

Antecedent of Turnover Intention Customer Service Marketer's Village

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Abstract. The purpose of this study was to determine the effect of job stress, job satisfaction, work environment and job embeddedness on turnover intention. This type of research is quantitative research. This study took the subject in the Village Marketer Purbalingga. The research sample is the customer service employee of Kampung Marketer Purbalingga, totaling 143 employees. The sampling method in this research is purposive sampling. The data analysis technique used was multiple linear regression analysis. The results of data analysis show that Job stress has a significant positive effect on turnover intention, job satisfaction, work environment and job embeddedness significant negative effect on turnover intention

Keywords: job stress, job satisfaction, work environment, job embeddedness, turnover intentions

1 Introduction

The problem of high turnover is a serious problem for the company. High turnover threatens the company's strategic competitiveness, especially if high employee turnover occurs in employees who are trained and have an important role in the company. Turnover problems will greatly affect the stability of the company and cause problems for the company. Employee turnover causes a total loss to the organization for the knowledge, skills, abilities, and other characteristics of the employee [1]. Turnover (turnover) is the rate of employee turnover that occurs when employees leave the organization and must be replaced [2]. Turnover occurs because there is a desire to move (turnover intention) by employees.

The problem of turnover intention is also experienced by the digital industry of Kampung Marketer Purbalingga whose activities include internet marketing and online business. The problem of turnover intention that occurred in Purbalingga Marketer Village can be seen from the level of employee turnover that occurred. Based on data from the TU staff in Purbalingga Marketer Village during the period 2018 to 2019 the number of employees entering the Purbalingga Marketer Village was 650 employees while those who left were 170 employees. Annual turnover rate in Purbalingga Marketer Village the average is around 18% per year. The existence of a turnover problem that occurs indicates that there is a turnover intention problem in the Purbalingga Marketer Village. If the problem of turnover intention is left unchecked, it will increase the turnover problem of the Purbalingga Marketer Village.

The problem of turnover intention that occurred in Purbalingga Marketer Village was caused by several factors. Based on the results of a survey conducted with a total of 54 respondents, turnover intention problems that occurred in Pasarer Purbalingga Village were caused by several factors such as work stress, job satisfaction and the work environment -

Stress is an unpleasant psychological process that occurs in response to environmental pressures [1]. Based on the survey results, most of the causes of work stress are caused by the demands of tasks and roles. Employees are required to respond quickly and pursue sales targets so that employees must serve customers even though they are not during working hours. Task and role demands are one of the organizational factors that cause stress [1]. In addition, the number of complaints received by the customer service employees of Kampung Marketer Purbalingga also triggers stress. In general, people who experience stress at work will show symptoms that include three general categories, namely, physiological, psychological and behavioral symptoms [1]. Each symptom has certain consequences, the consequence of behavioral symptoms that commonly occurs is the problem of employee turnover. This means that when someone experiences work stress, it will cause turnover intention. This is in line with the research results of [3] [4] [5], [6], [7] [8] [9] [10] which revealed that work stress has a significant positive effect on turnover intention. However, it is different from the results of research by [11] which revealed that work stress has a significant negative effect on turnover intention.

The next factor that affects the level of turnover intention is job satisfaction. Job satisfaction according to [1] is a positive feeling about work, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about his job, while a person with a low level has negative feelings. Based on the results of the initial survey, job satisfaction can be seen from the attitude of employees claiming to be happy with their work. However, they also complained about the amount of salary they received each month, which was unstable in accordance with the number of closing sales they received. According to [26] work and

salary are factors that cause job satisfaction. High employee job satisfaction results in low employee turnover [26]. Employees who have a high level of satisfaction have a low turnover intention. This means that there is a significant negative effect between job satisfaction and turnover intention. This is in line with the research results of [3], [13], [12] [7], [14], [15] [8]. However, it is different from the research results of [6] which state the opinion that job satisfaction has no significant effect on turnover intention.

The next factor that influences the level of turnover intention is the work environment. According to [27] the work environment is a condition related to the characteristics of the workplace on the behavior and attitudes of employees related to the occurrence of psychological changes due to things experienced at work or in certain cases. Based on the results of the initial survey, Work environment problems occur because the atmosphere of the workplace is hot and noisy, the layout of the space is narrow and the seats are too close together to make it less comfortable when working. Revealed that a good work environment has an impact on low turnover intention, whereas a bad and unsupportive work environment will increase the level of turnover intention [4]. This means that there is a significant negative effect between the work environment on turnover intention. This is in line with the research results of [24], [15], [5] and [14]. However, it is different from the results of [23], [14] which says that the work environment has no positive and significant effect on turnover intention.

