

THE INFLUENCE OF WORK FAMILY CONFLICT, JOB STRESS, AND WORK ENVIRONMENT ON TURNOVER INTENTION AMONG GARMENT EMPLOYEES AT PT APAC INTI CORPORA

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Abstract

This research was conducted alongside an internship program as part of the academic curriculum at Universitas Islam Indonesia from February 20, 2024, to June 20, 2024. This study aims to examine the influence of work-family conflict, job stress, and work environment on turnover intention. The focus of this research is employees working in the garment division of PT Apac Inti Corpora. The research data were obtained through the distribution of questionnaires to 98 respondents, which were then analyzed using SPSS version 30. The results of the study show that work-family conflict has a positive and significant influence on turnover intention. Job stress also has a positive and significant influence on turnover intention. However, the work environment has a negative and insignificant influence on turnover intention.

Keywords: Work Family Conflict, Job Stress, Work Environment, Turnover Intention, Garment

INTRODUCTION

Currently, the industry has entered the era of Industry 4.0, where business competition is becoming increasingly intense. Companies are required to retain competent and high-quality employees to achieve organizational goals. One of the biggest challenges faced by companies today is turnover intention, or the intention to leave the company. Human resources (HR) are one of the most important and valuable assets for a company. HR also serves as a determining component and plays a crucial role in effectively and tangibly achieving organizational objectives. Due to the significance of HR in an organization, high-quality human resources are essential. Therefore, organizations must have the ability to manage and focus on HR effectively.

The importance of studying turnover at PT Apac Inti Corpora lies in its direct implications for business performance and operational sustainability. A high turnover rate in the garment division, if not properly managed, can increase operational costs due to recruitment and training of new employees, while also reducing work efficiency as a result of losing skilled workers. Hence, it is crucial to examine the factors influencing turnover intention at PT Apac Inti Corpora.

According to Cascio (2006), employee turnover can be defined as the termination of the employment relationship between an employee and an organization, whether initiated by the employee or the company. The urge or desire of employees to resign from a company in the near future and seek employment elsewhere is referred to as turnover intention (Mobley, 1982). This intention is typically driven by job dissatisfaction, job opportunities elsewhere, and organizational factors such as corporate culture and work environment.

Several factors are frequently cited as significantly influencing turnover intention, one of which is work-family conflict. Greenhaus & Beutell (1985) describe work-family conflict as occurring when family role functions and job demands are misaligned. Robbins & Judge (2013) explain that this condition is characterized by emotional and physical tension, as well as feelings

of anxiety, resulting from demands that exceed an individual's capacity to cope. Poor working conditions and an unsupportive work environment can contribute to turnover intention.

Another factor influencing turnover intention is work stress. According to Ivancevich & Matteson (1980), work stress arises from a mismatch between job demands and an individual's resources or capabilities. Excessive work stress leads to decreased work motivation, increased absenteeism, and ultimately, turnover intention. Based on observations in the garment division, high productivity pressure and strict targets often result in excessive stress among employees, which can affect their commitment to the company.

The work environment can also be a contributing factor to turnover intention. An unsupportive work environment, both physically and socially, can make employees feel uncomfortable (Gibson *et al.*, 2012). According to Oldham and Fried (1987), a comfortable work environment can enhance motivation, engagement, and job satisfaction, all of which play a role in reducing turnover intention. By understanding these three factors, PT Apac Inti Corpora is expected to develop appropriate strategies to reduce turnover intention levels.

The following is data on employee entry, exit, and turnover rates over the past year at PT Apac Inti Corpora.

Table 1. PT Apac Inti Corpora Garment Employee Turnover Data

No.	Month/Year	IN	Percentage Entered	OUT	Percentage Exit
1	July 2023	28	11,76%	26	11,06%
2	August 2023	19	7,98%	21	8,94%
3	September 2023	10	4,20%	8	3,40%
4	October 2023	18	7,56%	19	8,09%
5	November 2023	13	5,46%	16	6,81%
6	December 2023	13	5,46%	10	4,26%
7	January 2024	17	7,14%	16	6,81%
8	February 2024	9	3,78%	7	2,98%
9	March 2024	0	0,00%	9	3,83%
10	April 2024	52	21,85%	40	17,02%
11	May 2024	34	14,29%	31	13,19%
12	June 2024	25	10,50%	32	13,62%

Source: HRD PT Apac Inti (2024)

