of this study show that The work environment does not have a significant impact on job satisfaction, so the work environment does not have any influence on job satisfaction.

### **Effect of Workload on turnover intention**

From the test results between the independent variable workload (X1) and the dependent variable sales intensity (Y2), it can be seen that the tcount value is 4.398. This means that  $t_{count} > t_{table}$  1.679 and a significant  $0.000 < 0.05$ . From this it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that the workload-independent variable partially has a significant influence on the sales intention of the production employees at PT Delpi Bitung.

Robins and Judge stated that the positives were the negatives of the stress Work is a perception problem. Perception is defined as the process by which individuals organize and interpret because their senses to give meaning to their surroundings. Workload perception is closely related to a job, where individuals assess a set of requirements for tasks or activities that require mental and physical activity and that they must adjust within a certain period of time, whether they are positive or negative affect their work.

And supported by research by Laksmi Sito Dwi Irvianti and Reno Eka Verina (2015) with the title "The effect of work stress, workload and work environment on the employee turnover intention of It XI Axianta TBK Jakarta". The results of this study show that workload affects employees' turnover intention.

### **Effect of Work Environment on turnover intention**

From the test results between the independent variables Working environment variables (X2) tied to Turnover Intension (Y2) shows the value of tcount is 2,701. This means that  $t_{count} > t_{table}$  is 1.679 and a significant value of  $0.000 < 0.05$ . From this it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that the independent variable partial workload has a significant influence on the sales intensity of the production workers at PT Delpi Bitung.

The work environment is everything that is around the employee and that affects him in the performance of his tasks that is calculated. Sivelia Firdaus et al. "Influence of the work environment on stress Work and organizational commitment to sales with employee intent at PT. Supranusa INDOGITA Tbk. SIDOARJO ". The results showed that the working environment had a significantly positive effect on employees' turnover intention.

Dewa Gede Dharma Putra and I Wayan Mudiarta Utama (2017) entitled "The Impact of Work Environment and Job Satisfaction Against sales intent in the Mayaloka Villas Seminyak ". Result Research suggests that the work environment does not have a significant impact on employees' turnover intention.

### **Effect Job satisfaction on turnover intention**

From the test results between job satisfaction variables (X2) and related variables The turnover intent (Y2) shows a number of 2.472, which means that number  $>$  table 1.679 and a significant value of  $0.000 < 0.05$ . From this it can be concluded that the hypothesis is accepted. The independent variable of

job satisfaction has a significant influence on the turnover intention of the production employees at PT Delpi Bitung.

Beehr and Newman define job satisfaction as a situation that arises in the interaction between people and people Job. In the literature, turnover topics are examined to determine their relationship with job satisfaction. Most the researchers found a negative association between job satisfaction and turnover. (eg cotton & Tuttle, 1986; Arnold & Feldman, 1982; Bluedorn, 1982; Mobley, 1982; Price, 1977 and many others), Job satisfaction is a key factor in delivering quality products / services and ultimately to company success (Silva 2006). Researchers found that job satisfaction was for Turnover and attendance. (Koh and Boo, 2004; Lee and Liu, 2007). Hence the literature needs to be developed the following hypothesis.

#### 4. Conclusion

The conclusion from the study entitled "Workload and work environment against work Satisfaction and Turnover intention" of production workers at PT Delta Pacific Indotuna (Delpi), kota Bitung, Sulawesi Utara, are:

- a. The workload has a considerable influence on the job satisfaction of the production employees at PT Delpi Bitung
- b. The workload has a considerable influence on the sales intent of the production employees at PT Delpi Bitung
- c. The workload has a considerable influence on the job satisfaction of the production employees at PT Delpi Bitung
- d. The workload has a considerable influence on the sales intent of the production employees at PT Delpi Bitung
- e. While Turnover intention is not a real measure for employees to leave or resign, sales intent can be a predictor of employee turnover rates for the next period of time. The high number of turnover intentions is a warning for the company to be able to sustain everyone Employees so that operational activities can be carried out effective and efficient.
- f. Job satisfaction to Turnover Intention has a strong negative relationship.

Based on the results of the research carried out, the authors make the following suggestions: It is expected that the next author will develop new research based on the results of this study so that other variables such as work discipline, compensation in addition to workload variables, work environment, which also affects job satisfaction and turnover Intention. And also the next author, so that there are more references Research such as: books, magazines, previous research, and others so that it can expand the scope of research and be of interest discussed at a later date.

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