

The Influence of Job Stress, Workaholism and Work Engagement on Job Satisfaction and Turnover Intention in the Garment Industry

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Abstract

The phenomenon of turnover intention in the garment industry is already rife. The high turnover intention will occur if the company does not realize a large number of jobs available while the resources are minimal. Then it can lead to job stress and workaholic behavior. This study aims to find out and reveal whether the factors of job stress, workaholism, work engagement, and job satisfaction have a significant effect on turnover intention among management employees in companies engaged in the garment industry in Indonesia. The population of this study was employees at companies engaged in the global brand garment industry (BONPRIX, C&A, H&M, etc.) in Jakarta, Bogor, Depok, Tangerang, and Bekasi. While the sample is part of the population who has worked in management for at least 1 year. This research is a quantitative research that collects data using the Non-Probability sampling method from July to August 2022 with a sample size of 165 people and uses the Structural Equation Model - Partial Least Square (SEM-PLS) data processing method. The result is that work engagement has an impact on increasing job satisfaction, workaholism can increase turnover intention, and job satisfaction can reduce turnover intention. Furthermore, work engagement can reduce the level of turnover intention and job stress can increase the turnover intention of management employees in companies engaged in the garment industry in Indonesia.

Keywords | Job stress, workaholism, turnover intention, garment.

INTRODUCTION

The phenomenon of turnover intention in the garment industry has indeed been rife from year to year. High turnover intention will increasingly occur if the company is not aware of the amount of work that exists at the company while the resources are minimal or do not support the large amount of workload that exists. Then it causes job stress and workaholism in its employees, this is similar to what is happening and what is happening more and more in the garment industry in this increasingly advanced era. Based on data from the global organization The Society for Human Resource Management (SHRM) reports, changing company employees costs a lot. This fee is a direct replacement cost that can be as high as 50 percent to 60 percent of an employee's annual salary. Then, if you add up, Nurhayat, (2020) said that the high employee turnover rate in companies that occur can definitely be a burden. Vacancies that are not filled will eventually have to be filled with new employee turnover. This can cause a disastrous impact on the company as a whole. Therefore, companies must seek various strategies to find solutions to these problems. said that, the phenomenon of turnover intention that occurs should be considered a frightening phenomenon because basically the trend of turnover intention occurs in top tier performers who are employees with high performance and top talent, while the average level can only last 1 to 3 years in companies where the employee is working.

Especially in this increasingly developing and advanced era coupled with the presence of covid-19. Employees who are left from the high turnover that usually occurs in companies



due to job stress experienced from daily work activities, experience job stress. This job stress causes high workaholism behavior because the position has not been replaced by a new employee and the company is reluctant to replace the employee who left (Caesens et al., 2014). In the end, as stated by Acikgoz et al. (2016) that existing employees and resources are utilized to the fullest extent possible by delegating work that should be done by new employees to existing employees. So that the excess roles and work that occur make the psychological and physical conditions of employees become acutely tired and then a sense of intention to move is even greater.

Job stress that occurs as a result of excessive workload and excess of roles requires employees to have workaholic behavior towards work in order to complete these jobs on time which this behavior can and is commonly called overtime. Overtime in fact, is considered by companies as a sign of employees dedication and their commitment to work (Mazzetti et al., 2016). On the other hand, employees are aware that this is not dedication but a demand for hard work to face the world of work which contains complexity and ever-increasing work every day, then the fact that workaholism occurs collides with time and place related to work (Dettmers & Biemelt, 2018). In the end, workaholism behavior occurs on an ongoing basis and workaholism becomes a company demand, as conveyed by Harpaz & Snir, (2014), so that workaholism causes a decrease in job satisfaction and work engagement (Van Beek et al., 2013). Even though the existence of work engagement is very useful for employees in a company, this is because it can direct employees to move their energy and thoughts more, so that a sense of enthusiasm arises that can change employee behavior towards better things in achieving company goals (Sapitri & Nurhasanah, 2022). Other related factors disclosed by Raab (2020) that the amount of time spent working interferes with the social life of employees when employees have workaholism behavior which affects low job satisfaction and work engagement. Low levels of job satisfaction and work engagement have a significant effect on turnover intention (James, 2020).

