



## Analysis of Factors Influencing Turnover Intention of Go Online's Employees

**Didin Hikmah Perkasa<sup>1\*</sup>, Ryani Dhyhan Parashakti<sup>2</sup>, Dinar Nur Affini<sup>3</sup>, Nur Endah Retno Wuryandari<sup>4</sup>, Leli Deswindi<sup>5</sup>**

<sup>1</sup>Universitas Dian Nusantara, Jakarta, Indonesia, email: [didin.hikmah.perkasa@undira.ac.id](mailto:didin.hikmah.perkasa@undira.ac.id)

<sup>2</sup>Universitas Mercu Buana, Jakarta, Indonesia, email: [dinarnuraffin@mercubuana.ac.id](mailto:dinarnuraffin@mercubuana.ac.id)

<sup>3</sup>Universitas Dian Nusantara, Jakarta, Indonesia, email: [ryani.dhyhan.parashakti@undira.ac.id](mailto:ryani.dhyhan.parashakti@undira.ac.id)

<sup>4</sup>Universitas Dian Nusantara, Jakarta, Indonesia, email: [nur.endah.retno@undira.ac.id](mailto:nur.endah.retno@undira.ac.id)

<sup>5</sup>Universitas Dian Nusantara, Jakarta, Indonesia, email: [leli.deswindi@undira.ac.id](mailto:leli.deswindi@undira.ac.id)

\*Corresponding Author: Didin Hikmah Perkasa<sup>1</sup>

**Abstract:** This research was conducted to determine the factors that influence turnover intention. In this case, the researcher wants to find out whether the variables being examined, namely compensation, work environment, and work stress, affect the turnover intention at Go Online. This research is expected to be able to provide a solution to the employees' desire who will leave their jobs not to cause serious problems. If the company is able to handle it well, it will increase the productivity of the company. The objects of this study were 144 Go Online employees and the sample use the Slovin formula so the respondents studied were 88 people. The method used is causal quantitative descriptive, to determine the effect of the independent variable on the dependent variable. The data analysis used is statistical analysis in the form of multiple linear regression tests using an analytical tool of SPSS 23. Prior to the test, a validity test, and reliability test were carried out, followed by hypothesis testing. The results of this study indicate that the compensation variable has a negative effect on turnover intention, the work environment has a negative effect on turnover intention, and work stress has a positive effect on turnover intention at Go Online.

**Keywords:** Compensation, Work Environment, Work Stress, Turnover Intention

## INTRODUCTION

The more stringent the level of competition, the company's business will be faced with challenges to be able to maintain its business continuity, therefore companies must be able to compete in fighting these developments, as well as for the continuity of working employees. Companies must be able to attract potential employees, retain and motivate them, to further improve their performance, and make them feel comfortable being in the company so that later there will be a suppression of employee turnover intention.

Turnover intention or leaving companies has been studied by students and practitioners for decades, it will become very important for organizations and company leaders. (Li & Sawhney, 2019)

Turnover intention refers to the process when employees leave an organization and leave a job position and where the position must be replaced by someone else (Mathis & Jackson, 2011). Turnover intention also refers to the withdrawal of employees who join the organization (Labrague et al., 2018). A high level of turnover intention in a company will have a negative impact on the company because the company will lose a lot of money and time if it will recruit new employees.

Factors causing employees' desire to move and withdraw are caused by, among others, organizational commitment (Labrague et al., 2018), job satisfaction, organizational commitment, work and family conflict, leadership, work environment (Li & Sawhney, 2019), work engagement, psychological capital (Gupta & Shaheen, 2017), psychological pressure, job satisfaction (Labrague & Santos, 2020), HR management practices (Malle & Yehualawork, 2015), job satisfaction, job stress, family and work conflict, demographics, job characteristics, job satisfaction (He et al., 2020), job satisfaction, job stress, organizational culture, organizational commitment, salary, organizational justice, promotion, demographics, organizational climate, leadership style (Belette, 2018). Leaders must act immediately regarding employee withdrawals which will have an impact on employee performance. Losing outstanding employees will be detrimental to the company. The greater the employee turnover intention in the company, the more detrimental the company itself is.

