

The Effect of Work Stress, Job Satisfaction, and Organizational Climate on Turnover Intention (Survey on Employees of PT Allied Industrial Indonesia)

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Abstract

The purpose of this study was to determine the description of Job Stress, Job Satisfaction, Organizational Climate and Turnover Intention at PT. Allied Industrial Indonesia, to find out how the Effect of Job Stress, Job Satisfaction, and Organizational Climate on Turnover Intention of PT. Allied Industrial Indonesia simultaneously, to determine the Effect of Job Stress on Turnover Intention of PT. Allied Industrial Indonesia, to determine the Effect of Job Satisfaction on Turnover Intention of PT. Allied Industrial Indonesia, to determine the Influence of Organizational Climate on Turnover Intention of PT. Allied Industrial Indonesia. The results of the discussion show that the statistical hypothesis testing results indicate that overall, there is a significant influence between Job Stress, Job Satisfaction, and Organizational Climate on Turnover Intention. Individual test results also show that the variables of Job Stress and Organizational Climate have a significant effect on Turnover Intention, while the Job Satisfaction variable has no significant effect.

The conclusion of this study is that there is a positive and significant effect of Job Stress on Turnover Intention at PT. Allied Industrial Indonesia, meaning that the higher the Work Stress, the higher the Turnover Intention. There is a negative and insignificant effect of Job Satisfaction on Turnover Intention, meaning that the higher the Job Satisfaction, the lower the Turnover Intention. There is a negative and significant influence of Organizational Climate on Turnover Intention, meaning that the better the Organizational Climate, the lower the Turnover Intention.

Keywords: *Job Stress, Job Satisfaction, Organizational Climate, Turnover Intention*

Abstrak

Tujuan Penelitian ini adalah untuk mengetahui gambaran Stres Kerja, Kepuasan Kerja, Iklim Organisasi dan *Turnover Intention* pada PT. Allied Industrial Indonesia, untuk mengetahui bagaimana Pengaruh Stres Kerja, Kepuasan Kerja, dan Iklim Organisasi Terhadap *Turnover Intention* PT. Allied Industrial Indonesia secara simultan, untuk mengetahui Pengaruh Stres Kerja Terhadap *Turnover Intention* PT. Allied Industrial Indonesia, untuk mengetahui Pengaruh Kepuasan Kerja Terhadap *Turnover Intention* PT. Allied Industrial Indonesia, untuk mengetahui Pengaruh Iklim Organisasi Terhadap *Turnover Intention* PT. Allied Industrial Indonesia.

Hasil pembahasan diketahui bahwa hasil pengujian hipotesis statistik ini menunjukkan bahwa secara keseluruhan terdapat pengaruh signifikan antara Stres Kerja, Kepuasan Kerja, dan Iklim Organisasi terhadap *Turnover Intention*. Hasil pengujian secara individu dapat diketahui pula bahwa variabel Stres Kerja dan Iklim Organisasi berpengaruh signifikan terhadap *Turnover Intention*, sedangkan variabel Kepuasan Kerja tidak berpengaruh signifikan.

Kesimpulan dari penelitian ini adalah terdapat pengaruh yang positif dan signifikan dari Stres Kerja terhadap *Turnover Intention* pada PT. Allied Industrial Indonesia, artinya semakin tinggi Stres Kerja maka semakin tinggi *Turnover Intention*. Terdapat pengaruh yang negatif dan tidak signifikan dari Kepuasan kerja terhadap *Turnover Intention*, artinya semakin tinggi Kepuasan Kerja maka semakin rendah *Turnover Intention*. Terdapat pengaruh yang negatif dan signifikan dari Iklim Organisasi terhadap *Turnover Intention*, artinya semakin baik Iklim Organisasi maka semakin rendah *Turnover Intention*.

