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THE EFFECTS OF WORK-RELATED STRESS, WORK SATISFACTION AND ORGANIZATIONAL COMMITMENT ON INTENTION TO QUIT, CASE OF ZEAN IRON COLLECTION COMPANY

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ABSTRACT: Zean Iron Collection is a company engaged in iron manufacturing with total employees of 56 people, where based on interviews, it's known that 5 out of 6 employees already have an intention to leave their organization due to work stress, work satisfaction, and organizational commitment. Therefore, present research objective is to identify the effect of work stress, work satisfaction, and organizational commitment on employee intention to quit of Zean Iron Collection employees. Data were accumulated from 56 employees using census sampling techniques. The results of multilinear regression data analysis indicated that work stress has a positive and significant effect on turnover intention; work satisfaction has a negative and significant effect on turnover intention as well as organizational commitment. The research findings recommend the company to improve its reward policy to enhance employees' satisfaction and commitment therefore intention to quit of its employees' can be minimized.

Keywords: *employee commitment, work stress, work satisfaction, intention to quit*

I. INTRODUCTION

Intention to quit, is defined as the employee's intention to quit work voluntarily (Glissmeyer et al., 2008). Intention to quit is classified into unavoidable intention and unwanted intention (Kumar and Singh, 2011). Poorly managed intention to quit will result in high level of employee turnover, thus it makes company performance suffer. High level of employee's turnover in organization caused instability and uncertainty of product/service quality. Company suffer from high employment cost, such as recruitment and training (Sartika, 2014). Employee turnover has become serious problem for a number of company, including Zean Iron Collection. Zean Iron Collection is a iron design furniture company, specialized in tables, chairs, chandelier, cupboards and such items. According to Gillies (1989) normal employee's turnover is about 5-10%. Iron Collection reported that in 2016-2019, Turn over rate were above 10% and it need management attention to handle it on the right condition. Management needs information regarding the cause of high turnover rate in Zean Company. Preliminary study was conducted which involved six employees. Data indicated. 5 out of 6 interviewee showed intention to quit from their job. Particularly if they find the opportunity in other organization. Just one employee said that he will remain stay with Zean Collection. Susanto and Gunawan (2013), reported that there are some factors affecting employees' intention to quit. Work-related stress, low organizational commitment and low work satisfaction are found have positive correlation with intention to quit. Present study examined the relationship between . work stress and employee intention to leave ; relationship between work satisfaction and employees' intentions to quit ; and relationship between organizational commitment and employees intentions to quit.

II. CONCEPTUAL MODEL AND RESEARCH HYPOTHESES

2.1. Intention to quit.

Masum, A.K.M., et al., (2016) reported that Nurses' job satisfaction was correlated positively with nurses intended to quit. They also reported a low satisfaction level with contingent reward, fringe benefits, and pay. It is also found that there was a negative relationship between supervisory satisfaction and intention to quit. The concept of intention to quit from the job is considered as a consequence that expresses a "conscious intention to leave the organization because of some reasons. It is a decision to leave an organization. Intention

to leave the organization involves the process of decision-making which results in setting up temporary connections between leaving the organization. It is the probability of one's leaving the organisation. An employee's quitting the job is an undesired situation. For an organisation, losing an employee means extra time and energy and financial loss. (Koc, M., 2018). Christy, M.Y.P. and Priartini, P.S., (2019) reported the role of work stress and organizational commitments in educating workload effect on intention to quit. In different research, Yalabik, Z. Yet al., (2017) found that organizational commitment and team commitment are negatively and profession commitment is positively related to the professionals' intention to quit

1.2. Work Stress and Job Demand Theory.

Work-stress is defined as a pressure condition experienced by the of employees. It is due to an imbalance between work demands and work capacity, according to the perspective of the job demands-control model theory (Karasek, 1979), stress is an interactive impact between job demands and individual control. Workstress occur due to high work demands but low individual control of the job. Control increases when individuals receive social support from coworkers or superiors. Alves et al. (2004) identified work stress factors into 3 groups: work demands, control, and social support. According to Rismawan et al. (2014), the higher stress levels experienced by employees the higher intention to quit. Waspodo et al. (2013) stated that there is a positive and significant influence between work stress and intention to quit. Arshadi and Hojat (2013) in their study showed that work stress has a positive relationship with intention to quit. The results of the research Suciati et al. (2015) also showed that work stress has a positive effect on intention to quit at PT. Berkas Abadi Surya Cemerlang Semarang. Marlistiani and Putra (2015) their research proved that work stress positively influences intention to quit. Similar results were obtained by Mosadeghrad (2012) and Shahzad et al. (2011), that work stress has a positive effect on intention to quit, where the higher the level of work stress, the higher the level of intention to quit. Based on the results of previous studies, the following hypothesis was formulated. H1: Work stress negatively influences intention to quit.