The research was conducted at the Go Online company, which is a company engaged in services and delivery services. Companies really understand the current level of competition, therefore companies must understand the needs of each of their employees so that they can anticipate employee turnover. The phenomenon in this study is the frequent occurrence of employees leaving and leaving due to several factors. Based on the results of the researcher's interviews with several employees who left randomly, the factor or cause of the employee leaving was the problem of employee compensation due to incompatibility with the job he received, the absence of bonuses and also non-financial compensation such as health insurance was abolished.

Based on the data collected, in the last 2 years from 2020-2021 there has been an increase and decrease in leaving employees. In 2020 there was an increase in turnover of 11% from a total of 148 employees, and in 2021 there was a decrease of 1.5% from 11% to 9.5%.

The results of empirical studies conducted by other researchers related to turnover intention, compensation has an effect on turnover intention (Hung et al., 2018); (Silaban & Shah, 2018); (Rahman & Syahrizal, 2019), the work environment influences turnover intention (Kurniawaty et al., 2019); (Soelton & Atnani, 2018), work stress affects turnover intention (Liu et al., 2019); (Kurniawaty et al., 2019); (Lee & Jang, 2020).

Based on the background of the problem above, it can be formulated as follows:

1. Does Compensation have an influence on Go Online employees' Turnover Intention?
2. Does Work Environment have an influence on Go Online employees' Turnover Intention?
3. Does Work Stress have an influence on Go Online employees' Turnover Intention?

## **LITERATURE REVIEW**

### **Compensation**

Employees in various organizations are trying to increase their income levels. Therefore, employees in an organization have their salary level increase if they get a raise in their current organization or by joining another organization that will provide a good salary (Belette, 2018). In today's work environment where salary is one of the determining factors, employees quit their current jobs and take jobs with higher paying opportunities. According

to HASibuan (Hasibuan, 2016) "Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for what is given to the company"

### Work environment

According to Sedarmayanti (Sedarmayanti., 2013), good work environment is when employees able to adapt to work, also working time is used effectively. Factors capable of forming an environmental work condition with employees ability, include: a. Lighting at work location b. Temperature at work location c. Humidity at work site d. Air circulation in the work area e. Noise at work. g. Odors at work location h. Color layout at the work site. In research of (Rizwan, 2014), he got a positive relationship between work stress and turnover intention. According to (Rainayee, 2013) who found that turnover intention has a positive and significant relationship with Perceived Alternative Employment Opportunities (PAEO) and work stress. The results of this study indicate that employee turnover intention increases when they see alternative external opportunities and experience undue work stress in their workplace. (Pokaton, 2014) found the p-value in this study showed a significant effect of the work environment on turnover intention. This research proves that a good and healthy work environment will result in lower labor turnover rates. On his research, (Haholongan, 2018) found that the work environment has a negative effect on turnover intention. Therefore it can be said that the work environment is one of the factors to retain employees. This study proves that a good and healthy work environment will lead to reduced employee intentions to leave work.

### Work Stress

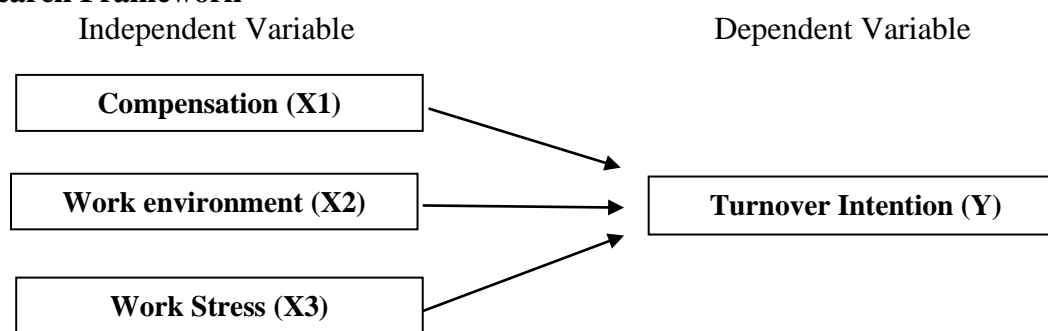
According to (Robbins, 2012), stress is when someone faced with challenges, workload and does not produce work achievement. Meanwhile, Davis and Newstrom (2008) defines work stress as when a person faced with various kinds of problems that can affect mindsets and emotional levels. Common symptoms of a person experiencing a high level of stress include: (1). Behavioral symptoms: repetitive speech, stutter, headaches, changes in metabolism and can cause heart attacks. (2). Psychiatric symptoms: dissatisfaction with working conditions, aggravation, role overload and procrastination.

