

CHAPTER I

INTRODUCTION

1.1 Background of the Problem

In the current era of globalization, competition in the business world is becoming increasingly fierce, companies should have the advantage and ability of high competitiveness, to achieve excellence and high ability, companies need good and competent human resources. Human resources are an important asset for the company, because human resources run all operations within the company. Human resources are the main source of all other resources that have the function of driving the wheels of the organization to achieve organizational goals (Sisca, et al., 2020: 1).

Turnover is a problem that often occurs in the field of human resources in a company. High turnover in an organization or company will indicate that the company must improve conditions by coaching. Employees who want to leave their jobs may be motivated by positive and more favorable desires in their new jobs, better careers, more adequate environments, and more harmonious coworkers. If employees get what they want, it will increase job loyalty and job satisfaction. Turnover intention is a form of employee desire to move to another company (Sopiah & Sangadji, 2018: 208). So, it is the company's job to prevent turnover intention from happening.

Workload in a company is one of the causes of turnover intention. Where if employees get a workload capacity that is not in accordance with what should be

will cause discomfort in doing their work. Workload can be considered something by employees to be beyond their ability if it is too much, or it can also be said that workload is things beyond the capacity of employees that must be done when conditions like it or not because it is an employee's obligation to an organization or company. Workload is the amount of work given or imposed on employees in both physical and non-physical forms and will be their responsibility (Mahwati, et al., 2021: 4).

In addition to workload, work stress also affects turnover intention. Work stress arises when employees are unable to meet the demands at work, which results in employees having pressure at work. Working under pressure and the lack of time given to complete the job will quickly lead to employee work stress. Stress is a consequence of environmental actions and situations that result in excessive psychological and physical demands on a person (Sunyoto, 2015: 216).

Job satisfaction is also a determinant of turnover intention in employees, job satisfaction is an individual thing, where each individual has a different level of job satisfaction according to what is experienced by that individual. Job satisfaction is a general behavior towards individual jobs where to distinguish between the amount of reward received by employees and the amount that should be (Robbins & Judge, 2015: 170). Someone will feel satisfied or not with their job if what they get is in accordance with what they produce, and if employees are satisfied at work, it will reduce turnover intention in the company.

This research was conducted at PT Dua Putra Utama Makmur Tbk Pati, which is a company engaged in fisheries that produces premium quality seafood.

PT Dua Putra Utama Makmur Tbk Pati is experiencing problems regarding employee turnover, this can be seen in tables 1.1 and 1.2 below.

Table 1. 1
Data on the Number of Employees in the Shrimp Peeling Section of PT Dua Putra Utama Makmur Tbk Pati January-June 2023

Month	Number of Employees
January	56
February	169
March	107
April	130
May	126
June	139

Source: PT Dua Putra Utama Makmur Tbk Pati

Based on table 1.1 shows that the number of wholesale employees of PT Dua Putra Utama Makmur Tbk Pati from January to June 2023 has fluctuated. In February to March the number of employees decreased significantly, because from 169 employees fell to 107 employees. So this shows that PT Dua Putra Utama Makmur Tbk Pati is experiencing a fairly high turnover intention.

Table 1. 2
Absence Data of Employees in the Shrimp Peeling Section of PT Dua Putra Utama Makmur Tbk Pati January-June 2023

Month	Number of Employees	Absence (Person)	Percentage
January	56	2	0,4%
February	169	7	0,42%
March	107	50	46,96%
April	130	57	44,15%
May	126	64	51,07%

Month	Number of Employees	Absence (Person)	Percentage
June	139	77	55,67%

Source: PT Dua Putra Utama Makmur Tbk Pati

Table 1.2 shows that employee absenteeism from January to June 2023 tends to increase. This can trigger turnover intention at PT Dua Putra Utama Makmur in the shrimp peeling section.

HRD PT Dua Putra Utama Makmur Tbk Pati also provided data on the target and realization of shrimp peeling in January-June 2023, the following data.

Table 1.3
Target and Realization of PT Dua Putra Utama Makmur Tbk Pati Shrimp Peeling Section January-June 2023

Month	Target (kg)	Realization (kg)	Percentage
January	92,385	56,691	61%
February	111,969	56,648	51%
March	90,732	64,935	71%
April	87,216	14,573	17%
May	101,529	37,625	37%
June	99,959	63,332	63%

Source: PT Dua Putra Utama Makmur Tbk Pati

Table 1.3 shows that the target realization of shrimp peeling was achieved only up to 71% in March and the lowest target was achieved in April, which was only 17%. Although the company never reached the target, it actually increased its target in certain months, such as February and May. This results in an increased

workload for shrimp peeling employees because they have to achieve the targets that have been set for the following months.