In previous research which was used as a reference in this study, research discussed the effect of workaholism and work engagement on job satisfaction on turnover intention which was studied in Romania, where the research referred to emerging markets (Nemteanu & Dabija, 2020). Meanwhile, previous studies that were used as reference research for the addition of job stress variables that affect turnover intention were studied in Korean manufacturing companies (Chaoyu, 2019). This study discusses the addition of job stress variables to other factors in the form of workaholism, work engagement and job satisfaction to the variable turnover intention studied in companies engaged in the garment industry in Jakarta, Bogor, Depok, Tangerang and Bekasi.

This study aims to find out and reveal whether the factors of job stress, workaholism, job satisfaction and work engagement can have a significant effect and play a very important role on turnover intention in companies engaged in the garment industry in Indonesia. So that it can provide an empirical basis for companies to be able to consider the factors of job stress, workaholism, job satisfaction and work engagement in employee maintenance in order to minimize turnover intention which will cause harm to the company itself.

LITERATURE REVIEW

Job Stress

Hon et al. (2013) argue that job stress related to obstacles such as role conflict and role ambiguity is seen as an inhibiting factor for building personality growth in a company. Then Hon et al. (2013) also assume that simultaneously job stress is a challenge for employees where excessive workload and stress due to pressure can be considered as an opportunity for an individual to develop towards his work. Work stress is defined as a condition in which the work environment can cause employees to experience psychological and physical health, or result in risk factors for poor health as a result of unfavorable reactions to things that cause depression that is commonly experienced by employees at work (Wilmar B. Schaufeli, Christina Maslach, 2018). From the elaboration of the literature, it can be concluded that job stress is basically a bad thing but on the other hand, it is also good, not good because it will affect individual personality traits in the work environment such as being moody and irritable, this is in line with employee dissatisfaction with the status of clarity of position in the company and the good is that unconsciously employees will develop more and their work abilities will increase. After all, they learn a lot of things related to their field, and the speed of work will increase because they are used to being under pressure.

Workaholism

The perspective of workaholism has been widely used in research and was developed to understand the causes and effects of this type of heavy work investment on employees on company performance results (Harpaz & Snir, 2014). Workaholism shows two dimensions, which are compulsive work and overwork (Van Beek et al., 2013). These two dimensions describe the type and energy involved in heavy work involved and the compulsive behaviors that motivate the investment of these resources, causing fatigue, causing reduced happiness, harmful to family social relationships, and affect social interaction in the environment (Harpaz & Snir, 2014). Furthermore, workaholism has harmful and even detrimental effects on an individual's mental and physical health. It has a major impact on fatigue, a major impact on inner happiness, and a detrimental effect on family and social relationships (Or Shkoler, 2017). Based on the literature above, it can be concluded that workaholism is excessive work activity that is negative in nature which can affect physical, and psychological-mental conditions and even the socialization environment due to unpleasant behavior.

Work Engagement

Work engagement is defined as a form of employee positive thinking that is characterized by enthusiasm, dedication, and compliance with applicable regulations (Van Beek et al., 2013). Employees with high levels of work engagement feel energized, and passionate at work, and tend to be positively active in their jobs so that they are engrossed in their work activities (Van Beek et al., 2013). Work engagement is associated with positive personality traits, such as self-esteem and optimism, and other positive personality traits such as openness, awareness, and extroversion (Schaufeli, 2016). Then from the literature, it can



be concluded that work engagement is an expression of a person's desire to work based on positive thoughts, namely enthusiasm, dedication, absorption, self-esteem, optimism, openness, and self-awareness in a job that causes self-attachment to work and tends to stay in an organization.