### Turnover Intention

Turnover intention (desire to change jobs) is a mental decision, individual tendency or intensity to leave the organization for various reasons, including the desire to get a better job (Haholongan, 2018).

(Robbins, 2012), states that: "Turnover intention is the tendency or level where an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of attractiveness of the current job and the availability of other job alternatives".

### Research Framework



Picture 1. Conceptual Framework

## RESEARCH METHODOLOGY

### Research design

The research design used in this study is a quantitative research method. According to (Sugiyono, 2014), it is a research method based on the philosophy of positivism, used in studying the research samples and populations, sampling techniques are generally carried out by random sampling, while data collection is carried out by utilizing the research instruments used, data analysis used is quantitative or can be measured with the aim of testing the previously established hypothesis. Based on Sugiyono's opinion, this research method uses a causal associative research method which explains the causal relationship between the independent variables and the dependent variable through a quantitative approach. By using the research method, it will be known that there is a significant relationship between the variables studied. Causal relationships are relationships that are a cause and effect, so there are independent variables (variables that influence) and dependent variables (variables that are influenced).

This research consists of three independent variables, namely Compensation, Work Environment, and Work Stress and the dependent variable, namely Turnover Intention. This study aims to determine the effect of Compensation, Work Environment and Work Stress on Turnover Intention of Go Online employees.

### Population and Research Sample

(Sugiyono, 2014) explains the population is a generalization area which consists of: Objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were 114 employees who worked at Go Online.

The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, then the researcher can use samples taken from that population. Samples taken from the population must be truly representative (representative). If the sample is not representative, it will be difficult to draw conclusions from what is being studied. The sampling technique used in this study is non-probability sampling. According to (Sugiyono, 2014) Nonprobability sampling is a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be sampled. Determining the number of samples used in this study uses Slovin's opinion, namely: then, the sample in this study is 88 respondents.

### Instrument

Compensation dimensions and indicators adopt (Sedarmayanti, 2019) in the form of salaries, bonuses, wages, this is in financial compensation. But in non-financial insurance, benefits and so on.

Based on the indicators used in this study, it was adapted from the theory of expert opinion as stated by (Qureshi, 2012) including: (1) Physical dimensions Physical dimensions are measured using six indicators, namely: lighting, air circulation, noise, color, humidity and facilities, (2) Non-physical dimensions Non-physical dimensions are measured using three indicators: harmonious relationships, opportunities for advancement and security in work.

Job stress can also be called feelings related to pressure, work ambiguity, frustration, and feelings of fear that come from work (Haholongan, 2018): kworry, grestless, tpressureand frustration.

(Mobley, 2011) stated, there are three indicators used to measure turnover intention, namely: thoughts of quitting, the desire to leave and the desire to find another job.

Measurement in this study using a Likert scale. The Likert scale is a method used to change attitudes, opinions and perceptions of a person or group of people about social

phenomena (Sugiyono, 2014). The Likert scale is a psychometric scale that has not been used in questionnaires and is the most widely used scale in survey research. The Likert scale uses five levels of answers.

### **Data collection technique**

According to (Sugiyono, 2014), primary sources are data source that directly provide data to data collectors. The primary data in this study are questionnaire and interviews from employees at Go Online regarding the effect of compensation, work environment, and work stress on Employee Turnover Intention. Data collection techniques in this study were questionnaires, interviews and literature studies. Interviews were used as a data collection technique, if the researcher wanted to conduct a preliminary study to find the problems that must be studied, and also if the researcher wanted to know things from in-depth respondents and the number of respondents is small. While the questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer.

### **Data Analysis method**

#### **Validity test**

Validity test is used to determine whether a questionnaire is valid or invalid. The validity test was carried out by comparing the value of  $r$  count with  $r$  table for a significant level of 5 percent degree of freedom ( $df$ ) =  $n-2$ , in this case,  $n$  is the number of samples. If  $r$  count >  $r$  table then the question or indicator is declared valid, and vice versa if  $r$  count <  $r$  table then the question or indicator is declared invalid (Ghozali, 2014).

#### **Reliability Test**

The reliability test is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or proper if one's answers to the questions are consistent or stable from time to time. Questionnaire items are said to be reliable (proper) if cronbach's  $\alpha$  > 0.06 and are said to be unreliable if cronbach's  $\alpha$  < 0.06 (Ghozali, 2014).