1.3. Work Satisfaction and Two factor Theory.

Work satisfaction is defined as a feeling of pleasure and displeasure felt by employees in regards of the fulfillment of their expectation at work. person's work satisfaction is measured by calculating the difference between what should exist with the reality. Two Factor Theory (Herzberg, 1959) postulated that there are two factors that influence satisfaction, namely: Hygiene factors are factors that cause or prevent dissatisfaction while Motivation factors are factors related to the work itself or the results directly obtained from the work. Companies must pay attention to hygiene factors and make sure that employees meet their expectation on hygiene aspects. adequacy of hygiene factors in order to avoid employee dissatisfaction and provide motivators for improving employee performance. According to Permatasari (2013), when employees feel low work satisfaction, it causes the commitment and loyalty of employees decreases and increases the intention to quit. Research conducted by Yaqin (2013) stated that work satisfaction affects the intention to leave employees. According to Yucel (2012) employees with high work satisfaction can reduce the intention to quit the company, work satisfaction has a negative relationship with the intention to quit. According to the results of the study by Watuseke et al. (2019) at PT. Jumbo Swalayan Manado stated that work satisfaction has a significant negative effect on intention to quit. The results of research by Putri and Prasetyo (2017) stated that work satisfaction has a negative effect on intention to quit the Hotel Karawang Delonix. Research conducted by Salleh et al. (2012), also stated that work satisfaction had a negative effect on intention to quit. therefore the following hypotheses is formulated

H2: Work satisfaction negatively influences intention to quit.

2.4. Organizational Commitment and Investment Theory.

Organizational commitment is defined as employee's intention to remain as members of an organization and he is willing to make more effort to achieve organizational goals. Viewed from the perspective of the investment model (Rusbult, 1983), one's commitment to a relationship depends not only on satisfaction in terms of reward, cost, and level of comparison, but also how much they have invested in a relationship that will be lost if leaving the relationship. The investment referred in this case is time, energy, emotional involvement, shared experience and sacrifice for colleagues or other members. Investment in a relationship can result in positive or negative terms, or sense of satisfaction and dissatisfaction. The more a person invests in an organization, the more he feels the shame in leaving organization. Organizational commitment is an important factor in the success of an organization where the stronger intention of employee to stay in the organization, the lower the intention to quit (Ningsih and Putra, 2019). Research by Pratiwi and Susilo (2018) showed that organizational commitment negatively influences intentions quit. Jehanzeb et al. (2013) in his study showed that there was a strong negative influence between organizational commitment and intention to quit. The results

of Rarasanti and Suana's research (2016) suggested that organizational commitment had a negative influence on intention to quit. Abdurahhim and Anisah's research (2015) found that organizational commitment variable was negatively related and significant towards intention to quit . The higher organizational commitment, the lower intention to quit. Thakkar (2015) examined the relationship between organizational commitment and intention to quit and found negative relationship between intention to quit to organizational commitment, where there is an indication of high intention to quit indicate low organizational commitment. The following is hypotesis ragarding the relationship between organizational commitment and intention to leave .

H3: Organizational commitment has a negative and significant effect on intention to quit

Based on the literature review and relevan empirical evidences conceptual model of present study is shown on Figure .1