The next factor that influences the level of turnover intention is job embeddedness. Job embeddedness is a set of factors that cause employees to stay in their jobs which is a construct that influences a person to stay or leave his job [25]. Analyzing job embeddedness differs from traditional models for predicting turnover because it focuses more on employee retention than employee turnover [25]. This view is supported by [25] who found that job engagement predicts turnover better than traditional work attitude models. Therefore, job engagement theory focuses on retaining employees in the organization, rather than keeping them from leaving for other organizations [25].

This research is a development research from [23] with the title How Work Environment, Work Satisfaction, Work Stress on the Turnover Intention Affect University Management. To expand this research, the researcher added one independent variable, namely job embeddedness. Addition of job embeddedness variable because this variable has symptoms of a problem in the research subject so it is worthy of research.

Based on the phenomenon of the problems that occur and the differences in the results of previous studies and there are several research results that have not shown a clear direction on the factors causing turnover intention, it is interesting to conduct further research.

2 Literature Review

2.1 Turnover Intention

Turnover intention as a person's intention to leave his job by going through a series of decision-making processes [21]. The process is accompanied by active thinking and searching for other job alternatives after a person experiences job dissatisfaction. Thus, before actual turnover behavior occurs, someone will experience several stages until turnover behavior actually appears. Based on [21] theoretical model, this stage is called the withdrawal decision process.

2.2 Effect of Job Stress on Turnover Intention

Job stress is a dynamic condition in which an individual is faced with opportunities, constraints, or demands related to what is desired and the results are perceived as uncertain [1]. The effects of stress related to behavior include changes in productivity, high employee turnover, high absenteeism, and work accidents [1]. Gibson [31], [28]. identified the types of consequences of the potential impact of stress. One of the real impact on the organization is high turnover. This is in line with the research of Waspodo [3], [4], [5], [6], [7], [8], [9], [10] which revealed that work stress has a significant positive effect on turnover intention.

H1: Work stress affects turnover intention

2.3 Effect of Job Satisfaction on Turnover Intention

According to Robbins [1], job satisfaction is a positive feeling about a job, resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction will have positive feelings towards his job, while someone who has a low level of job satisfaction will have negative feelings.

According to Hullin [22] job alternatives and job satisfaction can have a major influence on the willingness of workers to leave in various populations. Job satisfaction is also negatively related to employee turnover (turnover intention) but there are other factors such as labor market conditions, alternatives job opportunities, and length of time working are important obstacles to leaving the existing job [1].

The results of research by [3], [13], [12], [7], [6], [14], [15], [8] and [10] which state that there is a significant negative effect between job satisfaction on turnover intention.

H2: Job satisfaction has an effect on turnover intention

2.4 Effect of Work Environment on Turnover Intention

According to Schultz [32], the work environment is defined as a condition related to the characteristics of the workplace on the behavior and attitudes of employees related to the occurrence of psychological changes due to things experienced at work or in certain cases. conditions that must be continuously considered by the organization which include work boredom, monotonous work, and fatigue.

Qureshi [4] revealed that a good work environment has an impact on low turnover intention , on the other hand a bad and unsupportive work environment will increase the level of turnover intention . A bad work environment will make employees feel uncomfortable and have the desire to leave. This means that there is a significant negative effect between the work environment on turnover intention . This statement is in line with the research of [5], [24] , [15] , [14.]

H 3: Work environment affects turnover intention '

2.5 Influence Job Embeddednes Against Turnover Intention

Job embeddedness is a set of factors that cause employees to stay in their jobs which is a construct that influences a person to stay or leave his job [25]. These factors consist of link , fit , and sacrifice in terms of the work itself (on-the-job) and things outside the job (off-the-job) such as the community or social environment that the individual belongs to [25].

H4: Job embeddedness Effect on Turnover Intention

3 Method

3.1 Respondents

population of employees in the customer service department of Kampung Marketer Purbaligga is 515. The sample selection method used is Purposive Sampling, employees are customer service employees of Kampung Marketer Purbalinga . Customer service employees have worked for at least 1.5 years. Minimum education high school / high school. There are 143 samples

3.2 Data analysis

The data in this study were analyzed using Analysis multiple linear regression .

