



Analyzing Factors of Turnover Intention at PT. Sumber Alfariya Trijaya Tbk

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Abstract

Turnover intention is a problem in many companies today. This study aims to determine the effect of job satisfaction, work stress, compensation, and career development on shop employee turnover intention at PT. Sumber Alfariya Trijaya Tbk. Semarang branch. This study uses quantitative methods, with descriptive and statistical types of analysis. The population in the study was 449 people and 82 respondents were taken. Sampling using a simple random sampling technique, respondents are employees of PT. Sumber Alfariya Trijaya Tbk Semarang. The analytical model used in this study is multiple linear regression. The F test also shows that all the independent variables in this study simultaneously affect the turnover intention of PT. Sumber Alfariya Trijaya Tbk. Semarang and the variable that has the dominant influence is the variable job satisfaction. The practical implications of the results of this study are that PT. Sumber Alfariya Trijaya Tbk. The Semarang branch needs to provide more compensation to employees to reduce the turnover rate. For career development and the level of employee job satisfaction needs to be maintained and it is necessary to reduce the level of work stress of employees.

INTRODUCTION

Turnover intention is the same as the desire to move employees from one workplace to another (Harninda, 1999). This opinion shows that turnover intentions are the desire to move, but have not yet reached the realization stage, namely moving from one workplace to another. Both voluntarily and forced (involuntary). The things that influence turnover intention, namely: job satisfaction, job stress, compensation, employee career development, company commitment to employees, motivation of each employee, the performance of the teammates, and leadership from superiors.

Job satisfaction is a positive feeling about one's job which is the result of its characteristics. Employees who have positive feelings, meaning they are satisfied with their work, will be more productive than those who are dissatisfied. Stress on work that may be due to high corporate tar-

gets makes excessive psychological and physical demands on employees. The compensation given by each company is almost the same, but sometimes some companies reduce the compensation given to employees.

Career development in every company is also different, some are promoted every year and have worked for years but occupy the same career path. The company's commitment to employees is important to get positive feedback from each employee so that they can work more productively. Motivation from each employee is very necessary, in this case, the company needs to guide its employees to have strong motivation at work, and more enthusiasm at work so that it has a positive influence on other colleagues.

The performance of friends in the team can also be transmitted to other employees, it is very unfortunate if the spread is a negative influence, and the role of the company, in this case, is to socialize employees to provide support and ent-

husiasm so that employees are more productive at work, not abusing working time because follow friends or other co-workers. The leadership attitude of a wise superior can make the employees below him respect their superiors more, in this case, the employee will carry out the supervision given wholeheartedly. Based on the results of research conducted by Mar'atus et al (2017) regarding the effect of job satisfaction, compensation, and motivation on turnover intention, the results of the study found that the dependent variable was the turnover intention (Y) and the independent variables consisted of job satisfaction (X1),

ment around the workplace. Indeed, that is the risk of working, sometimes some are still strong enough to survive and some object to working, then the employees who are not strong enough decide to resign from the company. The following is the accumulation of employees shown in 2019 Table 1.

Table 1. Turnover data for PT. Sumber Alfariya Trijaya Tbk. Semarang Branch (Covering Demak, Semarang, Kendal, Batang, Pekalongan and Pemalang) April-June 2019 Period

Period	Early Month Employee Total	Number of employees by region						Resign Employee	New Employee	End of Month Employee Total
		*D	*S	*K	*B	*PK	*PM			
April-2019	2.741	423	519	420	507	426	446	146 (5.33%)	216	2.811
May-2019	2.811	428	298	457	514	468	446	234 (8.32%)	89	2.666
June-2019	2.666	408	449	439	496	452	422	189 (7.09%)	157	2.634

compensation (X2) and motivation (X3). Both simultaneously or partially, job satisfaction, compensation, and motivation have a significant effect on turnover intention. Compensation variable that has a dominant influence on turnover intention. The results of further research conducted by Agus et al (2016) regarding the effect of job stress, job satisfaction, and satisfaction with salary on turnover intention are 30.5% while the remaining 69.5% are influenced by factors not examined in this study.