### **Multiple Linear Regression Analysis Test**

Multiple linear regression analysis is a linear relationship between two or more independent variables ( $X_1, X_2, X_n$ ) with the dependent variable ( $Y$ ) (Priyanto, 2010). The results of the regression analysis are in the form of coefficients for each independent variable. In this study, the independent variables are Compensation ( $X_1$ ), Work Environment ( $X_2$ ), and Work Stress ( $X_3$ ), while the dependent variable is Turnover Intention ( $Y$ ), so that the multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

## **RESULTS AND DISCUSSION**

### **Characteristics of Respondent Profiles**

Based on the data that has been processed, the profiles of the respondents presented in this study include gender, age, and recent education. This data was obtained from 88 Go Online employees. The data is used as a research sample and data on the characteristics of the respondents.

### **Description of Respondents by Gender**

Based on the research results, an overview of the gender of the respondents was obtained which can be seen in Table 1 as follows:

**Table 1. Profile of Respondents by Gender**

Gender	Frequency	Percentage (%)	Valid Present	Curmulative Presents
Man	52	59.1	59.1	59.1
Woman	36	40.9	40.9	100.0
Total	88	100.0	100.0	

Source: Results of SPSS23 Data Processing

From Table 1. From the table above it can be seen that 52 male respondents (59.1%) and 36 female respondents (40.9%).

### Description of Respondents by Age

Based on the research results, an overview of the ages of the respondents was obtained which can be seen in Table 2 as follows:

**Table 2. Profile of Respondents by Age**

Age	Frequency	Percentage (%)	Valid Present	Curmulative Presents
21-30 years	42	47.7	47.7	47.7
31-40 years	33	37.5	37.5	37.5
41-50 years	13	14.8	14.8	100.0
Total	88	100.0	100.0	

Source: Results of SPSS23 Data Processing

Based on Table 2 above, it can be explained that the age of the respondents who filled out this questionnaire, for 21-30 years there are 42 employees or (47.7%), for 31-40 years there are 27 employees or (37.5%), and for 41-50 years there are 27 employees or (14.8%). Thus, it can be concluded that in this study the majority of Go Online respondents were aged 21-30 years, this shows that young people still dominate Go Online employees because they are of productive age.

### Description of Respondents Based on Last Education

Based on the research results, an overview of the last education of the respondents was obtained which can be seen in table 3 as follows:

**Table 3. Description of Respondents Based on Last Education**

Education	Frequency	Percentage (%)	Valid Present	Curmulative Presents
High School / Equivalent	5	5,7	5,7	5,7
Diploma	33	37.5	37.5	37.5
S1-S3	50	56,8	56,8	100.0
Total	88	100.0	100.0	

Source: Results of SPSS23 Data Processing

Based on Table 3 it can be explained that the last education data of the respondents who filled out this questionnaire were senior high school/equivalent education as much as 5 employees or (5.7%), Diploma graduates as much as 33 employees or (37.5%), and Bachelor - doctorate (S1-S3) graduates as much as 50 employees or (56.8%). Thus it can be concluded that in this study, most of Go Online employees have a Bachelor's – doctorate (S1-S3) degree.



## Data Quality Test Results

The validity test is used to measure whether or not the questionnaire distributed to respondents is valid. Measuring the validity of this study the authors use SPSS 23.

The results of calculations that have been carried out for the variable indicators of compensation, work environment, work stress and turnover intention are already greater than 0.209 so it can be concluded that all the test variable indicators are said to be valid.

Reliability Test according to (Ghozali, 2014) is a tool for measuring a questionnaire which is an indicator of a variable or construct. A variable is said to be reliable if the value obtained in the testing process with the Cronbach Alpha statistical test  $> 0.60$ , if the Cronbach Alpha  $< 0.60$  then it is not reliable. To test the reliability of the authors using SPSS 23.

As for the results of the reliability test conducted with the SPSS program, it was found that the Cronbach's Alpha coefficient for the Compensation Variable is greater than 0.6, which is equal to 0.768, the Work Environment Variable is greater than 0.6, which is equal to 0.693, the Job Stress Variable is greater than 0.6, which is equal to 0.687, and Turnover Intention is greater than 0.6, which is equal to 0.753. Thus it can be concluded that the four variables are reliable.