Kata Kunci: Stres Kerja, Kepuasan Kerja, Iklim Organisasi, *Turnover Intention*

I. INTRODUCTION

A new challenge that must be faced by companies is that it is increasingly difficult to find Human Resources (HR) or labor according to the expected criteria. HR is important to support the running of a company, organization, or institution. HR is the main key in the success of a company. No matter how big a company will be, it will not last long with bad human resources and cannot process other existing resources.

Various studies have been carried out, changes in organizational environmental conditions, both internal and external, can directly or indirectly affect organizational climate and employee stress levels which can reduce job satisfaction levels. which in turn can lead to an intention to move for employees (turnover intention) and can lead to actual turnover, Ludy Sapulette (2017). If employees are comfortable in their work environment, they will feel satisfied with the company and employees want to stay there company for a longer period of time and reduced turnover intention.

In Indonesia, the number of people who go to work is quite a lot so that it is difficult to find other jobs. The Central Statistics Agency (BPS) noted that the Open Unemployment Rate (TPT) as of February 2019 was 5.01% of the Indonesian labor force participation rate. However, the open unemployment rate in large cities is 6.3% higher than in villages, namely 3.45%. But unfortunately Indonesia still cannot be independent from its name unemployment. It is true, if you look at the data from the Agency Statistics Center (BPS), The Open Unemployment Rate (TPT) in Indonesia is only 5.01% (as of February 2019). TPT itself is a comparison between the number of unemployed and the total number of labor force. There may be some people who think that Indonesia's high unemployment rate is due to the large population. The low absorption of Indonesian labor is closely related to several economic sectors that are increasingly worrying, (Safir Makki, 2019).

The occurrence of turnover at a certain level is a natural thing. Sometimes it even needs to happen to meet the demands of organizational dynamics which always need refreshment, the demand for quitting needs to always be watched out for. Especially when it occurs at an extraordinary level. Such vigilance is important to ensure that "turnover" does not occur because of the dissatisfaction of many people with work. This means that if the request occurs due to dissatisfaction, the factors causing it need to be immediately identified and as far as possible addressed.

This research was conducted at PT. Allied Industrial Indonesia is a chemical textile manufacturing company, has 92 employees covering tower management, accounting, drug / production lab, marketing, purchasing and sales warehouse. Workplace stress is a growing concern in the current economic situation, where employees encounter conditions of overwork, job discomfort, the lowest level of job satisfaction, lack of autonomy (Arif Yusuf, 2016: 241). Problems like this that sometimes cause work stress known as role ambiguity or roles that are not optimal and sometimes cause conflicts to interfere with health, both physically and emotionally, so that they can reduce productivity and have a direct effect on turnover intention (Karsh et al., 2014) in (I Gede and Wayan, 2017).

In addition to low work stress, companies are also required to ensure that all employees in the organization have job satisfaction, according to Agung et al. (2013) in I Gede and I Wayan (2017). Richardson (2007) in Ayu and I Kade (2016), states that dissatisfaction occurs when an employee has the thought of leaving his job because by leaving his job, the employee hopes to get another job that is able to provide better job satisfaction.

In addition to job stress and job satisfaction factors, organizational climate is an important factor that makes employees' intention to move. The results of Miner's (1988) research in Hendyat Soetopo (2012: 143) show that managers who work in an open organizational climate show a better job than managers who work in a closed organizational climate.

This study examines one of the manufacturing companies, namely PT. Allied Industrial Indonesia is located in the city of Bandung, which in achieving its vision and mission requires low employee turnover, as well as excellent employee performance in providing services to consumers and customers. Where those who are directly related to consumers, employees should provide the best service to consumers and customers. The feeling of satisfaction that is felt by consumers or customers reflects that employees have shown good performance in providing service.