The number of employees who joined (IN) and left (OUT), along with their respective percentages, during the period from July 2023 to June 2024, is presented in the table above. During this period, there were significant fluctuations in the number of employees entering and leaving each month. In July 2023, 28 employees joined, representing 11.76%, while 26 employees left, accounting for 11.06%. In August 2023, 19 employees joined (7.98%), whereas 21 employees left (8.94%). In September 2023, 10 employees joined (4.20%), and 8 employees left (3.40%). October 2023 recorded 18 new employees (7.56%) and 19 employees leaving (8.09%). In November 2023, 13 employees joined (5.46%), while 16 employees left (6.81%). In December 2023, there were 13 new employees (5.46%) and 10 employees leaving (4.26%). Entering 2024, January saw 17 new employees (7.14%) and 16 employees leaving (6.81%). In February 2024, 9 employees joined

(3.78%), while 7 employees left (2.98%). In March 2024, no employees joined (0.00%), but 9 employees left (3.83%). April 2024 recorded the highest figures, with 52 new employees (21.85%) and 40 employees leaving (17.02%). In May 2024, 34 employees joined (14.29%) and 31 employees left (13.19%). Lastly, in June 2024, 25 employees joined (10.50%), while 32 employees left (13.62%).

These fluctuations indicate a dynamic turnover pattern, with some months experiencing higher employee exits than entries, such as in August, October, and June. March 2024 presents a unique phenomenon where no new employees joined, yet 9 employees left. This may indicate specific issues in management or working conditions during that period. Based on this background, the author is interested in conducting research on garment division employees at PT Apac Inti Corpora with the study titled "**The Influence of Work-Family Conflict, Job Stress, and Work Environment on Turnover Intention in the Garment Division at PT Apac Inti Corpora.**"

RESEARCH METHOD

Quantitative methods are used in this study because they are in accordance with the formulation of the problem and the objectives of the study. The author uses quantitative methods because of the need to collect data that can be measured and calculated accurately and to compare results between subjects. A survey approach was taken in this study to obtain data. The survey was conducted through the distribution of questionnaires to employees of the garment section at PT Apac Inti Corpora. In determining the sample, the researcher used random sampling. Quantitative research methods are methods used to collect and analyze numerical data. It usually involves the use of statistical tools to interpret the data and draw conclusions about the research question. Quantitative approaches are usually used to measure variables, test hypotheses, and establish patterns or relationships in the data (Sugiyono 2019).

RESULTS AND DISCUSSION

Validity Test

Table 2. Results of Validity Test of Work Family Conflict Variable (X1)

Indikator	r hitung	r tabel	Keterangan
X1.1	0,808	0,167	Valid
X1.2	0,807	0,167	Valid
X1.3	0,707	0,167	Valid
X1.4	0,826	0,167	Valid
X1.5	0,765	0,167	Valid
X1.6	0,604	0,167	Valid
X1.7	0,741	0,167	Valid
X1.8	0,798	0,167	Valid
X1.9	0,735	0,167	Valid

Source: Primary data processed, 2024

Based on Table 2. above, the analysis results show that all questionnaire items on the work-family conflict variable (X_1) have a value of $r_{\text{count}} > r_{\text{table}}$. Thus, it can be concluded that all questionnaire items on the work family conflict variable are valid.

Table 3. Results of the Job Stress Variable Validity Test (X_2)

Indikator	r hitung	r tabel	Keterangan
X2.1	0,486	0,167	Valid
X2.2	0,675	0,167	Valid
X2.3	0,564	0,167	Valid
X2.4	0,796	0,167	Valid
X2.5	0,737	0,167	Valid
X2.6	0,764	0,167	Valid
X2.7	0,799	0,167	Valid
X2.8	0,833	0,167	Valid
X2.9	0,847	0,167	Valid
X2.10	0,556	0,167	Valid
X2.11	0,806	0,167	Valid
X2.12	0,840	0,167	Valid
X2.13	0,796	0,167	Valid
X2.14	0,705	0,167	Valid
X2.15	0,709	0,167	Valid
X2.16	0,650	0,167	Valid
X2.17	0,379	0,167	Valid
X2.18	0,582	0,167	Valid

Source: Primary data processed, 2024

Based on Table 3. above, the analysis results show that all questionnaire items on the work stress variable (X_2) have a value of $r_{\text{count}} > r_{\text{table}}$. Thus, it can be concluded that all questionnaire items on the work stress variable are valid.