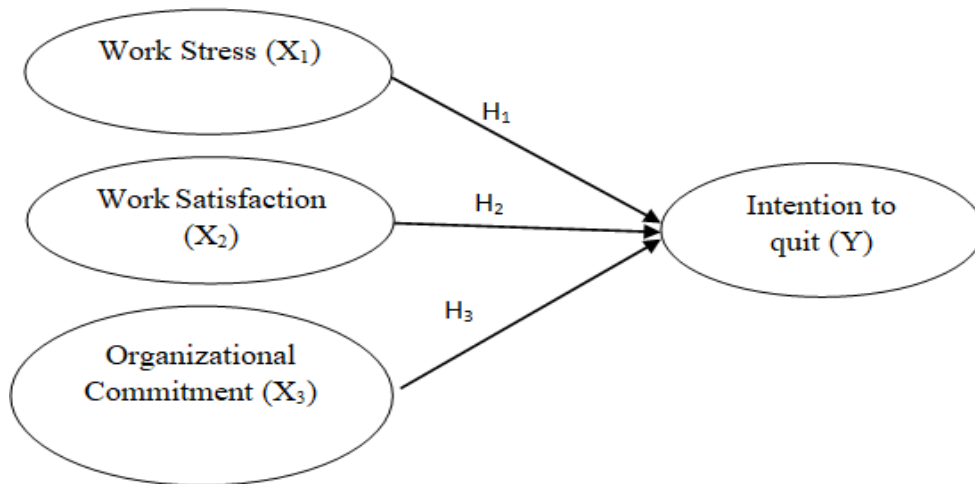


Figure 1. Conceptual Framework.

III. RESEARCH METHOD

The current research applied the associative-causal method, in order to discover the causal effect of work stress, work satisfaction and organizational commitment on employee's intention to quit. The research is conducted in Zean Iron Collection resided in Jalan Kunti II no. 20, Seminyak, Kuta, Badung, Bali. The total population of research is 56 employees. The methods used in collecting data are interviews and questionnaires that have been determined through the method of taking a total sample / census by taking all participation as respondents. The items in the questionnaire uses a Likert scale. Furthermore, the analysis technique in this study utilized multiple linear regression. The instrument validity test utilized confirmatory factor analysis through KMO value of 0.50, the value of the item loading factor >0.4, the Commulative Explained Variance >0.50 and the Eigen factor value > 1.0. Reliability testing used Cronbach's Alpha value greater than 0.60 stated reliable Data were analyzed by multiple regression method to verify the research hypotesis.

3.1. Result and Discussion.

Zean Iron Collection is a company engaged in manufacturing (furniture) iron which produces tables, chairs, lamps, cabinets and the like which was founded by Mr. Agus Salim. Zean Iron Collection was established in 1990 and is based on Jalan Kunti II No. 20, Seminyak, Kuta, Badung Regency, Bali. The company is developing a business in the field of furniture that accepts special orders for homes, villas, hotels, and other iron-based furniture needs. This company has its own advantages because it is able to create different product designs and is able to guarantee the quality of its products. The superiority of Zean Iron Collection is that it can make its products sold overseas. Characteristics of respondents in this study, can be seen from several criteria, namely: gender, age, last education, and years of service of employees. The following are the characteristics of respondents from this study.

Table 1. Karakteristik Responden

| No. | Variable | classification | Numbers | percentage |
|-----|------------|----------------|-----------|------------|
| 1 | sex | female | 12 | 21,43 |
| | | male | 44 | 78,57 |
| | | Total | 56 | 100 |
| 2 | Age (year) | 21 – 25 | 25 | 44,64 |
| | | 26 – 30 | 13 | 23,21 |
| | | 31 – 35 | 8 | 14,29 |

| | | | | |
|---|-------------------|-------------|-----------|------------|
| | | > 35 | 10 | 17,86 |
| | Amount | | 56 | 100 |
| 3 | Education | High School | 37 | 66,07 |
| | | Vocational | 8 | 14,29 |
| | | Bachelor | 5 | 8,93 |
| | | Others | 6 | 10,71 |
| | Amount | | 56 | 100 |
| 4 | Lenght of service | 1 – 5 | 34 | 60,71 |
| | | 6 – 10 | 15 | 26,79 |
| | | > 10 | 7 | 12,5 |
| | Amount | | 56 | 100 |

Source: Primary data, 2020

Table 1 shows that respondents in the Zean Iron Collection study were predominantly male with a percentage of 78.57 percent and 21.43 percent of female respondents, according to their owner, Zean Iron Collection the workload is more suitable to men. In terms of age, the majority of respondents within age of 21 to 25 years with a percentage of 44.64 percent, and respondents within age of 26 to 30 years with a percentage of 23.21 percent. Most of the respondents in this study have worked for 1 to 5 years with a total of 34 employees with a percentage of 60.71 percent and the last education respondents was high school / vocational high school graduates, 37 people with a total of 66.07 percent. The owner of Zean Iron Collection stated that in choosing a company, it prioritizes the experience requested by employees comparing with the final education of employees.