The following is data on the turnover or turnover of employees of PT. Allied Industrial Indonesia from 2013 to 2017:

Table 1. Employee Turnover Data of PT. Allied Industrial Indonesia

YEAR	TOTAL EMPLOYEES BEGINNING OF JANUARY	EMPLOYEES SIGN IN	EMPLOYEES EXIT	TOTAL EMPLOYEES END OF DECEMBER	(%) EMPLOYEES EXIT
2013	82	6	5	83	6%
2014	83	8	4	87	4.7%
2015	87	7	5	89	5.6%
2016	89	4	10	83	11.6%
2017	83	7	5	85	5.9%

Source: PT. Allied Industrial Indonesia, 2017

Based on the data in Table 1, it can be concluded that the turnover at PT. Allied Industrial Indonesia is quite high because the percentage shows numbers 6.76% per year. During the last 5 years the highest turnover occurred in 2016, amounting to 11.6%. There was a high turnover in 2016 due to few orders for goods and the desire to leave employees such as looking for other jobs outside the company. According to Ridlo (2012: 5) in I Gede and I Wayan (2017) turnover should not be more than 10% per year because it can cause losses to the company. The occurrence of a high level of turnover intention in 2016 was also due to the employee's own intention to find another job outside the organization, from observations and interviews conducted with factors that influence turnover intention at PT.

With the above background, the authors are interested in further research with the title "The Effect of Job Stress, Job Satisfaction and Organizational Climate on Turnover Intention (Survey on Employees of PT. ALLIED INDUSTRIAL INDONESIA)"

The purpose of this study The author wants to know:

1. How to describe Job Stress, Job Satisfaction, Organizational Climate and Turnover Intention at PT. Allied Industrial Indonesia.
2. How is the Effect of Job Stress, Job Satisfaction, and Organizational Climate on Turnover Intention of PT. Allied Industrial Indonesia simultaneously.

3. How is the Effect of Job Stress on Turnover Intention of PT. Allied Industrial Indonesia.
4. How the Effect of Job Satisfaction on Turnover Intention of PT. Allied Industrial Indonesia.

II. LITERATURE REVIEW

Job Stress

According to Priansa (2017: 312) Job stress is an imbalance between physical and psychological abilities in carrying out the work given by business organizations so that it affects various aspects relating to the emotional, thinking, acting and other aspects of individual employees. This imbalance will have various impacts for each individual.

According to Mangkunegara (2016: 157) Job Stress is a feeling of pressure experienced by employees in facing work. This work stress can be seen from Symptoms, including unstable emotions, feeling uneasy, being alone, having trouble sleeping, excessive smoking, being unable to relax, anxious, tense, nervous, increased blood pressure and experiencing digestive disorders.

According to Hasibuan (2016: 204) the factors that cause stress for employees include the following:

1. Excessive and difficult workload. Pressure and attitude of leadership that is less fair and reasonable.
2. Inadequate work time and equipment.
3. Conflict between individuals and leaders or work groups.
4. Payback that is too low.

According to Mangkunegara (2016: 157) that the causes of work stress include:

1. The workload is too heavy
2. Time's pressing
3. Low quality of work supervision
4. Unhealthy work climate
5. Inadequate work authority related to responsibilities, work conflicts
6. The difference in value between employees and leaders who are reputable in work.

Job Satisfaction

According to Hasibuan (2016: 202) Job satisfaction (job satisfaction) a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work and a combination of inside and outside work.

According to Sinambela (2016: 303) Job satisfaction is the feeling of a person about his work that is generated by his own (internal) business and which is supported by things that are outside himself (external) regarding the condition of work, the results of work and work. alone.

According to Sinambela (2016: 328) there are four dimensions of satisfaction, namely: 1) Incentive; 2) Appreciation; 3) Recognition and 4) Assessment.

According to Hasibuan (2016: 202) Indicators of satisfaction are measured by: 1) Discipline; 2) Moral of work and 3) Turnover

According to Sinambela (2016: 328) Indicators of satisfaction are: 1) Feeling happy; 2) Feelings of pride; 3) Feelings guaranteed; 4) Feelings of enjoying

Organizational Climate

According to Mulyadi (2015: 101) organizational climate is often referred to as the human environment, where workers in an organization (organization) carry out their activities. This can indicate to a part of the organization, branches or even the whole organization itself. The climate, cannot be physically observed, cannot be touched, but we can feel its existence.