Table 4. Results of the Work Environment Variable Validity Test (X_3)

Indikator	r hitung	r tabel	Keterangan
X3.1	0,408	0,167	Valid
X3.2	0,540	0,167	Valid
X3.3	0,606	0,167	Valid
X3.4	0,589	0,167	Valid
X3.5	0,746	0,167	Valid
X3.6	0,775	0,167	Valid
X3.7	0,727	0,167	Valid
X3.8	0,665	0,167	Valid
X3.9	0,615	0,167	Valid
X3.10	0,719	0,167	Valid

X3.11	0,326	0,167	Valid
X3.12	0,555	0,167	Valid
X3.13	0,717	0,167	Valid
X3.14	0,710	0,167	Valid
X3.15	0,558	0,167	Valid
X3.16	0,649	0,167	Valid
X3.17	0,662	0,167	Valid
X3.18	0,723	0,167	Valid

Source: Primary data processed, 2024

Based on Table 4. above, the analysis results show that all questionnaire items on the work environment variable (X_3) have a value of $r_{count} > r_{table}$. Thus, it can be concluded that all questionnaire items on the work environment variable are valid.

Table 5. Turnover Intention Variable Validity Test Results (Y)

Indikator	r hitung	r tabel	Keterangan
Y.1	0,858	0,167	Valid
Y.2	0,620	0,167	Valid
Y.3	0,883	0,167	Valid
Y.4	0,934	0,167	Valid
Y.5	0,927	0,167	Valid
Y.6	0,912	0,167	Valid
Y.7	0,908	0,167	Valid
Y.8	0,939	0,167	Valid
Y.9	0,909	0,167	Valid

Source: Primary data processed, 2024

Based on Table 5. above, the analysis results show that all questionnaire items on the turnover intention variable (Y) have a value of $r_{count} > r_{table}$. Thus, it can be concluded that all questionnaire items on the turnover intention variable are valid.

Reliability Test

Table 6. Reliability Test Results

Variabel	Cronbach's Alpha	Sig.	Keterangan
Work Family Conflict (X1)	0,907	> 0,6	Reliabel
Stres Kerja (X2)	0,938	> 0,6	Reliabel
Lingkungan Kerja (X3)	0,907	> 0,6	Reliabel
Turnover Intention (Y)	0,962	> 0,6	Reliabel

Source: Primary data processed, 2024

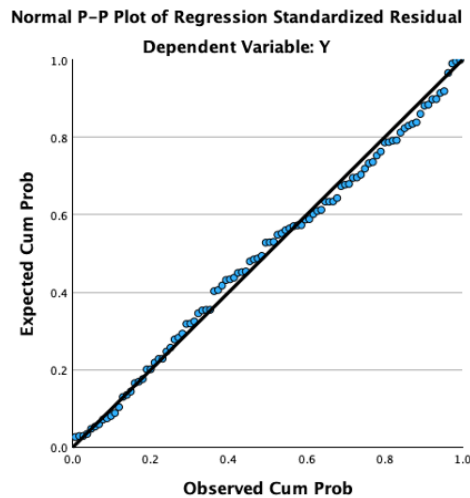
Based on Table 6. the analysis results show that Cronbach's Alpha value for all research variables is more than 0.6. Thus, it can be concluded that all variables in this study are declared reliable.

Classical Assumption Test Normality Test

Table 7. One-Sample Kolmogorov-Smirnov Test Normality Test Results

One-Sample Kolmogorov-Smirnov Test					Unstandardized Residual
N					98
Normal Parameters ^{a,b}		Mean			.0000000
		Std. Deviation			6.03590063
Most Extreme Differences		Absolute			.045
		Positive			.045
		Negative			-.044
Test Statistic					.045
Asymp. Sig. (2-tailed) ^c					.200 ^d
Monte Carlo	Sig. (2-	Sig.			.892
tailed) ^e		99%	Confidence	Lower	.884
		Interval		Bound	
				Upper Bound	.900

Source: Primary data processed, 2024



Picture 1. Normality Test Results

Source: Primary data processed, 2024

Based on Table 7. the results of the normality test using the One-Sample Kolmogorov-Smirnov Test method show that the significance value in this study is 0.200 (greater than 0.05). Therefore, it can be concluded that the data is normally distributed, so the normality test is fulfilled. In addition, the results of the analysis using the Normal Probability Plot graph also indicate a normal distribution, because the data points follow the diagonal line pattern.

Multicollinearity Test

Table 8. Multicollinearity Test Results

		<i>Coefficients^a</i>					<i>Collinearity Statistics</i>	
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>		
Model		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			<i>Tolerance</i>	<i>VIF</i>
1	(Constant)	-.968	5.763		-.168	.867		
	X1	.283	.136	.204	2.084	.040	.436	2.291
	X2	.465	.075	.609	6.217	<.001	.434	2.302
	X3	-.075	.077	-.063	-.976	.331	.990	1.010
a. Dependent Variable: <i>Turnover Intention</i>								

Source: Primary data processed, 2024

Based on Table 8. above, it can be seen that the tolerance value and Variance Inflation Factor (VIF) indicate the absence of multicollinearity. This is indicated by a tolerance value ≥ 0.10 and a VIF value ≤ 10 . Thus, this research is declared suitable for further analysis.

