The Effect of Job Satisfaction, Workload and Organizational Climate on Turnover Intention of Employees

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ABSTRACT

Intense corporate competitiveness has resulted from the advent of a more advanced period of globalization. Employees as human resources are an organization's or company's most valuable assets, as without them the organization's or company's objectives cannot be met. This study aimed to establish partially and concurrently the impact of job satisfaction, workload, and organizational climate on employee turnover intentions at Pt Tomo Food Industri Sumedang. The author employed a quantitative approach to his or her research. This study's population consisted of 109 employees of PT Tomo Food Industri Sumedang who all served as research samples. Results indicated that job satisfaction (X1), workload (X2), and organizational climate (X3) had a substantial effect on employee desire to leave the organization (Y). The study also indicated that job satisfaction, workload, and organizational climate influenced the dependent variable of turnover intention by 16.1%, whereas the remaining 83.9% was influenced by other variables.

Keywords: Job Satisfaction, Workload, Organizational Climate, Turnover Intention, Employees.

1   Introduction

The development of an increasingly advanced era of globalization has resulted in intense competition in the business world. These conditions provide challenges for business people to be able to keep up with the times, organizations or companies must be able to manage skilled and creative human resources so that they can provide good performance (Abdullah, 2017). Human resources are crucial to the success of an organization or business in achieving its objectives. The success of organizational or corporate objectives is contingent on the management and development of human resources carried out by the organization or company (Ellitan, 2002). Consequently, businesses must understand how to optimally manage their human resources.

Employees as human resources are an organization's or company's most valuable assets, because without their contributions, the organization's or company's goals cannot be realized (Chaerudin et al, 2020). According to Wedantha & Supartha (2016), "Human resources have an important role in an organization or company, because they have a major contribution in making decisions in an organization or company as a way to achieve its goals". From this statement, employees have a very important role so it is necessary to get good attention from the organization or company so that employees have comfort and satisfaction at work and do not have the desire to move or leave the organization or company (turnover intention).

The problem of turnover intention is a problem that cannot be underestimated because it will greatly affect all organizational or company activities (Tampubolon & Sagala, 2020) . Likewise, according to Toly (2017) expressing Suartana's opinion that "turnover intention must be addressed as an important phenomenon and behavior in company life from an individual and social point of view, given that the desire to change employees will have a significant impact on the company and the employees concerned" . One of the consequences of leaving employees will cause productivity to be disrupted because the number of employees is less to meet production targets that have been set by the company. Dharma (2012) also revealed that "turnover intention has a negative impact on the organization because it creates instability in the condition of the workforce. Decreased employee productivity, unfavorable work atmosphere and also have an impact on increasing resource costs human" .

In general, employees desire to leave the company because they are not getting what they expect from the company. Low job satisfaction causes employees to have a desire to leave or move to find another job (Irbayuni, 2012). The pleasure in question may be contentment with the work itself, compensation, supervision, or coworkers. According to Waspodo et al. (2013), the lower the degree of employee job satisfaction, the more likely they are to consider quitting their positions.

In addition to job satisfaction, there are other factors that influence turnover intention, namely workload. The workload is one aspect that must be considered by the company, because the workload affects employees in increasing productivity and feeling comfortable at work (Nabawi, 2020). Workloads can occur if employees are unable to complete tasks according to their capacity due to work demands that are too piled up and too much work to be done due to short time constraints and it could also be due to a shortage of employees in a company. According to Koesomawidjojo (2017), workload is all forms of work given to human resources to be completed within a certain period of time.

In addition to job satisfaction and workload, the condition of the organization or company can also affect turnover intention such as organizational climate. According to Putra and Utama (2018), "one of the causes of turnover intention is also influenced by a non-conducive organizational climate that generates discomfort in the company environment, so that employees do not believe they are dependable, valued, and lucrative members of the firm."

Based on the background of the problem that has been described, the authors need to conduct further research, which will be outlined in the form of a journal article with the title "The Influence of Job Satisfaction, Workload, and Organizational Climate on the *turnover intention* of PT. Tomo Food Industry Sumedang" . It is hoped that the results of this study can be useful and add insight for writers relating to the variables in the title of this study and can be an addition to references that are relevant to the title of this study.

2   Literature Review

1.   Job satisfaction

According to Siagian (2018) "job satisfaction is a person's perspective, both positive and negative about his work". Mangkunegara (2019) "job satisfaction is a feeling that supports or does not support employees who are related to their work and their conditions". Wibowo (2019) argues that "job satisfaction explains positive feelings about work, as a result of an evaluation of its characteristics. People with high levels of job satisfaction have positive feelings about their jobs.