The instrument in this study discusses using validity and reliability testing. The minimum Kaiser Meyer Olkin instrument value is 0.5, the Sampling Adequacy Size is at least 0.5, the factor of loading items is at least 0.4, the Cumulative Variance Explained is at least 0.5, and the Eigen factor value is at least 1.0. Table 2 presents the results of the validity test of the following research instruments.

Table 2. Validity and Reliability Test

| No | Variable | KMO | Bartlett's Test | Cumulative Variance (%) | Eigenvalue | validity | Cronbach alpha | Reliability |
|----|---|-------|-----------------|-------------------------|------------|----------|----------------|-------------|
| 1 | Work Stress(X ₁) | 0,797 | 533,665 | 69,519 | 1,207 | Valid | 0,750 | reliable |
| 2 | Work Satisfaction(X ₂) | 0,807 | 1526,961 | 78,350 | 1,041 | Valid | 0,958 | reliable |
| 3 | Organizational Commitment (X ₃) | 0,739 | 892,004 | 73,126 | 1,123 | Valid | 0,878 | reliable |
| 4 | Intention To Quit (Y) | 0,768 | 127,118 | 71,825 | 2,873 | Valid | 0,866 | reliable |

Source : Primary Data, 2020

The validity test on table 2 showed that all variable are amounted to KMO ≥ 0,5, MSA ≥ 0,5, Loading Factor ≥ 0,4, Cumulative Explained Variance ≥ 0,5, and Eigenvalue ≥ 1,0, it stated that all item variables are valid and appropriate. An Instruments is considered reliable if it has Cronbach's Alpha ≥ 0,6. The Recapitulation of reliability test is shown also on table 2. The reliability test results presented in Table 2 show Cronbach's Alpha values for all variables values ≥ 0.6. It is undeniable that all instruments can be used to conduct research. Work stress variable in this study is an independent variable using 17 items related to work stress received by employees. In detail the results of score response of the respondent on item indicators are presented in Table 3.

Table3. Mean Score of work stress indicators

| No | Item indicator | Mean score | interpretation |
|----|------------------------|------------|----------------|
| 1 | Work fast | 4,05 | Very High |
| 2 | High volume activities | 3,75 | High |
| 3 | Work exhausted | 3,52 | High |
| 4 | Limited time to rest. | 2,79 | Low |
| 5 | Limited time to work | 2,98 | Low |
| 6 | Variety of activities | 4,12 | Very high |
| 7 | No problem solution | 2,50 | High |

| No | Item indicator | Mean score | interpretation |
|----|-----------------------------|------------|----------------|
| 8 | Demand creatvity. | 3,55 | High |
| 9 | Monotony activities | 2,91 | Low |
| 10 | otonomy | 3,61 | High |
| 11 | Time flexibility | 3,04 | High |
| 12 | Comfortable job environment | 2,89 | Low |
| 13 | Good social environment. | 3,55 | High |
| 14 | Peer support | 3,30 | high |
| 15 | Work team cooperation | 3,43 | High |
| 16 | Good relationship with peer | 3,32 | High |
| 17 | Enjoyble team work | 4,09 | Very high |
| | Average score | 3,38 | High |

Source: Primary data source

Table 3 shows that the average score of work stress variables was (3.38/Med-stress). The highest average score ison indicated in the statement about “variety of activities” with an average value of 4.12. The lowest average score is on the absence of solution for job problem. (2.50/High stress). The work satisfaction variable in this study is an independent variable measured using 28 statement items related to work satisfaction felt by employees. In detail the results of research on respondents' perceptions of work satisfaction variables are presented in Table 4.