Based on the results of research conducted by Jauhari et al (2016) concerning the effect of career development on turnover intention, it was found that career development has a negative or inverse effect on the turnover intention at PT. BFI Finance Tbk Palembang branch. As well as the effect of career development on low turnover intention, and possibly other factors outside of this study have a stronger influence, such as organizational commitment, job satisfaction, financial/non-financial compensation, employee loyalty, and others.

Likewise, the phenomenon happened at PT. Sumber Alfariya Trijaya Tbk. Semarang, the influence of the number of turnover intention, namely: job satisfaction, job stress, compensation, and career development. This is due to the target of a large company, not to mention the pressure from various parties, whether from colleagues, superiors, consumers, and the environ-

Based on the data above, 146 (5.33%) employees left the company in April 2019, in May 2019 there were 234 (8.32%) people and in June 2019 it reached 189 (7.09%) people. Phenomenon and empirical reality regarding turnover intention in the company is the background for the preparation of this study entitled "Analysis of the Determinants of Turnover Intention at PT. Sumber Alfariya Trijaya Tbk. Semarang branch

METHOD

This research is quantitative research with quantitative descriptive analysis using primary data. The population of this research is all employees of PT. Sumber Alfariya Trijaya Tbk. Semarang Branch, as many as 449 people. The research sample determination method used in this study is the Slovin Formula (Sugiyono, 2001). Based on calculations using Slovin's formula, the number of valid research samples for this research model is 82 people. Data collection methods in this study were documentation and purposive sampling by distributing questionnaires. The data analysis method used in this study is multiple linear regression using SPSS 25 software. The use of multiple linear regression models is intended to analyze the effect of job satisfaction, job stress, and compensation on the turnover intention at PT. Sumber Alfariya Trijaya Tbk. Semarang branch. The econometric model through multiple linear regression equations is as follows:

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

Where Y is the turnover intention, α is a constant variable, X1 is job satisfaction, X2 is work stress, X3 is compensation, x4 is career development, β_1 , β_2 , β_3 , β_4 are regression coefficients of the independent variables, and e is the disturbance term or error term of the econometrics model

RESULT AND DISCUSSION

Founded in 1989 by Djoko Susanto and family, PT Sumber Alfaria Trijaya Tbk (Alfamart/ Company) started its business in the trading and distribution sector, then in 1999 began entering the minimarket sector. The company started exponential expansion in 2002 by acquiring 141 Alfaminimart outlets and carrying the new name Alfamart. Until now it already has many branches, one of which is the Semarang branch. PT. Sumber Alfariya Trijaya Tbk. The Semarang branch, which is located on Jl. Industry I No. 01 Randu Garut, Monument – Semarang.

Based on the results of observations and data collection for 82 research respondents, validity and data validity testing were carried out to ensure that the primary data obtained was feasible for use in research (Ghozali, 2016). This study uses two tests to analyze the reliability and validity of the primary data obtained. Table 2 shows the results of the primary data validity test in this research model.

Table 2. Validity Test of Instrument Variables

Variable	Instrument	Pearson Correlation	R-Table	Result
Job Satisfaction	JS1	0.574	0.2172	Valid
	JS2	0.704	0.2172	Valid
	JS3	0.710	0.2172	Valid
	JS4	0.710	0.2172	Valid
	JS5	0.580	0.2172	Valid
Work Stress	WS1	0.648	0.2172	Valid
	WS2	0.711	0.2172	Valid
	WS3	0.739	0.2172	Valid
	WS4	0.688	0.2172	Valid
	WS5	0.654	0.2172	Valid
Compensation	C1	0.411	0.2172	Valid
	C2	0.572	0.2172	Valid
	C3	0.775	0.2172	Valid