3.3 Research Actions

This study uses multiple linear analysis to examine the effect of job satisfaction (X_1), work stress (X_2), work environment (X_3) and job embeddedness (X_4) on turnover intention (Y).

4 Results and Discussion

4.1 Response Rate

The response rate of the questionnaire in this study was 95%. The total number of respondents was 136 people.

4.2 F Test (Model Constancy)

According to Suliyanto [27] the F test of the regression equation model that was formed was declared fit. if Sig. (0.00) alpha (0.05) or F arithmetic > F table with degrees of freedom df: , (k-1), (nk). The level of significance is 0.05 and the level of confidence or confidence is 95%.

The results of the test analysis with the F test are presented in table 1 as follows:

Table 1 F . Test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13,602	4	3,401	16,988	.000 ^b
	Residual	26,223	131	.200		
	Total	39,826	135			

a. Dependent Variable: Turnover_Intention
b. Predictors: (Constant), Job_Embeddedness, Job_Stress, Work_Environment, Job_Satisfaction

Based on table 1, it is known that the F test sig value is 0.000 which means Sig. (0.00) alpha (0.05) . For the F-count value of this study is 16,988 and the F-table value of 2.67 is calculated with degrees of freedom df: , (k-1), (nk) which means df: , (4-1),(136- 4). Based on these results, it can be concluded that the value of $F_{arithmetic} > F_{table}$ with a value of $16,988 > 2.67$. of sig 0.000 alpha (0.05) . Based on these results, it can be concluded that the F test of the regression equation model formed is declared **fit**.

4.3 Multiple Linear Regression Test

The results of multiple linear regression analysis can be seen in table 2 as follows:

Table 2. Multiple Linear Regression Test

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3,602	.537		6,705	.000
	Stress_Work	.263	.091	.243	2,904	.004
	Job satisfaction	-.139	.138	-.096	-1.009	.315
	Work environment	-.225	.085	-.249	-2.646	.009
	Job_Embeddedness	-.284	.125	-.218	-2,279	.024

Based on the results of the regression analysis above, the following regression equation can be arranged:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \quad (1)$$

$$= 3.602 + 0.263 X_1 - 0.139 X_2 - 0.225 X_3 - 0.284 X_4$$

The regression equation above can be explained as follows:

$\alpha = 3,602$, the constant (3,602) shows a positive value or it can be explained that if work stress, job satisfaction, work environment is zero, then turnover intention is 3,602 .

$\beta_1 = 0.263$, the regression coefficient of the work stress variable shows a positive value on turnover intention . This means that if work stress increases by one unit, it causes turnover intention to increase by 0.263 units assuming other variables are constant.

$\beta_2 = -0.139$, the regression coefficient of the job satisfaction variable shows a negative value on turnover intention . This means that if job satisfaction increases by one unit, turnover intention will decrease by 0.139 units assuming other variables remain.

$\beta_3 = -0.225$, the regression coefficient of the work environment variable shows a negative value on turnover intention . This means that if the work environment increases by one unit, it causes turnover intention to decrease by 0.225 units assuming other variables remain.

$\beta_4 = -0.284$, the regression coefficient of the job embeddedness variable shows a negative value on turnover intention . This means that if the job is embedded . increases by one unit, it causes turnover intention to decrease by 0.284 units assuming other variables remain constant

ϵ = Standard error (error)

From the results above , it can be seen that the most dominant influence is the job embeddedness variable equal to 0,284 , the next variable work stress 0,263 work environment of 0.225 , job satisfaction 0.139

4.4 Coefficient of Determination Test (R^2)

The Coefficient of Determination Test (R^2) essentially measures how far the model's ability to apply the dependent variable variations. The value of the coefficient of determination is between zero and one. The value of R^2 means the ability of the dependent variables is very limited. A value close to one means that the independent variable provides almost all the information needed to predict the variation of the dependent variable [16].

The following are the results of the multiple correlation analysis of the coefficient of determination in this study can be seen in the table as follows:

Table 3. The Result of the Coefficient of Determination

Model	R	Model Summary ^b		
		R Square	Adjusted R Square	Std. Error of the Estimate
del				

1	.584 _a	.342	.321	.447412
1				

From the table , it is known that the adjusted R Square value is 0.321 which indicates that the ability of the independent variables (job stress, job satisfaction and work environment . job embeddedness) in explaining the dependent variable (turnover intention) is 32 % , the remaining 68 % . influenced by other variables not included in the study.