According to Wirawan (2016: 122) defines climate broadly, he explains that organizational climate is the perception of organizational members (individually and in groups) and those who are constantly in touch with the organization (for example suppliers, consumers, consultants and contractors) regarding what exists or occurs in the internal environment of the organization on a regular basis, which affects the attitudes and behavior of the organization and the performance of organizational members which then determines the performance of the organization.

According to Timpe (1999: 6) in Priyono (2010: 123) organizational climate is determined based on six dimensions, namely: Responsible; Uniformity; Group spirit; Appreciation; Standard and Organizational clarity

According to Wirawan (2016: 129) that the dimensions of organizational climate are as follows:

1. The state of the physical environment in the workplace
2. The state of the social environment
3. Implementation of management system
4. Product
5. Consumers, clients and customers served
6. Physical and mental condition of members of the organization
7. Organizational culture

According to Wirawan (2016: 129) explains that the indicators of organizational climate are as follows: 1) Workplace and work equipment; 2) Superior relationship with subordinates; 3) Relationships between co-workers; 4) Cooperation in carrying out tasks and 5) Trust each other

Turnover Intention

According to Elmi Farida (2018: 195) Turnover Intention is defined as the desire or intention of workers to leave the company.

Turnover refers to the final reality faced by the company in the form of the number of employees who leave the company in a certain period, while the desire of employees to move refers to the results of individual evaluations regarding continued relationships with the company that have not been realized in definite actions to leave the company.

According to Kartono (2017: 45) Turnover Intention is awareness and a deliberate desire to leave the organization. It can be described as a psychological response to organizational-specific conditions that move along the continuum from simply imagining leaving the organization to physically leaving the organization completely.

According to Harnoto (2002: 2) in Sopiah and Sangadji (2018: 209) turnover intentions are marked by various things related to employee behavior, including:

1. Attendance increased
2. Getting lazy at work
3. Increased courage to violate work rules
4. Courage to oppose or protest to superiors or seriousness to complete all employee responsibilities that are very different from usual

According to Lum et.al (1998) in Kartono (2017: 44) states that the turnover indicators are: 1) Thinking of leaving the company; 2) Looking for other job information ; 3) In the near future it will leave the company.

Hypothesis

In connection with the description above, the hypothesis can be put forward in the study as follows:

1. Employee Work Stress Conditions at PT. Allied Industrial Indonesia is not low, the description of job satisfaction is not high, the respective organizational climate is not good and Turnover Intention of employees of PT. Allied Industrial Indonesia is not low.
2. There is a significant effect of Job Stress, Job Satisfaction and Organizational Climate on Turnover Intention at PT. Allied Industrial Indonesia simultaneously.
3. There is a positive and significant effect of Job Stress on Turnover Intention at PT. Allied Industrial Indonesia, meaning that the higher the Work Stress, the higher the Turnover Intention.
4. There is a negative and significant effect of Job Satisfaction on Turnover Intention, meaning that the higher the Job Satisfaction, the lower the Turnover Intention.
5. There is a negative and significant influence of Organizational Climate on Turnover Intention, meaning that the better the Organizational Climate, the lower the Turnover Intention.

III. RESEARCH METHOD

The object of research is something that is studied or researched. The objects in this research are Job Stress, Job Satisfaction, Organizational Climate and Turnover Intention. The subjects examined from this study were employees of PT. Allied Industrial Indonesia.

The research method is basically a scientific way of obtaining data for specific purposes. Based on this, there are four key words that need to be considered, namely scientific method, data, purpose and use. The scientific way means that research activity. Based on scientific characteristics, namely rational (reasonable), empirical (observable by the human senses) and systematic (the process used in the study uses certain steps that are logical) (Sugiyono, 2016: 2).