Career Development	C4	0.571	0.2172	Valid
	C5	0.735	0.2172	Valid
	C6	0.563	0.2172	Valid
	CD1	0.706	0.2172	Valid
	CD2	0.529	0.2172	Valid
	CD3	0.682	0.2172	Valid
	CD4	0.764	0.2172	Valid
Turnover Intention	CD5	0.649	0.2172	Valid
	CD6	0.542	0.2172	Valid
	TI1	0.725	0.2172	Valid
	TI2	0.767	0.2172	Valid
	TI3	0.808	0.2172	Valid
	TI4	0.731	0.2172	Valid

Based on Table 2. it is possible to conclude that all of the instrument variables used in this study, including job satisfaction, work stress, compensation, career development, and turnover intention, are valid because $r\text{-count} > r\text{-table}$. As a result, all questions met the feasibility criterion for inclusion in the econometrics estimation model. The reliability test is the next stage of data quality testing, as shown in table 2 below:

Table 3. Reliability Test of Instrument Variables

Variable	Reliability Value	Cronbach Alpha Value	Result
Job Satisfaction	0.635	0.60	Reliable
Work Stress	0.715	0.60	Reliable
Compensation	0.653	0.60	Reliable
Career Development	0.872	0.60	Reliable
Turnover Intention	0.724	0.60	Reliable

According to table 3, the Cronbach Alpha value on the variable online learning, educational technology, and learning interest has a reliability value greater than the Cronbach Alpha value of 0.60, indicating that job satisfaction, work stress, compensation, career development, and turnover intention are classified as the reliable criterion in this model. As a result, we can perform multiple regression analysis; table 4 shows the results of the research model estimation using the multiple linear regression method:

Table 4. Result of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-1.519	1.752		-.867	.389
Job Satisfaction	.228	.084	.245	2.708	.008
Work Stress	.186	.083	.214	2.251	.027
Compensation	.178	.083	.216	2.160	.034
Career Development	.203	.077	-.287	2.651	.010
R-Square	0.638				
F-Statistics	33.972				
Prob(F-Statistics)	0.000				

Based on table 4, it can be obtained that the multiple regression equation of this research model is written as follows:

$$Y = -1,519 + 0,228 X_1 + 0,186 X_2 + 0,178 X_3 + 0,203 X_4 \quad (2)$$

Equation 2 explains that a constant value of -1.519 states that if the independent variables (job satisfaction, work stress, compensation, and career development) are assumed to be non-existent (zero), then the value of turnover intention at PT. Sumber Alfariya Trijaya Tbk. The Semarang branch is -1.519.

Job satisfaction research variable on the turnover intention at PT. Sumber Alfariya Trijaya Tbk. The Semarang branch is partially in the first place as a factor influencing turnover intention, which can be shown by the t-count value of 2.708 and the regression coefficient of the job satisfaction variable is 0.228, meaning that by increasing job satisfaction by 1 (one) unit, what happens is that turnover intention increases by 0.228. A positive coefficient value and a probability value below α (0.05) indicate that job satisfaction has a significant positive effect on turnover intention.

Work stress research variable on the turnover intention at PT. Sumber Alfariya Trijaya Tbk. The Semarang branch is partially in third place as a factor influencing turnover intention, which can be shown by the t-count value of 2.251 and the regression coefficient of the work stress variable is 0.186, meaning that by increasing work stress by 1 (one) unit, what happens is that turnover intention increases by 0.186. A positive coefficient value and a probability value below α (0.05) indicate that work stress has a significant positive effect on turnover intention.

Compensation research variable on the turnover intention at PT. Sumber Alfariya Trijaya Tbk. The Semarang branch is partially in the last place as a factor influencing turnover intention, which can be shown by the t-count value of 2.160 and the regression coefficient of the compensati-

on variable is 0.178, meaning that by increasing compensation by 1 (one) unit, what happens is that turnover intention increases by 0.178. A positive coefficient value and a probability value below α (0.05) indicate that compensation has a significant positive effect on turnover intention.