Table 4. Mean Score of work satisfaction indicators

| No | Item Indicator | Average score | Level of satisfaction |
|----|--------------------------|---------------|-----------------------|
| 1 | Recognition | 3,59 | Medium |
| 2 | I ve my job | 3,70 | Medium |
| 3 | Positif constribution | 3,86 | Medium |
| 4 | Career development | 3,12 | Medium |
| 5 | Work onsentif | 3,16 | Medium |
| 6 | Job challenge | 4,00 | High |
| 7 | Work variety | 3,55 | Medium |
| 8 | Achievement | 4,09 | Positif |
| 9 | Job purpose | 3,55 | Medium |
| 10 | Management support | 3,55 | Medium |
| 11 | Management trust | 3,88 | Medium |
| 12 | Self development | 3,96 | Medium |
| 13 | Self growth | 3,91 | Medium |
| 14 | Competence development | 3,86 | Medium |
| 15 | Experience enrichment | 4,11 | High |
| 16 | performance | 4,00 | High |
| 17 | Management policy | 3,34 | Medium |
| 18 | Conduasive environment | 2,93 | Low |
| 19 | Value congruence | 3,71 | Medium |
| 20 | Effective communication | 4,05 | High |
| 21 | Cooperation | 3,96 | Medium |
| 22 | Colleque support | 3,57 | Medium |
| 23 | Management support | 3,70 | Medium |
| 24 | Management credibility | 3,70 | Medium |
| 25 | Pay and work load | 3,25 | Medium |
| 26 | Pay satisfaction | 2,93 | Medium |
| 27 | Work equipment | 3,36 | Medium |
| 28 | Work equipment condition | 3,27 | Medium |
| | 3,63 | Positif | |

Source : Primary Data, 2020

Table 5 shows that the average score of the work satisfaction variable was 3.63. The highest average value of respondents' answers is indicated in the statement about "work allows to improve my experience" with an

average value of 4.11. The lowest average value is 2.93 in the statement about "company policy benefits its workers" and "I am satisfied with the salary I am receiving at the moment".

The organizational commitment variable in this study is an independent variable that is measured by using 24 statement items related to employee organizational commitment. In detail the results of research on respondents' perceptions of organizational commitment variables are presented in Table 6 as follows.

Table5. Mean Score of Organization Commitment indicators

| No | Item indicator | Average score | Level comitment |
|----|---|---------------|-----------------|
| 1 | I love this organization | 3,43 | High |
| 2 | I proud of this organization | 3,39 | High |
| 3 | Organization problem is mine | 3,14 | High |
| 4 | I give all to my organization | 3,75 | High |
| 5 | Organization is part of my live | 3,77 | High |
| 6 | Negative publication about organization disturb me | 3,52 | High |
| 7 | Organisasi give me purposeful activities | 3,46 | High |
| 8 | My live is dependent on organization success | 3,27 | High |
| 9 | Impossible to get job in other organization | 2,39 | Low |
| 10 | I would like to spend my time in this organization | 3,07 | High |
| 11 | There is no work opportunity if I resign | 2,68 | Low |
| 12 | Quit from current job is impossible | 2,82 | High |
| 13 | I enjoy work for this organization | 3,57 | High |
| 14 | I have limited choice to do | 2,73 | High |
| 15 | My capabilities is limited | 2,89 | High |
| 16 | There is no organization with better offering | 2,75 | Low |
| 17 | Loyalty is important | 3,77 | High |
| 18 | Being loyal is appreciated | 3,29 | High |
| 19 | Swiching to another organization is immoral | 2,48 | Low |
| 20 | Loyalty is not valuable | 3,61 | Low |
| 21 | Anytime I get the job, I will quit | 3,88 | Low |
| 22 | I would feel guilty if I left this organization | 2,82 | High |
| 23 | I would not left organization right now, because of my sense of obligation to it. | 2,54 | High |
| 24 | I owe a great deal to this organization | 3,04 | Medium |
| | Average total score | 3,17 | Medium |

Sources: Primary data,2020

Table 5 shows that the average score of organizational commitment variables was 3.17, it indicated that level of employee loyalty is medium. The highest average score is shown in the statement about, "if I get a better job offer in another organization, I will quit, anytime I get a job" with an average score = 3.88. The lowest average value is 2.39 in the statement "impossible to get job in other organization", mean that there is an opportunity in other organization. The intention to leave variable in this study is the dependent variable that is measured by using 4 item statements relating to the intention to leave the employee. In detail, the results of research on respondents' perceptions of the exit intention variable are presented in Table 7.