Job Satisfaction

Warr & Inceoglu (2012) state that in human resource management, two dimensions are relevant, namely job satisfaction and the intention to move to another company. Then employees with a high level of job satisfaction will perceive their workplace as a place that provides or will provide all aspects that are following what the employee thinks and influences welfare in their lives (Warr & Inceoglu, 2012). Job satisfaction is the result of a conclusion based on a comparison of what is experienced by employees at work compared to what is expected, desired, and thought of as appropriate or entitled to the employee (Pratama, 2020). From the description of the literature, the conclusion that can be drawn is that job satisfaction is an employee attitude that is based on the form of emotion experienced by employees towards their work which influences their well-being and then makes them loyal to the company and tends to stay in the company.

Turnover Intention

Bothma & Roodt (2013) interpret turnover intention as a deliberate and conscious desire by an employee to look for another job outside the organization where the employee currently works, this intentional desire can be said to be a voluntary withdrawal behavior from the current position, related to the lack of individual identification with the work performed. Li et al. (2019) said that turnover intention shows the intention of an employee to leave the job or organization where the employee works voluntarily without coercion. Meanwhile, the turnover intention is caused by various dimensions of cause, namely causes that are not only due to personal considerations of employees, such as fatigue, but also organizational situations and conditions that cause conflict between colleagues or team members or due to nepotism (Sroka, W., Vveinhardt, 2020). From the description of the literature, it can be concluded that turnover intention is an intention that comes from within the employee to get another job due to the employee's considerations and external factors that exist in the company environment.

RELATIONSHIP BETWEEN VARIABLES

Job Stress and Turnover Intention

Job stress has more bad consequences than good ones, most job stress will lead to the departure of employees from the place where the employee works which causes high turnover intention in an organization. Job demands are a negative effect that makes job stress affect turnover intention in an organization (Topcic et al., 2015). Lambert & Frank (2021) said that separate job stress between what employees feel and individual perceptions will affect the causes of employee turnover intention in different ways. The positive relationship between job stress and turnover intention is strengthened by research Chaoyu, (2019) which

proves that job stress positively influences employee turnover intention based on unfavorable job stress factors found in the workplace and employees' feelings about being unable to make changes in their work.

Based on the literature above, the following hypotheses can be proposed:

H1: Job stress has a positive effect on turnover intention.

Job Stress, Job Satisfaction, and Turnover Intention

Job stress has more bad consequences than good ones, most job stress will lead to the departure of employees from the place where the employee works which causes high turnover intention in an organization, the big thing that makes it last is the job satisfaction that these employees have. Job demands are a negative effect that makes job stress affect turnover intention in an organization (Topcic et al., 2015). Then Lambert & Frank (2021) said that separate job stress between what employees feel and individual perceptions will affect the causes of employee turnover intention in different ways. Topcic et al. (2015) also argue that employees who experience depression related to their work will affect the relationship between job stress itself and job satisfaction because high job stress and low job satisfaction will end in turnover intention. In other words, the higher the level of job stress felt by employees, the lower the job satisfaction and the higher the turnover intention (Adhikara et al., 2020). This is similar to what was found by Lacosta, (2019), that job stress has a significant relationship with job satisfaction to affect turnover intention.

Based on the literature above, the following hypotheses can be proposed:

H2: Job satisfaction mediates the relationship between job stress and turnover intention.

Work Engagement and Job Satisfaction

Work engagement which is in the form of a positive form that is consciously possessed by employees towards their work will be directly proportional to employee job satisfaction towards the work that employees are doing. This is in line with what was stated by Warr & Inceoglu (2012), work engagement is the identification of employees with the organization then their work activities are considered as job satisfaction that comes from the enthusiasm of employees for the work, tasks, and responsibilities delegated to them. Then Van Beek et al. (2013) also stated that the work engagement that employees have with the company ultimately has a positive effect on job satisfaction. Furthermore, employees who show higher work engagement show higher levels of job satisfaction and do not tend to leave the organization (Choi, 2013). This is reinforced by the results of research from Nemteanu & Dabija (2020) that strong work engagement on job satisfaction felt by employees has a positive effect on dedication and dedication to their work and average employees will feel satisfied with their workplace.