## Classical Assumption Test Results

The normality test aims to test whether the independent variables in the regression model have a normal distribution or not. The researcher uses another method, namely the Kolmogorov Smirnov Normality Test. The basis for making decisions in this normality test is if the significance value is greater than 0.05, then the data is normally distributed. Conversely, if the significance value is less than 0.05, the data is not normally distributed. For the Normality Test the author uses SPSS 23, the following are the results of the normality test.

Table 4. Normality Test Results		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		88
Normal Parameters, b	Means	.0000000
	std.	1.83831837
	Deviation	
Most Extreme Differences	absolute	.049
	Positive	.047
	Negative	-.049
Kolmogorov-Smirnov Z		.461
asympt. Sig. (2-tailed)		.984
a. Test distribution is Normal.		
b. Calculated from data.		

Source :SPSS Data Processing Results23

Based on the results of data processing in SPSS in table 4 above, it can be seen that all variables X1 (Compensation), X2 (Work Environment), X3 (Work Stress), and Y (Turnover Intention) have Asymp values. Sig. (2-tailed) of 0.200 which is greater than 0.05, it can be concluded that the data is normally distributed.

The regression model that fulfills the classical assumptions is one that is free from multicollinearity, that is, there is no correlation between the independent (independent) variables. The presence of multicollinearity is indicated by a Tolerance value  $< 0.10$  or the same as a VIF value  $> 10$ . The test results show that the tolerance value of each independent variable, Compensation (X1) of 0.983, Work environment (X2) of 0.695, and Work Stress

(X3) of 0.698. From the results of the output variance inflation factor (VIF) it is known that each independent variable, Compensation (X1) of 1.018, Work environment (X2) of 1,439, and Work Stress (X3) of 1,433. Thus, the three independent variables have a tolerance value of > 0.10 and a VIF value < 10, so that it can be concluded that there is no multicollinearity between the independent variables.

### Hypothesis Test Results

Multiple linear regression tests are used to test the extent to which the influence of the independent variables, namely the Effect of Compensation, Work Environment, and Work Stress on the dependent (tied) variable, namely Turnover Intention at Go Online.

**Table 5. Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	17,768	2,762		6,433	.000
Compensation	-.211	.072	-.207	-2,941	.004
Work environment	-.183	.061	-.253	-3,023	.003
Work Stress	.733	.073	.833	9,986	.000

a. Dependent Variable: Turnover Intention

Source: SPSS Data Processing Results23

Based on table 5 above, the results of data processing using SPSS23 in the table above can be obtained from the formulation of multiple linear regression equations for the independent variables (Compensation, Work Environment, and Work Stress) to the dependent variable (Turnover Intention) as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 17,768 + -0.211X_1 + -0.183X_2 + 0.733X_3 + e$$

From the mathematical equation of multiple linear regression it can be concluded as follows:

- Constant of 17,768 is the intersection of the regression line with the Y axis which shows Turnover Intention Go Online when the independent variables, namely Compensation (X1), Work Environment (X2) and Work Stress (X3) do not change.
- The Compensation Variable (X1) has a negative regression coefficient, meaning that if the Compensation variable (X1) decreases, Turnover Intention at Go Online will increase by the value of the regression coefficient, namely -0.211.
- The Work Environment Variable (X2) has a negative regression coefficient, meaning that if the Work Environment variable (X2) decreases, Turnover Intention at Go Online will increase by the value of the regression coefficient, namely -0.183.
- The Work Stress variable (X3) has a positive regression coefficient, meaning that if the Work Stress variable (X3) increases, Turnover Intention at Go Online will increase by the value of the regression coefficient, namely 0.733.

### Determination Coefficient Test (R2)

The coefficient of determination is used to find out how much the independent variables have an influence on the dependent variable. The coefficient of determination value is used adjusted R square. It can be seen in the following table: Based on the test results, it is known that the coefficient of determination (adjusted R2) is equal to 0.578 which means 57.8%, which means that the contribution of Go Online can be explained by the three



independent variables namely Compensation, Work Environment and Work Stress. So the remaining 42.2% is explained by other variables not examined in this study.

### **Partial Significance Accuracy Test (t test)**

The t statistic test basically shows how far the influence of one explanatory or independent variable individually explains the variation of the dependent variable. Decision making can be done by looking at the probability. If probability/significance  $> 0.05$  then  $H_0$  is accepted and  $H_a$  is rejected and if probability/significance  $< 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted.