Table6. Mean Score of intention to leave indicators

| No | Item indicators | Average score | Level Intention |
|----|--|---------------|-----------------|
| 1 | I am thinking about to leave this organization | 3,13 | Medium |
| 2 | I am looking for job opportunity from social media/internet. | 2,48 | Low |
| 3 | I send job application to other organization | 3,11 | Medium |
| 4 | I am ready to submit my resignation letter to management | 2,91 | Low |
| | Average total score | 2,91 | Low |

Source :Primary Data, 2020

Data presented on tabel 7 indicated that organizational commitment and job satisfaction negatively correlate with intention to leave in the Zean Iron Collection, while job stress does not significantly influenced intention to quit.

Table 7. Result of Multiple Regression

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 24,286 | 3,447 | | 7,045 | 0,000 |
| | Job stress | 0,131 | 0,051 | 0,264 | 2,590 | 0,012 |
| | Job satisfaction | -0,076 | 0,027 | -0,340 | -2,862 | 0,006 |
| | Organization commitment | -0,163 | 0,037 | -0,500 | -4,392 | 0,000 |

Source : Primary Data, 2020

To test whether the data used are normally distributed or not, in this study a normality test was conducted using the Kolmogorov-Smirnov test. If the coefficient of Asymp. Sig. (2-tailed) is greater than 0.05, so the data is said to be normally distributed. The results of the normality test are shown in Table 9 as follows.

Table 8. Normality Test

| | <i>Unstandardized Residual</i> |
|-------------------------------|--------------------------------|
| N | 56 |
| <i>Asymp. Sig. (2-tailed)</i> | 0,996 |

Source : Primary Data, 2020

Based on Table 8, it can be seen that the value of Asymp. Sig. (2-tailed) of 0.996. These results indicate that the regression equation model is normally distributed because of the Asymp. Sig. (2-tailed) which is 0.996 greater than the alpha value of 0.05.

To test whether the regression model found a correlation between independent variables, in this study a multicollinearity test was conducted. The existence of multicollinearity can be seen from the value of tolerance or variance inflation factor (VIF). If the tolerance value is more than 10 percent or VIF is less than 10, then it says there is no multicollinearity. The results of the multicollinearity test are shown in Table 10 as follows.

To find out whether in the regression model there is an inequality of variance from the residuals of one observation to another, a heteroscedasticity test was conducted using the Glejser test. If there is no independentvariable that significantly influences the absolute residual value or the significance value above 0.05 then it does not contain symptoms of heteroscedasticity. Heteroscedasticity test results are shown in Table 9 as follows.

Table 9. Result of Heteroskedasticity

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|-------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -0,469 | 2,088 | | -0,225 | 0,823 |
| | Job stress | 0,019 | 0,031 | 0,089 | 0,630 | 0,532 |
| | Job satisfaction | 0,022 | 0,016 | -0,227 | 1,367 | 0,177 |
| | Organization Commitment | -0,006 | 0,022 | -0,046 | -0,287 | 0,775 |

Source : Primary Data, 2020

In Table 10 it can be seen that the significance values on the variables of work stress, work satisfaction, and organizational commitment are 0.532; 0,177; and 0.775. This value is greater than 0.05 which means there is no influence between the independent variables on absolute residuals. Thus, the model created does not contain symptoms of heteroscedasticity.

In this study the F statistical test was performed which can be explained by the significant value of anova $\alpha = 0.05$, then this model is said to be feasible or the independent variable is able to explain the dependent variable. F statistical test results can be seen in Table 10 as follows.

Table 10. F Statistic

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|--------------------|
| 1 | Regression | 567,281 | 3 | 189,094 | 18,628 | 0,000 ^a |
| | Residual | 527,844 | 52 | 10,151 | | |
| | Total | 1095,125 | 55 | | | |

Source : Primary Data, 2020

Table 11 shows that a significant value of 0,000 is smaller than the value of $\alpha = 0.05$, so the multiple linear regression model is feasible to be used as an analysis tool to test the effect of independent variables on the dependent variable.

To measure the magnitude of the contribution of independent variables to the dependent variable in this study, the coefficient of determination test (R²) was conducted. The results of the coefficient of determination (R²) test can be seen in Table 11 as follows.