So based on the literature, the hypothesis that can be put forward is as follows:

H3: Work engagement in the organization has a positive effect on job satisfaction.



Work Engagement and Turnover Intention

Work engagement which serves as an indicator that raises employee motivation towards the company to have good achievements and performance of course will have a direct impact on turnover intention if employees start to get tired of their work, bored, monotonous, and depressed about the pressure that exists. The work engagement that exists in employees must be maintained so that employees do not have the intention to change jobs and then minimize turnover intention in the company. Harpaz & Snir (2014) said that work engagement is considered a good factor for the implementation of heavy work investment for employees provided by the company which has a good effect on turnover intention. Work engagement is directly related to various good results for the organization and employees. For example, employees who are engaged in a particular job are shown to be more satisfied with their jobs, show personal initiative to perform better, and have less intention to leave the organization than employees who are not involved in that job. (Van Beek et al., 2013). This is confirmed by research Choi (2013) who found that work engagement has a negative effect on reducing employee turnover intention.

Based on this description, the hypothesis that will be obtained is as follows:

H4: Work engagement has a negative effect on turnover intention.

Workaholism and Turnover Intention

Workaholism will cause various problems whether it's problems within the organization or outside the organization the employee works for, then the problems that will arise can encourage employees to change jobs from the organization and increase turnover intention accumulatively. According to Van Beek et al, (2013), Workaholism is one of the factors causing turnover intention because basically, workaholism behavior is like changing jobs. In addition, workaholism is considered the main cause of fatigue due to working too hard (Schaufeli, 2016). Workaholism can cause conflict in the work itself and family conflict which has an impact on turnover intention (Or Shkoler, 2017). This is reinforced by the results found by Nemteanu & Dabija (2020) which states that workaholism has a positive influence on turnover intention.

Based on the description of the literature above, the hypotheses that can be proposed are:

H5: Workaholism has a positive effect on turnover intention.

Job Satisfaction and Turnover Intention

Job satisfaction has a clear influence on employee performance results and simultaneously has an influence on several causes that are described as negative which will then lead to turnover intention. This negative attitude towards work is closely described as dissatisfaction (Putri & Anindita, 2019). Falco et al, (2013) state that the causes described negatively lead to low performance and intention to change jobs thereby increasing turnover intention accumulatively. Then according to James (2020), Job satisfaction is an attitude that significantly contributes to reducing turnover intention. James (2020) also said that job satisfaction plays an important role in reducing turnover intention. This is reinforced by the

results of previous research by Nemteanu & Dabija (2020) who reported that, when employee job satisfaction is high, the employee is filled with a sense of dedication and energy to their work, which then makes employees tend to be more satisfied at their workplace, causing a decrease in turnover intention or it can be interpreted as low turnover intention.

Based on the description of the literature above, the hypotheses that can be proposed are:

H6: Job satisfaction has a negative effect on turnover intention.

METHOD

The data collection method in this study is a survey method in the form of a questionnaire which will be distributed online via the Google form and sent to the respondents so that the data obtained is primary data. Measurements were made using a Likert scale with a scale of 1-4, where a score of one means strongly disagree (STS), a score of two means disagree (TS), a score of three means agree (S) and a score of four means strongly agree (SS). Measurement of the variable job stress adapted from Wu et al, (2018) which consists of 8 questions, while the workaholism variable adopts from Cantaragiu & Ghinea (2020) which totaled 7 questions, then the work engagement variable adopted from Kadir et al, (2022) which amounted to 3 questions, then the Job satisfaction variable adopted from Gazi et al, (2022) which consists of 11 questions and the last variable is the adoption of turnover intention Gazi et al, (2022) which consists of 5 questions. From the questions above, the total measurement consists of 33 questions.

The population of this study is employees in companies engaged in the global brand garment industry (BONPRIX, C&A, H&M, etc.) in Jakarta, Bogor, Depok, Tangerang, and Bekasi. While the sample is part of the population with the criteria of having worked for at least 1 year of service and being an employee in the management department. Adopted from the SEM analysis provisions proposed by Hair et al, (2019) then, the number of respondents required is 5 times the number of questions in the questionnaire, namely (33x5) 165 people.