The method used in this research is the method of description theory and the method of associative research. According to Sugiyono (2016: 58) The theory description in a study is a systematic description of the theory (and not just an expert or book writer) and research results that are relevant to the variables studied. The description of the theory at least contains an explanation of the variables studied, through definitions, and a complete and in-depth description of various references, so that the scope, position and predictions of the relationship between the variables to be studied become clearer and more direct. While according to Sugiyono (2016: 36) associative research is a research problem formulation that asks about the relationship between two or more variables. There are three forms of relationship, namely: symmetrical, causal and interactive / reciprocal / reciprocal relationships.

Multiple Regression Analysis

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y	= Turnover Intention	X3	= Organizational Climate
X1	= Job Stress	$\beta_1, \beta_2, \beta_3$	= Regression Coefficient
X2	= Job Satisfaction	ε	= Standard Error

Simultaneous Test (Test F)

The basis for making decisions is to use the probability of significance numbers, namely:

1. If the significance probability > 0.05, then Ho is rejected and Ha is accepted.
2. If the significance probability < 0.05, then Ho is accepted and Ha is rejected.

Partial Test (t test)

The basis for decision making is to use the probability of significance, namely:

1. If the significance probability value > 0.05, then Ho is rejected and Ha is accepted.
2. If the significance probability value < 0.05, then Ho is accepted and Ha is rejected.

IV. RESEARCH RESULTS AND DISCUSSION

Respondent Identity

There were 45 male respondents with a percentage of 48.90% and 47 respondents with a percentage of 51.10% for women. The number of respondents aged <20 years was 0 people or 0%, respondents aged 21-25 years were 34 people or 37%, respondents aged 26-30 years were 23 people or 25%, respondents aged 31-35 years were 12 people or 13%, respondents 36-40 years old were 14 people or 15.2% and respondents > 41 years were 9 people or 9.8%.

The number of respondents whose education level is high school is 23 people or 25%, respondents whose education level is D3 there are 25 people or 27.2%, respondents whose education level is S1 there are 44 people or 47.8%, respondents whose education level is S2 are 0 people or 0% and respondents with the highest education level were S1, amounting to 44 people with a percentage of 47.8%.

Overview of Respondents' Responses

Based on the calculation of the total score on each question item of the Work Stress variable (X1), the results of the total score of the variable question item Work Stress (X1) obtained the mean total score of X1 was 221 with a percentage of 79.89%. This shows that the average respondent's answer to the variable work stress (X1) is "High". This means that the work stress at PT. Allied Industrial Indonesia must be lowered even more so that employees do not feel stress in carrying out their work.

Calculation of the description of respondents' responses to Job Satisfaction variable (X2), then the total score of the item question variable Job Satisfaction (X2) based on the calculation results obtained that the average total score of X2 is 236 with a percentage of 85.52%. This shows that the average respondent's answer to the question of the Job Satisfaction variable (X2) is "High". This means that Job Satisfaction at PT. Allied Industrial Indonesia must be further improved so that employees feel satisfied in carrying out their work.

Calculation of the description of respondents' responses to Organizational Climate variable (X3), then the results of the total score of the question item Organizational Climate variable (X3) based on the calculation obtained the average total score of X3 was 227 with a percentage of 82.17%. This shows that the average respondent's answer to the question of the Organizational Climate variable (X3) is "Good". This means that the Organizational Climate at PT. Allied Industrial Indonesia must be further improved so that employees feel that the work environment feels conducive and can always work together.

Calculation of the description of respondents' responses to Turnover intention variable shows that the respondent answered thought about leaving the company totaled 41 people or 45%, respondents who answered looking for other job information amounted to 39 people or 42%, respondents who answered if possible in the near future will leave the company amounting to 12 people or 13%.