Table 11. Coefficient of Determination(R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0,720 ^a | 0,518 | 0,490 | 3,186 |

Source : Primary Data, 2020

In Table 11 it can be seen that the coefficient of determination (R²) obtained is 0.518. This means that 51.8 percent of the variation in the intention intention variable (Y) can be explained by work stress variables (X1), work satisfaction (X2), and organizational commitment (X3) while the remaining 48.2 percent is explained by other variables not included in this research model.

In this study a partial hypothesis test (t test) was used to show the results of testing the research hypothesis. The complete results have been shown in the results of the regression analysis in Table 8 and the results of testing each hypothesis in detail are presented in the following section.

Based on Table 8 it can be seen that the significant value of the t test is 0.012. The results of the analysis of the effect of work stress on intention to get the Sig. t of 0.012 with a regression coefficient of 0.131. Sig. Value t 0.012 < 0.05 indicates that H₀ is rejected and H₁ is accepted. This result means that work stress has a positive and significant effect on intention to leave. This means that the higher the level of work stress felt by the employee, the higher the level of intention to leave the employee. The results of this study are consistent with research from Waspodo et al. (2013), Arshadi and Hojat (2013), Suciati et al. (2015), Marlistiani and Putra (2015), Mosadeghrad (2012), and Shahzad et al. (2011).

The results of the analysis describing the respondents' assessment of work stress variables in Table 4 show that Zean Iron Collection employees feel their work must be done quickly, feel the work they do is very dense, and feel the work they do requires a lot of energy. In addition, Zean Iron Collection employees also feel that the work done requires them to learn new things, feel the work they do requires creativity, feel unable to determine their own work time, and feel that the atmosphere at work is not calm and comfortable. According to the perspective of the job demands-control model theory, work stress can occur because in an employee's work there are high job demands but the control of the job is very low.

The high level of work stress felt by the employee can cause the employee to have the desire to leave the organization. Based on the results of the analysis of the description of respondents' assessment of the variable intention to leave in Table 7 shows that in general Zean Iron Collection employees already have thoughts to quit their current job and actively contact friends to obtain information on job openings in other companies. So that the level of intention to leave employees can decrease, the company should be able to reduce the level of work stress of employees by paying attention to the amount of work demands felt by employees and give control to employees in doing their work. In addition, companies should also be able to conduct training or approaches related to new things that must be mastered by employees.

Table 8 it can be seen that the significant value of the t test is 0.006. The results of the analysis of the influence of work satisfaction on intention to get the value of Sig. t of 0.006 with a regression coefficient of -0.076. Sig. Value t 0.006 < 0.05 indicates that H₀ is rejected and H₁ is accepted. This result means that work satisfaction has a negative and significant effect on intention to leave. This means that the higher the level of work satisfaction felt by employees, the lower the level of intention to leave the employee. The results of this study are in accordance with the research of Yaqin (2013), Yucel (2012), Watuseke et al. (2019), Putri and Prasetyo (2017), and Salleh et al. (2012).

The results of the analysis describing respondents' assessments of work satisfaction variables in Table 5 show that in general Zean Iron Collection employees feel that company policies are not favorable for employees and are dissatisfied with current salaries. According to the perspective of discrepancy theory, a person will be satisfied with his work if there is no difference between what is wanted / expected and the reality

received. In addition, according to the perspective of two factor theory, there are two factors that influence satisfaction, namely hygiene factors and motivation factors. Companies must pay attention to employees by ensuring the adequacy of hygiene factors in order to avoid employee dissatisfaction and provide motivators for improving employee performance.

The low work satisfaction felt by employees can cause these employees to have the desire to leave the organization. Based on the results of the analysis of the description of respondents' assessment of the variable intention to leave in Table 7 shows that in general Zean Iron Collection employees already have thoughts to quit their current job and actively contact friends to obtain information on job openings in other companies. So that the level of intention to leave employees can decrease, the company should be able to increase the level of work satisfaction of employees by paying attention to employees such as ensuring the adequacy of hygiene factors and providing motivators to employees. The company should also be able to reconsider the policies that have been implemented and the amount of salary received by employees to be adjusted to the needs, desires, and performance of employees.