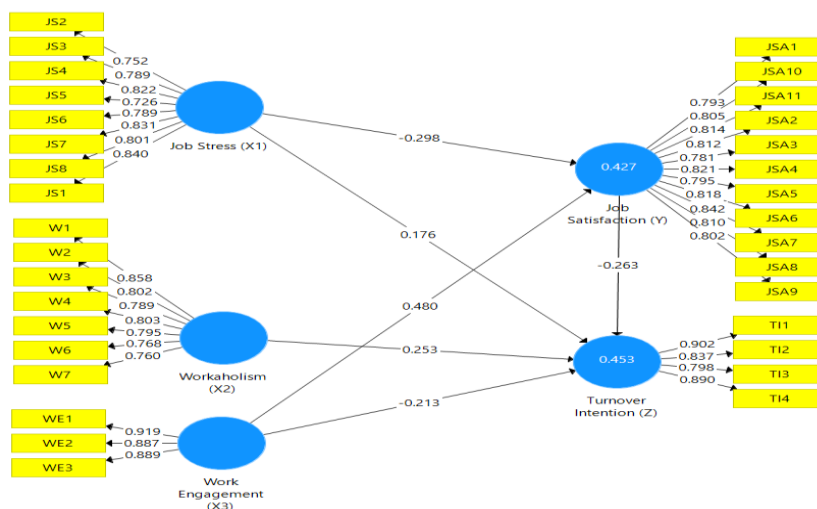
This research is quantitative research that collects data using the Non-Probability sampling method from July to August 2022 and uses the Structural Equation Model - Partial Least Square (SEM-PLS) data processing method.

RESULTS AND DISCUSSION

In this study, testing the hypothesis is by looking at the level of significance between latent variables using t-statistics which are the results of calculations from SmartPLS. To find out the value of the significance level, a bootstrapping process is carried out on the SmartPLS software which is presented in Figure 1.



Figure 1. Results of PLS-SEM analysis whose data has been processed in 2022



Testing the hypothesis in this study uses a significance level of 5% and a confidence level of 95% so that the T-Statistics must be > 1.96 (Sarstedt et al., 2021). In other words, the research hypothesis can be accepted if the calculated t value (T-Statistic) is greater than the t table value at the error rate (α) of 5%, namely 1.96. In detail, if the P Values < 0.05 then H_a is accepted, H_0 is rejected, which means that exogenous variables have a significant effect. If the P Values > 0.05 then H_a is rejected, H_0 is accepted, meaning that the exogenous variables have no significant effect. Furthermore, if t count $>$ Zscore 1.96, then H_a is accepted, H_0 is rejected, meaning that the exogenous variable has a significant effect, and if t count $<$ Zscore 1.96, then H_a is rejected, H_0 is accepted, meaning that exogenous variables have no significant effect. Then if the path coefficients that can be seen in the Original Sample show positive values (without a - sign) then the relationship between the constructs has a positive relationship direction but vice versa if the path coefficients that can be seen in the Original Sample show negative values (with a - sign) then the relationship between the constructs has a negative relationship direction. The following are the results of the T-Statistics and path coefficients obtained from the bootstrapping process on SmartPLS shown in Table 1 below

Table 1 Direct Hypothesis Test

| hypothesis | Track | | Original Sample (O) | T Statistics (O/STERR)(t) | Significance (>1.96) (Sarstedt et al., 2021) | P Values | Significance (<0.05) (Sarstedt et al., 2021) |
|------------|-------|-----|---------------------|----------------------------|--|----------|--|
| | From | To | | | | | |
| H1 | JS | IT | 0.176 | 1986 | Significant | 0.047 | Significant |
| H3 | WE | JSA | 0.480 | 5,386 | Significant | 0.000 | Significant |
| H4 | WE | IT | -0.213 | 2,213 | Significant | 0.027 | Significant |
| H5 | W | IT | 0.253 | 2,771 | Significant | 0.006 | Significant |
| H6 | JSA | IT | -0.263 | 2,659 | Significant | 0.008 | Significant |