So the total score for question 16 items is 155 or 56.16%, the value is in the range 154-214 or is in the medium category. So this shows that, employees of PT. Allied Industrial Indonesia, some employees do not want to leave the company.

Validity Testing

The data validity test was conducted to measure the questions in the questionnaire. A statement is said to be valid if the statement is able to measure what needs to be measured and is able to express what you want to express. In this validity test, it is carried out by correlating each statement score for each variable with the total statement score for each variable. Furthermore, the results of the calculation of the correlation (r_{count}) are compared with the correlation table which is constant (r_{table}), and if (r_{count}) is greater than (r_{table}), then the question item is said to be valid, all question items are declared valid because the r_{count} value in the study is greater than t table value.

Table 2. Results of Variable Validity Test Analysis Work Stress (X1)

NO	INDICATOR	r COUNT	r TABLE	INFORMATION
1	Unstable emotion	0.814	0.173	Valid
2	Loves to be alone	0.696	0.173	Valid
3	Can't relax	0.805	0.173	Valid
4	Anxious	0.596	0.173	Valid
5	Tense	0.496	0.173	Valid
6	Blood pressure increases	0.706	0.173	Valid

Source: Data Processing 2020

Table 2 the results of the validity test show that the question items on the Job Stress variable (X1) indicate that all the question items are said to be valid, with a significance level (α) <0.05 ; which means that each item of the statement can be used to measure the level of Job Stress.

Table 3. Results of Variable Validity Test Analysis Job Satisfaction (X2)

NO	INDICATOR	r COUNT	r TABLE	INFORMATION
7	Feeling happy	0.777	0.173	Valid
8	Feelings of pride	0.666	0.173	Valid
9	Feelings guaranteed	0.758	0.173	Valid
10	Feelings of enjoying	0.657	0.173	Valid

Source: Data Processing 2020

Table 3 the results of the validity test show that the statement items on the Job Satisfaction variable (X2) indicate that all statement items are said to be valid, with a significance level (α) <0.05; which means that each item of the statement can be used to measure the level of Job Satisfaction.

Table 4. Results of Variable Validity Test Analysis Climatic Organization (X3)

NO	INDICATOR	r COUNT	r TABLE	INFORMATION
11	Workplace and work equipment	0.843	0.173	Valid
12	Superior relationship with subordinates	0.786	0.173	Valid
13	Relationships between coworkers	0.812	0.173	Valid
14	Cooperation in carrying out tasks	0.791	0.173	Valid
15	Mutual trust	0.716	0.173	Valid

Source: Data Processing 2020

Table 4 the results of the validity test show that the question items on the Organizational Climate variable (X3) indicate that all the question items are said to be valid, with a significance level (α) <0.05; which means that each item statement can be used to measure the level of Organizational Climate.

Reliability Testing

The reliability level of a research variable can be seen from the Cronbach Alpha statistical results, a variable is said to be reliable if it provides a Cronbach alpha value > 0.60. The results of the reliability calculation by SPSS show that all the calculated r values at the output are > 0.60 so it can be concluded that all variables in the study are declared reliable.

Classic Assumption Test

Because it uses Multiple Linear Regression, the classical assumption test must be fulfilled before carrying out other tests. From the results of the Classical Assumption test, it was found that the study did not occur multicollinearity, it could not be concluded, there was no heteroscedasticity, and the data obtained were normal, so this research could be continued in further testing.

The Influence of Job Stress, Job Satisfaction and Organizational Climate on Turnover Intention Simultaneously (together)

To find out how much the percentage of influence of variable X simultaneously on variable Y is to test with the coefficient of determination (R Square), where R Square of the regression equation is 0.526 (table summary).