2.   Workload

According to Kasmir (2019) "workload is a burden carried by a position in accordance with predetermined work standards". Likewise, according to Langgeng and Lestari (2020) "workload can sometimes also be defined operationally on various factors such as work demands or the effort made to work". Meanwhile, according to Koesmowidjojo (2017) "workload analysis is a process in determining the number of working hours of human resources who work, are used and needed in completing a job for a certain period of time". Fishbein et al., (2020) "workload plays an important role in influencing efficiency and quality".
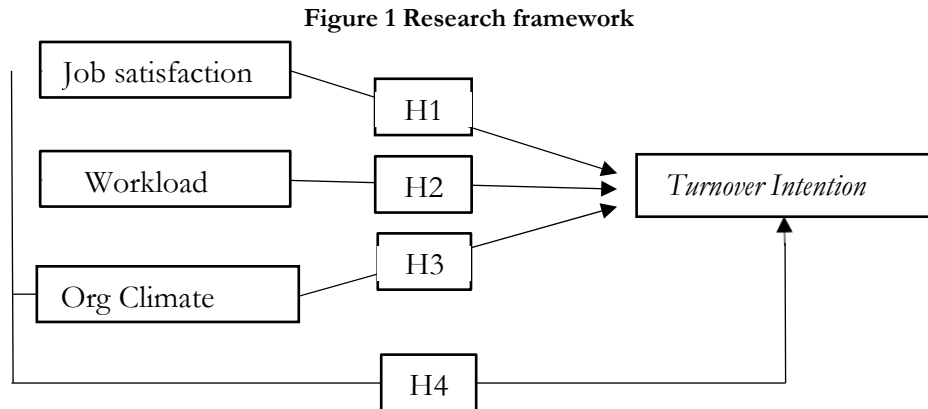
3.   Organizational Climate

According to Robbins and Judge (2017), "organizational climate relates to the numerous perceptions organizational members hold about their organization and work environment." In the meantime, according to Maamari et al. (2017), "organizational climate is how employees see their organization and the attitude they have towards it." Moreover, according to Wirawan (2016), "organizational climate is the perception of organizational members (individually and in groups) and those in constant contact with the organization regarding what exists or occurs in the organization's internal environment on a regular basis, which affects organizational attitudes and behavior and the performance of organizational members, which in turn determines the performance of the organization."

4.   Turnover Intention

According to Hasibuan (2017), "turnover intention is a dismissal at the wish of the employee that occurs because the employee does not get job satisfaction at the company concerned". According to Akgunduz & Eryilmaz (2018) "turnover intention refers to the awareness or thoughts of employees to leave work". While Oruh et al. (2019) suggests "intention to move is not the act of leaving the job, however, one of the predictors of leaving. It represents an individual's judgment about not keeping a job (i.e. their negative attitude towards their job)".

5. Framework

Based on the description of the framework, it can be formulated a research paradigm regarding job satisfaction, workload and organizational climate that affect employee *turnover intention* which will be explained in Figure 1

Figure 1 Research framework

Hypothesis

H1 = Job satisfaction (X1) has a significant effect on turnover intention (Y).

H2 = Workload (X2 has a significant effect on turnover intention (Y).

H3 = I organizational climate (X3) has a significant effect on turnover intention (Y).

H4 = job satisfaction (X1), workload (X2) , and organizational climate (X3) have a significant effect on turnover intention (Y).

3   Method

The author utilized a quantitative technique with a survey method for her research. This study's variables included four variables: job satisfaction (X1), workload (X2), and organizational climate (X3) as independent variables, and turnover intention (Y) as a dependent variable. The population of this study consisted of 109 employees of PT Tomo Food Industri Sumedang. The research sample consisted of all 109 employees of PT Tomo Food Industri Sumedang, as determined by a technique of saturated sampling. This research investigation contains a test of validity, a test of reliability, a descriptive analysis, a test of classical assumptions, multiple linear regression, and a test of hypotheses using the SPSS 24.0 tool for Windows.

4   Results And Discussion

1.   Validity Test Results

The validity test in this study was carried out using Pearson Correlation with the SPSS 24 program, the guideline of a model is said to be valid if the significance level is below 0.05 then the question items can be said to be valid.

The dependent variable job satisfaction (X1), workload (X2) and organizational climate (X3) have valid criteria for all statement items with a significance value less than 0.05 and an rcount value greater than rtable (0.188). This shows that each statement on the job satisfaction variable is reliable and feasible to be used in research. Furthermore, the dependent variable is turnover intention (y) has valid criteria for all statement *items* with a significance value less than 0.05 and an rcount value greater than rtable (0.188). This shows that each statement on the *turnover intention variable* is reliable and feasible to use in research .

