The Effect of Job Stress and Organizational Climate on Turnover Intention Through Job Satisfaction of Sales Employees PT XYZ Distribution in West Jakarta

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Abstract:-This study aims to determine and analyze the effect of work stress and organizational climate on turnover intention through job satisfaction of sales employees of PT. XYZ distribution in West Jakarta. This research method uses quantitative research. The population in this study were all sales employees of PT. XYZ distribution in West Jakarta. The sample used in this study uses probability sampling techniques by means of sampling the simple random sampling method. Then the sample size used in this study were 279 sales employees. The data analysis method used in this study was path analysis with the help of the SPSS version 25.0 program. The results showed that job stress has a negative and significant effect on job satisfaction. Organizational climate has a positive and significant effect on job satisfaction. Job stress has a positive and significant effect on turnover intention. Organizational climate has a negative and significant effect on turnover intention. Job satisfaction has a negative and significant effect on turnover intention. Job stress on turnover intention through job satisfaction has a positive and significant effect. And organizational climate on turnover intention through job satisfaction has a positive and significant effect.

Keywords:- Job Stress, Organizational Climate, Turnover Intention, Job Satisfaction.

I. INTRODUCTION

The existence of human resources contributes and influences the company's competitive success. And the existence of reliable human resources has a very important role too. Aware will importance of human resources for the survival and progress of a company then a company should give special attention to this aspect. One problem that affects the workforce in a company is the high *turnover* rate. For example, the sales employee of PT. XYZ distribution in West Jakarta has a fluctuating *turnover intention* in 2016-2018.
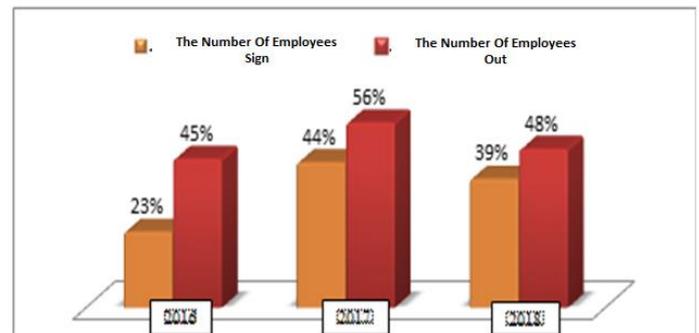
Fig 1:- Data *Turnover* Employees Division *Sales* PT XYZ Distribution in West Jakarta 2016-2018
Source: HRD PT XYZ Distribution in West Jakarta 2019

Figure 1 shows that the *turnover* rate at PT XYZ Distrubsi in Wet Jakarta is categorized as quite high with data that fluctuates every year. It was recorded that in 2016 the *turnover* rate was 45% with 23% employees, in 2017 the *turnover* rate had increased by 56% and the number of incoming employees also increased by 44% compared to 2016 where the number of employees was not many. In 2018 the *turnover* rate was 48%, which can be seen that the *turnover* rate fell from the previous year which experienced an increase in 2 consecutive years, and in 2018 for incoming employees also decreased by 39%.

Based on Figure 1 regarding turnover intention, the researcher conducted a pre-survey related to what factors affect the turnover intention rate of PT XYZ Distribution employees in West Jakarta and these factors are organizational climate, leadership style, work motivation, work stress, compensation, organizational culture, work environment and job satisfaction. Based on the results of the pre-survey conducted by researchers, it is known that from several factors that survey researchers, there are three highest factors that affect turnover intention, namely job satisfaction by 26%, job stress by 20%, and organizational climate by 16%. And henceforth, the three variables are used as choice variables to examine how the relationship with turnover intention at PT XYZ Distribution in West Jakarta.

This is also confirmed by the results of pre-survey interviews / observations of the 30 employees of the division of *Sales* at PT XYZ Distribution in West Jakarta , which is done in order to get an overview of the situation and working conditions perceived division *Sales,* primarily related to job stress, organizational climate , job satisfaction, and *turnover intention* as shown in the following table.

No.	Statement	STS	TS	N	S	SS	Total Score	Average Score (%)
1.	The target set by the company is too high	0	11	5	12	2	95	31.67%
2.	I feel bored with the work I have	1	14	3	8	4	90	30.00%
3.	The work I do at this company doesn't match my skills	4	6	3	15	1	90	30.00%

Table 1: - Pre-Job Stress Survey Results
Source: Researcher Processed Data, 2019

Based on table 1 in the direct pre-survey, it is known that employees experience very high job stress at the target stage of the company which they give is too high with a total average score of 31.67%. Then also employees feel bored with their own work and many employees who work in the company do not match the skills they have.