The workplace conditions in the shrimp peeling section at PT Dua Putra Utama Makmur are very cold, with a temperature of 15-20°C, while the standard temperature that can be accepted by most people's bodies is above 21°C (news.99.co). In addition, the company is engaged in fisheries which causes unpleasant room odors, causing employees to become stressed.

Employees of PT Dua Putra Utama Makmur Tbk Pati in the shrimp peeling section experience less job satisfaction because the wages received by employees are based on the results that have been done or still use a piece wage system, so employee income each month is not the same and the wages are below the Pati city Regional Minimum Wage.

From this phenomenon workload has a negative effect on job satisfaction (AP Manalu, et al., 2022). Meanwhile, there is research that states that workload has a significant positive effect on job satisfaction (Sabban & Sabban, 2021). Work stress has a positive and significant effect on job satisfaction (Anastasia, et al., 2022). However, there are also those who explain that work stress has a negative and significant impact on job satisfaction (Angreni & Ardana, 2020).

Workload had a positive and significant effect on turnover intention (Junaidi, et al., 2020). Meanwhile, the workload did not have a significant impact on turnover intention (Budhiarti & Riyanto, 2021). States that work stress had a positive and significant effect on employee turnover intention (Nainggolan &

Gunawan, 2021). Meanwhile, there are researchers who say that work stress negatively and significantly affects turnover intentions (Anastasia, et al., 2022). Job satisfaction negatively and significantly influences turnover intention (Dwiswara & Utama, 2022). Meanwhile, there is a positive influence on the variable job satisfaction on turnover intention (Rezeki & Diwyarthi, 2022).

Based on the phenomena and problems faced by PT Dua Putra Utama Makmur Tbk Pati, the researcher is interested in conducting research with the title **"THE EFFECT OF WORKLOAD AND WORK STRESS ON TURNOVER INTENTION WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT DUA PUTRA UTAMA MAKMUR TBK PATI."**

1.2 Scope

Based on the explanation of the background above, the focus of the researchers in preparing this proposal is as follows:

- a. Workload and Work Stress in this study are exogenous variables.
- b. Turnover Intention in this study is an endogenous variable.
- c. Job Satisfaction in this study is an intervening variable.
- d. The object of this research is PT Dua Putra Utama Makmur Tbk Pati.
- e. Respondents in this study were wholesale employees of the shrimp peeling section of PT Dua Putra Utama Makmur Tbk Pati.
- f. The research time is one month after the proposal is approved in October 2023.

1.3 Problem Formulation

Based on the background, there are problems at PT Dua Putra Utama Makmur Tbk Pati in the shrimp peeling section, namely the number of employees from January to June 2023 has fluctuated and employee attendance has decreased from January to June 2023. The target of stripping shrimp that never reaches the target every month makes employees have to work even harder to achieve the target in the next month. The condition of the workspace, which is quite cold at 15-20°C, makes employees cold and not used to the temperature. Employees do not feel satisfied at work because the wages given are not in accordance with the Regional Minimum Wage.

From these problems, a research question can be formulated as follows:

- a. How does workload affect the job satisfaction of employees PT Dua Putra Utama Makmur Tbk Pati?
- b. How does work stress affect the job satisfaction of employees PT Dua Putra Utama Makmur Tbk Pati?
- c. How does workload affect the turnover intention of employees PT Dua Putra Utama Makmur Tbk Pati?
- d. How does work stress affect the turnover intention of employees PT Dua Putra Utama Makmur Tbk Pati?
- e. How does job satisfaction affect the turnover intention of employees PT Dua Putra Utama Makmur Tbk Pati?

1.4 Research Objectives

Based on the formulation of the problem in the study, the objectives to be achieved are:

- a. To analyze the effect of workload on the job satisfaction of employees PT Dua Putra Utama Makmur Tbk Pati.
- b. To analyze the effect of work stress on the job satisfaction of employees PT Dua Putra Utama Makmur Tbk Pati.
- c. To analyze the effect of workload on the turnover intention of employees PT Dua Putra Utama Makmur Tbk Pati.
- d. To analyze the effect of work stress on the turnover intention of employees of PT Dua Putra Utama Makmur Tbk Pati.
- e. To analyze the effect of job satisfaction on the turnover intention of employees PT Dua Putra Utama Makmur Tbk Pati.

1.5 Research Benefits

This research is expected to provide both theoretical and practical benefits, as follows:

- a. **Theoretical Benefits**

This research is expected to add to the treasury of knowledge related to human resource management regarding workload, work stress, job satisfaction, and turnover intention in working in the company.

b. Practical Benefits

This research is expected to give information for PT Dua Putra Utama Makmur Tbk Pati to reduce turnover rates by paying attention to workload, work stress, and job satisfaction.