2.   Reliability Test Results

The following are the results of the reliability of the variables of job satisfaction, workload, organizational climate and turnover intention in this study:

Table 1 Result Test Reliability

| Variable	*Alpha Cronbach*	N *of Items*	Results
Satisfaction Work	0.863	12	Reliable
Burden Work	0.642	6	Reliable
Climate Organization	0.803	9	Reliable
Turnover Intention	0.795	9	Reliable

Source: Data Processed (2021)

According to table 1, all statement items for the variables of job satisfaction, workload, organizational climate, and intention to leave had Alpha-Cronbach values more than 0.60. Therefore, it can be stated that the measuring device has been deemed dependable and can be used for further investigation. Using words In contrast, this questionnaire yields consistent findings when measurements are conducted at various times and models or designs.

3. **Classic assumption test**

Before testing the multiple linear regression analysis on the research hypothesis, it is important to evaluate the classical assumptions on the following data to be processed:

Normality test

In this study, the normality test was conducted using a normal graph P-plot. Here are the results of the normalcy test:

Figure 1. P-Plot . Normal Test Results
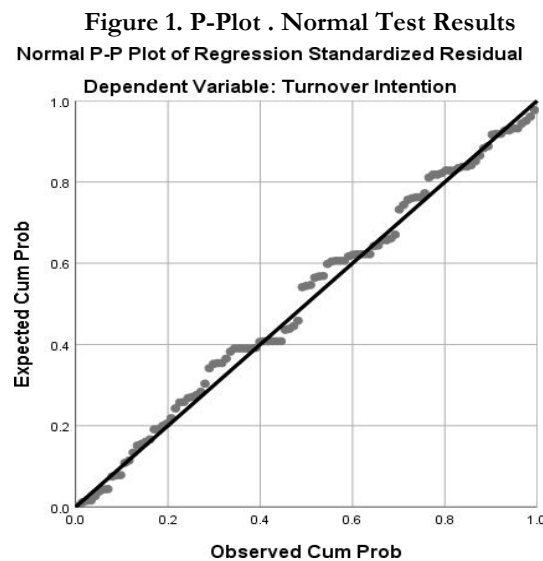
On the basis of Figure 1, it can be seen that the Histogram graph follows the diagonal line, and on the normal P-Plot graph, the points are distributed around the diagonal line. The distribution of data points in the diagonal direction indicates that the regression assumption model satisfies the assumptions of normality and that the regression model is amenable to analysis. the effect of independent factors.

Multicollinearity Test

Based on the results of the multicollinearity test, the Variance Inflation Factor (VIF) results in the Coefficients table output results, each independent variable has a VIF value 10, namely the variable (X1) 1.087, (X2) 1.070 and (X3) 1.025. So it can be concluded that the independent variable is multicollinearity. While the value of Tolerance 0.10 is the variable (X1) 0.920, (X2) 0.935 and (X3) 0.975 is greater than 0.10, it can be stated that the regression model is multicollinearity free.

Heteroscedasticity Test

The Scatterplot test will be used to determine the absence of heteroscedasticity in this investigation. The following are the outcomes of the Heteroscedasticity test:
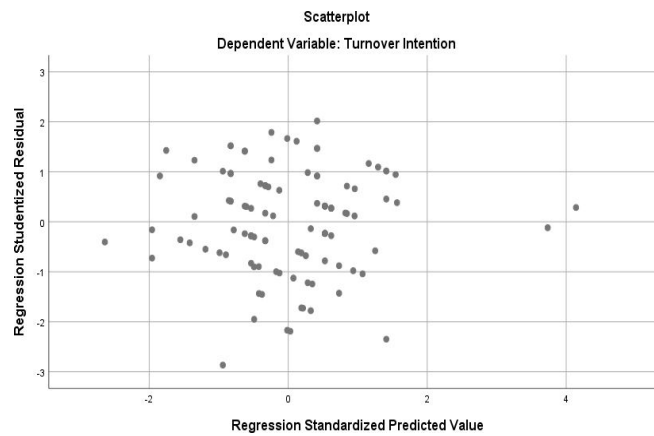

Figure 2 Scatterplots . Test Results

The scatterplot in Figure 2 demonstrates that the points are randomly distributed both above and below zero on the Y axis. It may be stated that there is no heteroscedasticity in the regression model, hence it can be utilized to predict the dependent variable (Y). according to the independent variable.

4. **Hypothesis testing**

Several steps were employed to evaluate hypotheses in this study, including multiple linear regression analysis, F test, t test, and analysis of the coefficient of determination.

Multiple Linear Regression Analysis

Based on multiple linear regression calculations between job satisfaction (X1), workload (X2), organizational climate (X3) and turnover intention (Y) using the SPSS 24 program, the results are presented in table 2.