Based on Table 5. above, the following conclusions can be drawn:

- a. Hypothesis testing on Compensation towards Turnover Intention  
Probability sig Compensation of 0,004 is smaller than 0.05, so that  $H_0$  is rejected and  $H_a$  is accepted, it can be partially stated that compensation (X1) has a negative effect on Turnover Intention (Y).
- b. Hypothesis testing on Work environment towards Turnover Intention  
Probability sig Work environment of 0,003 is smaller than 0.05, so that  $H_0$  is rejected and  $H_a$  is accepted, then it can be stated partially Work environment (X2) has a negative effect on Turnover Intention (Y).
- c. Hypothesis testing on Work Stress towards Turnover Intention  
Probability sig Work Stress of 0,000 is greater than 0.05, so that  $H_0$  is rejected and  $H_a$  is accepted, then it can be stated partially Work Stress (X3) has a positive and significant effect on Turnover Intention (Y).

## **Discussion of Research Results**

### **Effect of Compensation on Turnover Intention**

Based on the results of the calculation of the t test, it shows that the t value is equal to -2,941 and a significance value of 0.004 is less than 0.05. So it can be concluded that the Compensation variable has a negative and significant effect on Turnover Intention at Go Online. So the first hypothesis can be accepted. In other words, employees' perception of the compensation they receive from the company has a big role in the desire to leave the company. This means that when compensation is considered uncompetitive or perceived as low by employees, their desire to leave the company will be even greater. These results support previous research conducted by Muhammad (Belette, 2018); (Rahman & Syahrizal, 2019); (Hung et al., 2018), states that the Compensation variable has a negative and significant effect on Turnover Intention.

### **Effect of Work Environment on Turnover Intention.**

Based on the results of the calculation of the t test, t value is equal to -3,023 and a significance value of 0.003 is greater than 0.05. So it can be concluded that the Work Environment variable has a negative and significant effect on Turnover Intention at Go Online. This means that the work environment owned by employees does not look good. A working environment condition is said to be a good working environment if humans can carry out their activities optimally in a healthy, safe and secure manner. Irregularities in the work environment can be seen as a result for a long time. Furthermore, unfavorable environmental conditions can demand more energy and time which certainly does not support the creation of an efficient and productive work system design. These results support previous research by (Qureshi, 2012); (Haholongan, 2018); (Soelton & Atnani, 2018); (Kurniawaty et al., 2019) states that the Work Environment variable has a negative and significant effect on Turnover Intention.

### Effect of Job Stress on Turnover Intention.

Based on the results of the calculation of the t test, it shows that the calculated t value is 9,986 and a significance value of 0.000 is greater than 0.05. So it can be concluded that the variable Job Stress has a positive and significant effect on Turnover Intention at Go Online. In other words, the level of employee stress has a big role in the desire to leave the company. This means that when employees feel very stressed about their work, their desire to leave the company will be even greater. These results support previous research by (Pokaton, 2014); (Belette, 2018); (Qureshi, 2012); (Haholongan, 2018) states that the variable Job Stress has a positive and significant effect on Turnover Intention.

## CONCLUSION AND SUGGESTION

### Conclusion

Based on the results of the research and discussion in the previous chapter regarding the effect of Compensation, Work Environment and Work Stress on Turnover Intention at Go Online, the conclusions in this study are as follows:

1. Compensation has a negative and significant effect on Turnover Intention. Which means that increasing the value of compensation will reduce the number of employees who will leave.
2. Work Environment has a negative and significant effect on Turnover Intention. Which means if the work environment is getting better, the number of employees who will leave will decrease.
3. Job Stress has a positive and significant effect on Turnover Intention. Which means the higher the level of work stress, the more employees who will leave.

### Suggestion

Go Online needs to pay attention to non-financial compensation programs such as employee insurance or health insurance so that employees feel comfortable working, besides creating an old-age security program so as not to create a desire to move among employees. Go Online needs to maintain and create a work environment that is conducive, comfortable, and adapted to the needs of employees in each section by improving facilities and infrastructure in the form of guarantees for vehicle repairs, routine oil changes and all of this is borne by the company. Go Online should regulate work patterns, pickets and overtime according to work needs and divide work among each employee so that there are no excess work jobs.

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