Career development research variable on the turnover intention at PT. Sumber Alfariya Trijaya Tbk. The Semarang branch is partially in second place as a factor influencing turnover intention, which can be shown by the t-count of 2.651 and the regression coefficient of the career development variable is 0.203, meaning that by increasing career development by 1 (one) unit, what happens is that turnover intention increases by 0.203. A positive coefficient value and a probability value below α (0.05) indicate that career development has a significant positive effect on turnover intention.

In multiple regression analysis, the next developmental hypothesis is the analysis of the simultaneous effect of the independent variables on the dependent variable. The F-test is used to estimate the simultaneous effect of all independent variables on the dependent variable. The results of statistical calculations of the F-test show that the calculated F value = 33,972 with a significance of 0,000 < 0.05 with a significance value below 0.05 indicates that simultaneously the variables job satisfaction, job stress, compensation, and career development can influence turnover intention.

The next stage of analysis in the multiple regression model is to test the coefficient of determination which can be done by looking at the R-square value. The R-Square value shows the number 63.8, this explains that the variables of online learning and educational technology can explain 63.8% of the variation in the influence of interest in learning. While the remaining 36.2% is explained by variables outside the model.

This study found a positive and significant effect of job satisfaction on turnover intention.

The results of this study are in line with research findings from Lemalia et al. (2017) with the research title "The Influence of Job Satisfaction, Compensation, and Motivation on Sales Employee Turnover Intention of PT. Surabaya Pure Ivory". The results of this study state that there is a positive and significant influence on turnover intention.

This study found a positive and significant effect of work stress on turnover intention. This finding is in line with Khaidir & Sugiati's research (2016) entitled Effects of Job Stress, Compensation and Job Satisfaction on Turnover Intention of Contract Employees of PT. Dashing Satria Manunggal Banjarmasin. This study stated that the variable work stress has a positive and significant effect on turnover intention.

This study also succeeded in proving a significant positive effect of workers' compensation on employee turnover intention. The same thing was also found in research conducted by Lauren (2017) regarding the Effects of Compensation and Organizational Commitment on Turnover Intention with Job Satisfaction as a Mediation Variable for PT. X. In this study, the result of the t-test was 2.587 (which means it has a positive effect on turnover intention), but in the discussion section, it is explained that it has a negative effect.

Career development is an aspect that is quite important in maintaining employee loyalty to a company. This study has also succeeded in proving a significant positive effect of career development on turnover intention, which is supported by research conducted by Saklit (2017) which states that career development has a positive influence on turnover intention. This means career development felt by employees of PT. it will not be able to reduce turnover intention. So it can be concluded that career development has an effect on the turnover intention at PT. Sumber Alfariya Trijaya Tbk. Semarang branch.

CONCLUSION AND RECOMMENDATION

Based on the results of data analysis and discussion of the effect of job satisfaction, job stress, compensation, and career development on turnover intention, a case study at PT. Sumber Alfariya Trijaya Tbk. Branch Semarang, with the analytical method used, namely multiple linear regression analysis with the help of the SPSS 22.0 program, it can be concluded as follows: Variables of job satisfaction, job stress, compensation, and career development have a significant positive effect on turnover intention (case study at PT Sumber Alfariya Trijaya Tbk Branch Semarang).

The results of this study recommend seve-

ral suggestions for PT. Sumber Alfariya Trijaya Tbk. Especially for the compensation aspect, in this case, PT. Sumber Alfariya Trijaya Tbk. The Semarang branch needs to provide premiums to employees so that they feel safe at work. Considering that many criminal cases have occurred, such as theft of employees' motorbikes or goods in outlets and robbery of sales money. Especially for outlets that operate 24 hours. This study also has limitations, including the scope of the research which was only carried out in one company, and the limited use of variables that are felt to be not optimal in explaining variations in the impact of turnover intention. So for further research development, it is hoped that future researchers will be able to use variables that are more advanced, unique, and related to the main organizational environmental conditions that affect employee turnover intention.

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