Based on Table 8 it can be seen that the significant value of the t test is 0,000. The results of the analysis of the effect of organizational commitment on exit intentions obtained Sig. t of 0,000 with a regression coefficient of -0.163. Sig. Value t 0,000 <0.05 indicates that H0 is rejected and H1 is accepted. This result means that organizational commitment has a negative and significant effect on intention to leave. This means that the higher the level of employee organizational commitment, the lower the level of intention to leave the employee. The results of this study are in accordance with the research of Pratiwi and Susilo (2018), Jehanzeb et al. (2013), Rarasanti and Suana (2016), Abdurahhim and Anisah (2015), and Thakkar (2015).

The results of the analysis describing respondents' assessments of the organizational commitment variable in Table 6 show that in general Zean Iron Collection employees feel that if they quit their current job they are sure they will get another job, feel that if they leave the organization at this time their lives will not be disturbed, they feel out of Today's organization is not a disadvantage, feels they have many choices of places of work, and feels that other organizations will provide the same benefits as the benefits obtained in the current organization. In addition, in general Zean Iron Collection employees also feel that moving from one organization to another is a natural and ethical thing, feeling that they will quit their current job if they get a better job offer in another organization, feel unsure to remain loyal in one organization, and feel it is not a necessity to keep working in one organization throughout a career. From an investment theory perspective, one's commitment to a relationship depends not only on satisfaction in terms of reward, cost, and level of comparison, but also how much they have invested in a relationship that will be lost if he leave the relationship. The more a person invests in an organization, the more he feels that it's a shame to leave his organization at this time.

Organizational commitment is an important factor in the success of an organization where if the commitment of employees in an organization is very low then it can result in a high desire of the employee to leave the organization. Based on the results of the analysis of the description of respondents' assessment of the variable intention to leave in Table 7 shows that in general Zean Iron Collection employees already have thoughts to quit their current job and actively contact friends to obtain information on job openings in other companies. So that the level of intention to leave employees can decrease, the company should be able to increase the level of organizational commitment of employees by paying attention to what has been obtained by the employee during his work and contribute in the company. Employees should be able to feel a positive impact on themselves while they work and contribute to the company. So that employees can feel an attachment to the organization, feel that leaving the organization is a disadvantage, and feel staying in the organization is an obligation. The company should also be able to provide attractive offers to employees such as giving bonuses in accordance with what employees expect for the work they have done very well.

In this study there are still some weaknesses and limitations. First, in this study the data used were only 1 year so that the pattern of changes in outward intention, work stress, work satisfaction, and organizational commitment in the company could not be seen in this study. Second, the variable construction used in this research model is still simple. In the future, it can be optimized by increasing the construction of variables in the form of mediation and moderation variables.

IV. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research analysis and the results of the discussion, several conclusions can be drawn, namely: 1). Work stress has a positive and significant effect on outgoing intentions on Zean Iron Collection employees. This shows that the higher the level of work stress, the higher the level of intention to leave the Zean Iron Collection employees; 2). Work satisfaction has a negative and significant effect on outgoing intentions on Zean Iron Collection employees. This shows that the higher the level of employee work satisfaction, the lower the level of intention to leave the Zean Iron Collection employees; 3). Organizational commitment has a negative and significant effect on intention to leave the Zean Iron Collection employees.

This shows that the higher the level of employee organizational commitment, the lower the level of intention to leave the Zean Iron Collection employees.

Suggestions for Zean Iron Collection companies are: 1). To be able to reduce the level of work stress of Zean Iron Collection company employees are expected to pay attention to the amount of work demands felt by employees, give employees control over their work, and conduct training or approaches related to new things that employees must master; 2). In order to increase the level of work satisfaction of Zean Iron Collection company employees are expected to pay attention to their employees by ensuring the adequacy of hygiene factors in order to avoid employee dissatisfaction and provide motivators for improving employee performance. The company can also reconsider the policies that have been implemented and the amount of salary received by employees to be adjusted to the needs, desires, and performance of employees; 3). To be able to increase the level of organizational commitment Zean Iron Collection company employees are expected to pay attention to what has been obtained by the employee during his work and contribute in the company. Employees should be able to feel a positive impact on themselves while they work and contribute to the company. The company can also provide attractive offers to employees such as giving bonuses to employees for work that has been done very well. Suggestions for further research are that researchers are expected to add other variables because this study only looks at intentions that are affected by work stress, work satisfaction and organizational commitment. Future researchers are also expected to be able to take samples or populations in companies engaged in other fields and use other methods as an analysis tool.

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