Table 2 Results of Multiple Linear Regression Analysis

Coefficients ^{a}

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	37,705	2.310		16,321	.000
Satisfaction Work	.097	.038	.237	2,582	.011
Burden Work	.176	.067	.239	2,625	.010
Climate Organization	.176	.058	.269	3.013	.003

a. *Dependent Variables: Turnover Intention*

Based on the data in table 2 above, the results of the regression coefficients can be made a regression equation as follows:

$$Y = 37.705 + 0.097X1 - 0.176X2 + 0.176X3 + e$$

According to the regression equation, the constant value is 37.705, suggesting that if the variables (X1), (X2), and (X3) are all 0, then the contribution value for turnover intention is 37.705. Consequently, it is known that the value of the regression coefficient X1 = 0.97 may be observed for every 10 point rise in (X1), Y will increase by 0.97 points. Similarly, if (X2) = 0.176 increases by 10 score units, (Y) will grow by 1.76 score units, and if (X3) = 0.176 increases by 10 score units, (Y) will increase by 1.76 score units.

t test (partial)

Table 2's t-test findings indicate that X1 has a t-value of 2.582 and a significance level of 0.011. Since the resulting significance value is less than 0.05 and the t arithmetic value for X1 is bigger than the t table value for X1 (2,582 > 1,659), H1 is accepted and the conclusion is that X1 has a positive and marginally significant effect on Y. This contradicts the findings of research conducted by Fujiana and Rahardja (2016), according to which the work satisfaction variable has a strong and somewhat negative effect on the turnover intention variable. Nevertheless, Efentris and Chandra's (2019) research indicates that job satisfaction has a positive and somewhat significant effect on turnover intention.

Table 2's t-test findings indicate that the t-value for X2 is 2.625%, with a significance level of 0.010. If the resulting significance value is less than 0.05 and the t-count value for X2 is larger than t-table 1.659 (2.625 > 1.659), then H1 is accepted and X2 has a partially significant influence on Y. According to research conducted by Riani and Putra (2017), workload has an effect on the intention to leave a company.

The t-value for X3 in table 2's t-test is 3.013 with a significance level of 0.003. If the resulting significance value is less than 0.05 and the t-count value for X3 is larger than t-table 1.659 (3.013 > 1.659), then H1 is accepted and X3 has a partially significant effect on Y. This contradicts the findings of Sapulette (2017), Putra & Utama (2018), who found that organizational climate has a negative and significant effect on turnover intention. However, this study concurs with Pratudha's (2019) findings that the organizational environment variable has a positive and statistically significant effect on the turnover intention variable.

f test (simultaneous)

To determine the outcomes of the F test, the F table must first be known. The value of the F table is 0.308. The findings of the F test for variables X1, X2, and X3 against Y are as follows:

Table 3 f . test results

ANOVA [a]

Model	Sum of Squares	df	mean Square	F	Sig.
Regression	80,317	3	26,772	7.927	.000 [b]
Residual	354,600	105	3.377		
Total	434,917	108			

a. *Dependent Variables: Turnover Intention*

b. *Predictors: (Constant),* Climate Organization, Burden Work, Job satisfaction

The computed F is 7.927, which is more than the F table (0.308), and the probability value is 0.000, which is less than the degree of confidence () of 5%. (0.05). Thus, the study hypothesis (H4) that the variables X1, X2, and X3 have a simultaneous effect on the variable Y is supported.

Coefficient of Determination (R2)

The following are the outcomes of the determination coefficient test of job satisfaction (X1), workload (X2), and organizational climate (X3) on intention to leave the organization (Y):

Table 4 Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.430 [a]	.185	.161	1,838

a. *Predictors: (Constant),* Organizational Climate, Burden Work, Satisfaction Work

The coefficient of determination (R square) is 0.161% based on Table 4. This indicates that 16.1% of the variation of changes in the turnover intention variable (Y) can be explained or influenced by changes in the job satisfaction variable (X1), workload (X2), and organizational climate (X3), and that the independent variables job

satisfaction (X1), workload (X2), and organizational climate (X3) are limited in their ability to explain the variable turnover intention (Y). The remaining 83.9% is explained or impacted by variables that were not investigated in this study. Such as leadership, working conditions, and compensation.

5 Conclusion

On the basis of data analysis and discussion of the effect of job satisfaction, workload, and organizational climate on turnover intention, it can be concluded that the results of the Partial Test (T) Job satisfaction (X1) indicate that job satisfaction (X1) has a significant effect on turnover intention with a T count of 2,582, that workload (X2) has a significant effect on turnover intention (Y) with a T count of 2,625, and that organizational climate has a significant effect on turnover intention (Y) with a T count With a calculated F value of 7.927, the Simultaneous Test (F) demonstrates that job satisfaction, workload, and organizational climate all have a significant effect on turnover intention. The final result of the determination coefficient analysis is 0.161%. This value demonstrates that job satisfaction, workload, and organizational climate influence the dependent variable of turnover intention by 16.1%, whereas the remaining 83.9% is influenced by other variables.

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