Table 5. Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate	Durbin-Watson
1	.725a	.526	.509	.48627	1,692

Source: From processed data

From the table above, it can be seen that the coefficient of determination (R^2) is 52.6%. This implies that the simultaneous influence given by the variable job stress, job satisfaction and organizational climate to the variable Y (Turnover Intention) is 52.6%. While the remaining 47.4% is influenced by other factors not measured in this study. The statistic for testing this hypothesis is the F-test.

To determine whether or not the significant effect of Job Stress (X1), Job Satisfaction (X2) and Organizational Climate (X3) on Turnover Intention (Y) as a whole, an F test was carried out with a two-party test at the 5% (0.05) level. as for the results are as follows:

Table 6. Overall Testing Conclusion

f COUNT VALUE	f TABLE VALUE	CONCLUSION
32.55	2,708	Significant

Source: From processed data

From the table above, it can be seen that the value of F_{count} greater than F_{table} so that the test results obtained are significant. Or in other words, the effect that occurs can be generalized to the entire population, namely employees of PT. Allied Industrial Indonesia. So it can be concluded that H1 is accepted. Or in other words simultaneously Job Stress (X1), Job Satisfaction (X2) and Organizational Climate (X3) together have a significant effect on Turnover Intention (Y).

Effect of Job Stress, Job Satisfaction and Organizational Climate on Partial Turnover Intention

Based on the results of data processing as shown in the coefficients table, the tcount is obtained:

Table 7. Pasial Test Coefficients

MODEL	t
1 (Constant)	10,974
X1	2,773
X2	-301
X3	-6,513

Source: From processed data

From the coefficient table above, conclusions can be drawn as shown in the tcount table of each independent variable as below. While the t-table value is the t-student distribution at the real level (α) 5% with 80 degrees of freedom. The conclusions that can be drawn are as follows:

Table 8. Conclusion Individual Testing

VARIABLE	TCOUNT VALUE	TTABLE VALUE	CONCLUSION
Job Stress	2,773	1,662	Significant
Job Satisfaction	- 0.301	1,662	Not significant
Organizational Climate	- 6,513	1,662	Significant

Source: From processed data

Table 8 shows that Job Stress and Organizational Climate have a significant effect on Turnover Intention. The effects that occur can be generalized to the entire population. Medium Satisfaction. Work has an insignificant effect, meaning that if there is a slight change in Job Satisfaction, there will be no significant change in Turnover Intention. In addition, the effect cannot be generalized to the entire population, namely PT. Allied Industrial Indonesia.

Based on the results of the calculation of the total score of the overall Job Stress item an average of 221 with a percentage of 79.98% this score is included in the range 215-276 in the sense that it is high category. So it can be concluded that work stress must be reduced even more so that employees do not feel stress while doing their job. Meanwhile, the regression coefficient value is 0.050 (significant), which means a positive and significant effect on Turnover Intention. To reduce work stress on unstable emotions, the spirit of employee emotional priority must be stabilized. Efforts to reduce emotional stability can be done through individual counselors to leaders or psychologists.

From the total score of the item Job Satisfaction question got an average of 236 with a percentage of 85.52%, this score is included in the range 215-276 in the sense that it is categorized as high. So it can be concluded that satisfaction must be further increased so that employees feel satisfied in carrying out their work. Meanwhile, the regression coefficient value is -0.010 which means that it has a negative and insignificant effect on Turnover Intention.

From the total score of the item organization climate question got an average of 227 with a percentage of 82.17%, this score is included in the range 215-276 in the sense that it is categorized as good. So it can be concluded that the organizational climate must be further improved so that employees feel that the work environment feels conducive and always works together. While the regression coefficient value is -0.169 which means that it has a negative and significant effect on Turnover Intention.

Overall, the variables of Job Stress, Job Satisfaction and Organizational Climate have a significant effect simultaneously on Turnover Intention. With the total effect (R²) obtained, namely 0.526 or 52.6%, the remaining 0.474 or 47.4% is influenced by other factors. In order to improve the Organizational Climate in carrying out cooperation in carrying out tasks, it is necessary to emphasize how the leadership must be firm to employees that in doing work they must work together so that the company's goals can be achieved as much as possible.