Heteroscedasticity Test

Table 9. Multicollinearity Test Results

<i>Coefficients^a</i>						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	4.618	3.575		1.29	.200
	X1	-.113	.084	-.205	2	.182
	X2	.002	.046	.008	-	.958
	X3	-.047	.048	.100	1.34	.326
					6	
					.052	
					.987	

a. Dependent Variable: ABS_RES

Source: Primary data processed, 2024

In this study, the heteroscedasticity test was carried out using the Glejser test. Based on Table 9. the analysis results show a significance value > 0.05 . Thus, it can be concluded that there is no heteroscedasticity in this research model. These results indicate that the classical assumptions related to homoscedasticity have been met, so the regression model is suitable for further analysis.

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Analysis Results

<i>Coefficients^a</i>					
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	
					<i>t Sig.</i>

		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	-.968	5.763		-.168	.867
	X1	.283	.136	.204	2.084	.040
	X2	.465	.075	.609	6.217	<.00
	X3	-.075	.077	-.063	-.976	1
						.331

a. Dependent Variable: *Turnover Intention*

Source: Primary data processed, 2024

From the results of the SPSS output above, the regression model is obtained as follows:

$$Y = -0.968 + 0.283 X_1 + 0.465X_2 - 0.075X_3 + e$$

Based on the results of the regression calculation above, it can be concluded as follows:

-The constant value is a negative value of -0.968, meaning that if the independent variable, namely work family conflict, work stress and work environment, has a value of 0, the turnover intention value is -0.968.

-The coefficient value of β_1 is 0.283, meaning that if an increase of 1 level of work family conflict will cause an increase in turnover of 0.283 (assuming the work stress and work environment variables) is also constant.

-The coefficient value of β_2 is 0.465, meaning that an increase of 1 level of work stress will lead to an increase in turnover of 0.465 (assuming the variables work family conflict and work environment) are constant.

-The coefficient value of β_3 is -0.075 meaning that every 1 unit increase in the quality of the work environment will decrease turnover by -0.075 units, assuming other variables remain constant.

It can be concluded that the higher the incidence of work family conflict, the higher the turnover will occur. The higher the level of stress felt by employees, the higher the likelihood of turnover. However, it is inversely proportional if the better the work environment, the lower the likelihood that employees will leave the company (turnover).

Hypothesis Test

F test

Table 11. F Test Results

ANOVA ^a					
Model	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>

1	Regressio	5477.719	3	1825.906	48.56	<.001 ^b
	n	3533.913	94	37.595	8	
	Residual	9011.633	97			
	Total					

Source: Primary data processed, 2024

Based on the results of the F test, the F-count value is 48.568 with a significance level of <0.001. Because the significance value is smaller than the significance level used (0.05), H0 is rejected and H1 is accepted. This shows that the variables work family conflict (X₁) work stress (X₂), and work environment (X₃) simultaneously have a significant influence on turnover intention (Y). Thus, it can be concluded that the regression model used in this study is feasible to explain the relationship between the independent variable and the dependent variable.

Test T

Table 12. T Test Results

		<i>Coefficients^a</i>				
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
Model		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	-.968	5.763		-.168	.867
	X1	.283	.136	.204	2.084	.040
	X2	.465	.075	.609	6.217	<.001
	X3	-.075	.077	-.063	-.976	.331

a. Dependent Variable: *Turnover Intention*

Source: Primary data processed, 2024

Hypothesis Test of Work Family Conflict Variables on Turnover Intention

The hypothesis formulation for the work family conflict variable (X₁) is:

H₀:β₁ = 0, meaning that there is no positive influence between work family conflict (X₁) on turnover intention (Y)

H_a:β₁> 0, meaning that there is a positive influence between work family conflict (X₁) on turnover intention (Y).

Based on the SPSS output table "Coefficients" above, it is known that the significance value (sig) of the work family conflict variable is 0.040. Because of the sig value of 0.040 < 0.05

probability, it can be concluded that H1 is accepted and H0 is rejected. That is, there is a significant influence between work family conflict (X1) on turnover intention (Y). Thus, the first hypothesis in this study states that work-family conflict (X1) has a positive and significant effect on turnover intention (Y).