T-Statistics and P-Values (Path Coefficients), Data has been processed in 2022

Table 2 Indirect Hypothesis Test

| hypothesis | Track | | | Original Sample (O) | T Statistics (O/STERR) (t) | Significance (>1.96) (Sarstedt et al., 2021) | P Values | Significance (<0.05) (Sarstedt et al., 2021) |
|------------|-------|---------|----|---------------------|------------------------------|--|----------|--|
| | From | Through | To | | | | | |
| H2 | JS | JSA | IT | 0.078 | 1992 | Significant | 0.046 | Significant |

T-Statistic and P-Values (Specific Indirect Effects) values, data has been processed in 2022

From Table 1 above, it can be seen that the direct relationship between the five constructs is significant because the t-statistic is > 1.96 and the P value is < 0.05. The results of hypothesis testing show that all hypotheses are proven/significantly accepted. Then, from Table 2, the indirect relationship between exogenous variables and endogenous variables is explained through mediating variables. Based on the results described in table 2 above, it is found that the 2 indirect relationships mediated by job satisfaction on job stress on turnover intention are significant because the t-statistic value is > 1.96 and the P Values are < 0.05.

CONCLUSION

This study examines the effect of job stress, workaholism, and work engagement on job satisfaction and turnover intention among employees in management who work in the garment industry in Indonesia. The objects of this research are located in big cities in Indonesia, such as Jakarta, Bogor, Depok, Tangerang, and Bekasi. This study explains how factors consisting of job stress, workaholism, and work engagement affect job satisfaction on the level of the turnover intention of employees who work in companies engaged in the garment industry.

The results of testing the entire hypothesis show that work engagement in the organization and the tasks being carried out have an impact on increasing job satisfaction. Then workaholism can lead to increased turnover intention. Then job satisfaction can reduce turnover intention. Furthermore, work engagement can reduce the level of turnover intention and job stress can increase turnover intention.

Based on the findings, this study found that job stress has a high potential to influence turnover intention directly or indirectly, especially when it is associated with workaholism and job satisfaction. This linkage shows the level of the company's ability to manage the consequences of job stress which will end in turnover intention. This study presents other factors which can reduce the level of turnover intention caused by job stress as a result of workaholism, namely work engagement and job satisfaction. Therefore, companies should have an obligation to achieve the goal of reducing turnover intention, appropriate policies must be developed with a focus on job satisfaction, work engagement, and especially on job stress and the causes of workaholism behavior. Steps must be taken by companies to reduce working hours, too many tasks, tasks that are too complex, and workloads that are too heavy which are not appropriate for the portion and position of the employee, as well as the ambiguity of the role of employees as a cause of job stress. All these preventive activities



will have an impact on the quality of good employee-company relations. Managing the relationship between employees and the company is also a necessary strategy to achieve the goal of reducing turnover intention which can be detrimental to the company. All these preventive activities will have an impact on the quality of good employee-company relations. Managing the relationship between employees and the company is also a necessary strategy to achieve the goal of reducing turnover intention which can be detrimental to the company. All these preventive activities will have an impact on the quality of good employee-company relations. Managing the relationship between employees and the company is also a necessary strategy to achieve the goal of reducing turnover intention which can be detrimental to the company.

Referring to the findings and research objectives stated previously, as well as to avoid misinterpretation of the research results. So, it is necessary to provide research limitations on the following matters. First, the research conducted only adapted from previous research models by Nemteanu & Dabija (2020) And Chaoyu (2019) which in total have 6 variables, but this study only used 5 variables, namely job stress, job satisfaction, work engagement, workaholism, and turnover intention, while perceived organizational justice was not included in this study. Second, the research object only examines big cities around the capital city of Indonesia, namely Jakarta. different. Third, the research object obtained is more contract employees than permanent employees, if the research object obtained is the opposite, that is, there are more permanent employees than contract employees, the research results obtained may be different.

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