Partially states that the Job Stress variable has a positive and significant effect on Turnover Intention at PT. Allied Industrial Indonesia at 5%. This shows that the higher the level of work stress by one unit value will increase the turnover intention level by 0.050, assuming the other variables are considered constant. Which means that the higher the Job Stress, the higher Turnover Intention. Meanwhile, the Job Satisfaction variable has a negative and insignificant influence on Turnover Intention at PT. Allied Industrial Indonesia by 1%. This shows that the higher the level of Job Satisfaction by one unit value, the lower the Turnover Intention rate by 0.010, assuming the other variables are considered constant. Which means that the higher the Job Satisfaction, the lower Turnover Intention. As for the Organizational Climate variable has a negative and significant effect on Turnover Intention at PT. Allied Industrial Indonesia at 16.9%. This shows that the better the level of Organizational Climate by one unit of value will reduce the level of Turnover Intention by 0.169 assuming the other variables are considered constant. Which means that the higher the Organizational Climate, the lower Turnover Intention. This shows that the better the level of Organizational Climate by one unit of value will reduce the level of Turnover Intention by 0.169 assuming the other variables are considered constant. Which means that the higher the Organizational Climate, the lower Turnover Intention. This shows that the better the level of Organizational Climate by one unit of value will reduce the level of Turnover Intention by 0.169 assuming the other variables are considered constant. Which means that the higher the Organizational Climate, the lower Turnover Intention.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Research on the effect of Job Stress, Job Satisfaction and Organizational Climate on Turnover Intention can be drawn from the following conclusions:

1. Conditions of Job Stress and Job Satisfaction are in the high category. Organizational climate conditions are in the good category, while the description of Turnover Intention is included in the medium category at PT. Allied Industrial Indonesia.

2. There is a significant effect of Job Stress, Job Satisfaction and Organizational Climate on Turnover Intention at PT. Allied Industrial Indonesia simultaneously, meaning that if the Work Stress is low, Job Satisfaction is high, and the Organizational Climate is good together, it will reduce Turnover Intention.
3. There is a positive and significant effect of Job Stress on Turnover Intention at PT. Allied Industrial Indonesia, meaning that the higher the Work Stress, the higher the Turnover Intention.
4. There is a negative and insignificant effect of Job Satisfaction on Turnover Intention, meaning that the higher the Job Satisfaction, the lower the Turnover Intention.
5. There is a negative and significant influence of Organizational Climate on Turnover Intention, meaning that the better the Organizational Climate, the lower the Turnover Intention.

Suggestion

Based on the results of research and discussion, it is seen that the variables of Job Stress, Job Satisfaction and Organizational Climate have a considerable influence on Turnover Intention. The following suggestions can be suggested by the author. For Companies:

1. If the company wants to reduce the Turnover Intention of employees of PT. Allied Industrial Indonesia, companies need to reduce (minimize) work stress and increase job satisfaction and organizational climate at PT. Allied Industrial Indonesia. Because these three variables can affect the Turnover Intention of employees at PT. Allied Industrial Indonesia.
2. Reducing Work Stress, especially in the case of unstable emotions when there is a lot of work, then the spirit of prioritizing employee emotions must be stabilized. From this emotional stability, leaders need to understand the emotions of employees, efforts to reduce emotional stability can be through individual counselors to leaders or psychologists.
3. Improving the Organizational Climate in terms of a comfortable workspace and adequate work equipment and cooperation that is less solid and does not help each other, so it must be improved in a way that the leadership must pay more attention that work equipment is very supportive for the company besides that the leadership must also be firm with employees that in doing work must work together so that the company's goals can be achieved as much as possible.
4. With all the limitations, the authors hope that in the next researchers, more research samples and longer researchers' time, the goal is that researchers can produce the maximum.

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