Table 4 . Summary Hypothesis

No	Hypothesis	Results
1	Job stress affects turnover intention	Received
2	Job satisfaction has an effect on turnover intention	Received
3	Work environment influences turnover intention '	Received
4	Job embeddedness affect turnover intention	Received

1 The Effect of Job Stress on Turnover Intention

There is an effect of work stress on the level of turnover intention employee. The higher the level of work stress experienced by employees, the higher the employee's desire to leave work. Job stress is an unpleasant condition that occurs in customer service employees at Kampung Marketer Purbalingga. Many factors cause work stress, based on the results of respondents' responses to the statements submitted in this study, the highest stress level is caused by work intrinsic factors, namely the demand to always respond quickly at work and the demands of high sales targets. Other factors, namely the role in the organization, relationships at work, career development also trigger work stress.

In general, people who experience stress at work will show symptoms that include three general categories, namely, physiological, psychological and behavioral symptoms [1]. Each symptom has certain consequences, the consequence of behavioral symptoms that commonly occurs is the problem of employee turnover (turnover). This means that when someone experiences work stress, it will cause turnover intention .

This is in line with the results of this study which states that work stress has a significant positive effect on the turnover intention of the customer service employees of Kampung Marketer Purbalingga. other previous studies conducted by [3], [4], [5], [6] and [28] [7] , [8] , [9] , [10] who revealed that work stress has a significant positive effect on turnover intention .

2 The Effect of Job Satisfaction on Turnover Intention

There is an effect of job satisfaction on the level of turnover intention employee. The better the level of job satisfaction obtained by customer service employees , the lower the level of turnover intention employee. A person with a high level of job satisfaction has positive feelings about his job, while a person with a low level has negative feelings.

Job satisfaction has an important role in an organization or company. State that a pattern of satisfaction is used as a predictor of intention to leave the company [1]. Davis and Newsstroom , [29] explain that higher satisfaction is associated with lower levels of employee turnover. namely the proportion of employees who leave the organization. Luthan [26] revealed that high employee job satisfaction resulted in low employee turnover . Employees who have a high level of satisfaction have a low turnover intention . This means that there is a significant negative effect between job satisfaction and turnover intention . The statements of several experts above are in line with the results of this study and previous research that is in line, namely [3] [13], [12] , [7], [6] , [14], [15], [8] and [10] which stated that there was a significant negative effect between job satisfaction on turnover intention.

3 Influence of Work Environment on Turnover Intention

There is an influence of the work environment on the level of turnover intention employee. The better the working environment conditions in the Purbalingga Marketer Village. then the lower the level of turnover intention employees and vice versa. The conditions of the work environment that need to be considered in this

study are in the form of lighting, temperature, humidity, air circulation, low noise level, color, decoration, security and work relations that can affect employees either directly or indirectly.

Based on the respondents' responses to this study, the working environment in Purbalingga Marketer Village is quite good. However, for air temperature conditions must be considered. Employees feel the air temperature in a hot work environment. It is recommended that it be minimized so that employees feel at home and comfortable with good working conditions.

Qureshi et al. [4] revealed that a good work environment has an impact on low turnover intention, whereas a bad and unsupportive work environment will increase the level of turnover intention. A bad work environment will make employees feel uncomfortable and have the desire to leave. This is in line with the results of this study which states that the work environment has a significant negative effect on the turnover intention of the customer service employees of Kampung Marketer Purbalingga. The results of this study are also supported by previous studies which say the same results, namely the research of [5], [24], [15], [14]

4 The Effect of Job Embeddedness on Turnover Intention

There is the influence of job embeddedness on turnover intention employee. A means the higher the perceived job embeddedness employees, the lower the perceived turnover intention. It is this attachment that will make it easier for employees to leave the company. Employees with job embeddedness tall one tend to choose to stay are in the company, while Employees with low levels of job embeddedness will tend to make turnovers.

These results are in line with research conducted by Crossley [30] that the level of job embeddedness affects the relationship with turnover intention, where this relationship will be weaker when job high embeddedness, because employees will not easily switch to work other. Similar research was also conducted by [17], [18]. as well as research by [19]. which found that job embeddedness negative effect on turnover intention. Job embeddedness is a factor that believed to be a trigger for turnover intention in organizations [20].

5 Conclusion

Based on the data analysis and discussion that has been carried out, the conclusions of the research results are as follows: : work stress has a significant positive effect on turnover intention. Job satisfaction, work environment job embeddedness significant negative effect on turnover intention.

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