Hypothesis Test of Work Stress Variables on Turnover Intention

The hypothesis formulation for the work stress variable (X₂) is:

H₀: $\beta_2 = 0$, meaning that there is no positive influence between job stress (X₂) on turnover intention (Y)

H_a: $\beta_2 > 0$, meaning that there is a positive influence between work stress (X₂) on turnover intention (Y)

Based on the SPSS output table "Coefficients" above, it is known that the significance value (sig) of the work stress variable is <0.01. Because the sig value is <0.01 and smaller than the probability of 0.05, it can be concluded that H1 is accepted and H0 is rejected. That is, there is a significant influence between job stress (X₂) on turnover intention (Y). Thus, the second hypothesis in this study states that work stress (X₂) has a positive and significant effect on turnover intention (Y).

Hypothesis Test of Work Environment Variables on Turnover Intention.

The hypothesis formulation for work environment variables (X₃) is:

H₀: $\beta_3 = 0$, meaning that there is no positive influence between the work environment (X₃) on turnover intention (Y)

H_a: $\beta_3 > 0$, meaning that there is a positive influence between the work environment (X₃) on turnover intention (Y)

Based on the SPSS output table "Coefficients" above, it is known that the significance value (sig) of the work environment variable is 0.331. Because the sig value is 0.331 > probability 0.05, it can be concluded that H1 is rejected and H0 is rejected. This means that there is no significant influence between the work environment (X₃) on turnover intention (Y). Thus, the third hypothesis in this study states that the work environment (X₃) has a negative and insignificant effect on turnover intention (Y).

R2 Determination Coefficient Test

Table 13. R2 Determination Coefficient Test Results

<i>Model Summary^b</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.595	6.13146

Based on the SPSS "Model Summary" output table above, it is known that the R Square value is 0.608 or equal to 60.8%. This figure can be interpreted that all independent variables with

the dependent variable are able to explain the dependent variable by 60.8% and the rest, namely 39.2%, is influenced by other variables not included in this research model.

Discussion

Effect of Work Family Conflict (X₁) on Turnover Intention (Y)

Based on the results of data processing using SPSS, it is concluded that work family conflict (X₁) has a positive and significant effect on turnover intention (Y). This means that the more work family conflict experienced by employees, the more employees tend to want to resign, so that the level of employee turnover is high. The results of this study are in line with research conducted by Fauzi and Lataruva (2023) which shows that work family conflict has a positive effect on turnover intention. Similar research conducted by Towidjojo, G. A. and Lumintang, G. G. (2024) identified that work family conflict has a positive and significant effect on turnover intention.

Effect of Job Stress (X₂) on Turnover Intention (Y)

The results of data analysis using SPSS concluded that job stress (X₂) has a positive and significant effect on turnover intention (Y). This means that the higher the level of stress in employees, the higher the level of employee turnover intention. The results of this study are in line with research conducted by Deswarta, D., et al. (2021), which in their research shows that job stress has a positive and significant effect on turnover intention. Similar research conducted by Safira Jingga Hernita et al. (2022) also concluded that job stress has a positive and significant effect on turnover intention.

Effect of Work Environment (X₃) on Turnover Intention (Y)

Based on the results of data processing using SPSS, it is concluded that the work environment (X₃) has a negative and insignificant effect on turnover intention (Y). This means that the better the work environment, the lower the level of employee turnover intention. This is in line with research conducted by Bima, Aji & Setyorini (2024), which shows that the work environment has a negative and insignificant effect on turnover intention. Similar research conducted by I Putu Candra Wiguna et al. (2024), concluded that there is a negative influence between the work environment on turnover intention.

CONCLUSION

Based on the results of research on the effect of work family conflict, work stress and work environment on turnover intention in garment employees at PT Apac Inti Corpora, the following conclusions can be drawn:

1. Work family conflict has a positive and significant effect on turnover intention in garment employees at PT Apac Inti Corpora. This means that the more work family conflict experienced by employees, the more employees tend to want to resign, so that the level of employee turnover is high.
2. Job stress has a positive and significant effect on turnover intention in garment employees at PT Apac Inti Corpora. This means that the higher the level of stress in employees, the higher the level of employee turnover intention.
3. The work environment has a negative and insignificant effect on turnover intention in garment employees at PT Apac Inti Corpora. This means that the better the work environment, the lower the level of employee turnover intention.

Based on the discussion in this study, there are several suggestions that researchers can convey to the company. First, management or companies are advised to provide support in the form of suggestions or proposals when employees face family problems so that this does not affect work. Second, companies are expected to provide opportunities for employees to spend time with their families, for example by facilitating the process of applying for leave permits. Third, companies should adjust the division of work to the capacity or ability of employees to minimize the risk of work stress or excessive workload. Finally, the company still maintains and needs to maintain the quality of a positive and comfortable work environment to reduce employees desire to leave the company.

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