No	Statement	STS	TS	N	S	SS	Total Score	Average Score (%)
1.	I get more rewarded if I can complete assignments well	0	8	4	13	5	105	35.00%
2.	My roles and responsibilities in the organization are clearly exposed in the company	4	10	7	3	6	87	29.00%
3.	The organization in the company is very clear	8	2	3	12	4	89	29.67%

Table 2: - Organizational Climate Pre-Survey Results
Source : Researcher Processed Data, 2019

Based on table 2 of the results of the pre-organizational climate survey, it is known that the highest average score is 35.00% in statement number one, which means that the company does not give more rewards to employees who complete their tasks well.

No	Statement	STS	TS	N	S	SS	Total Score	Average Score (%)
1.	Lack of career paths in the company	0	10	4	6	10	106	35.33%
2.	Clear organization	5	8	5	8	4	88	29.33%
3.	I feel that my reward is received fairly and in accordance with my needs	15	7	3	4	1	59	19.67%

Table 3: - Pre-Job Satisfaction Survey Results
Source: Researcher Processed Data, 2019

Based on table 3 the results of the pre-job satisfaction survey the highest average score is 35.33%, which is less good for the career path in the company. Even though the organization in the company is already good, it is less for the employees for their careers.

No	Statement	STS	TS	N	S	SS	Total Score	Average Score (%)
1.	I often seek information about other jobs	0	12	4	11	3	89	29.67%
2.	I am thinking of quitting my job	1	10	7	11	1	91	30.33%
3.	I intend to leave this company because my work is too heavy	4	6	3	15	1	96	32.00%

Table 4: - *Turnover Intention* Pre-Survey Results
Source: Researcher Processed Data, 2019

Based on table 4 of the results of the pre- *turnover intention* survey, it can be seen that the highest average score is 32.00% in question number three, employees who want to intend to leave the company because the work in the company is too heavy. Then also employees think about quitting the job.

II. THEORETICAL REVIEW

A. Job Stress

According Luthans (2008: 32) stress as a response in adjusting influenced by individual differences and psychological processes, as a consequence of environmental action, a situation or event that is too much to hold one's psychological and physical demands. Furthermore, according to Tantra and Larasat (2015), in general, the causes of stress are intrinsic to work, including physical demands such as noise, vibration and hygiene, while the task demands include shift work / night work, workload, working conditions that use little physical activity, time. narrow work and appreciation of job risks.

B. Organizational Climate

According to Robert Stinger in Wirawan (2007: 64) i claim organsisasi as a collection and environmental trends that determine the appearance of motivation and focusing on perception - the perception that it makes sense or can be assessed, so as to have a direct influence on the performance of members of the organization. Furthermore, according to Taiguri and Litwin in Wirawan (2007: 65), organizational climate is a relatively continuous quality of the internal environment of the organization, experienced by members of the organization and influencing their behavior and can be described in a set of organizational characteristics or characteristics. The quality of this organizational environment is experienced by employees in the organization in the form of values, characteristics or characteristics of the organization.

C. Job Satisfaction

According to Malayu (2011: 44) job satisfaction is a pleasant emotional attitude and loves her job. This attitude is reflected by work morale , discipline , and work performance. Furthermore, according to Robbins and Judge (2008), the term *job satisfaction* refers to the general attitude of an individual towards his job. A person with a high level of job satisfaction shows a positive attitude towards the job; a person who is dissatisfied with his job shows a negative attitude towards that work.

D. Turnover Intention

Melky (2015) *turnover intention* is an employee's desire and desire to quit membership in the organization and change jobs by receiving income wages. This opinion shows that *turnover intention* is the desire to move, not yet at the realization stage, which is to move from one workplace to another. Furthermore, according to Norita (2014) *turnover intention* is the desire or intention of an individual with full consideration and consciously to find an alternative job by leaving the company where he is currently working for another company.

E. Framework

Based on a study of the above theories and previous research on the effect of work stress and organizational climate on *turnover intention* through job satisfaction, the framework in this study is as follows:
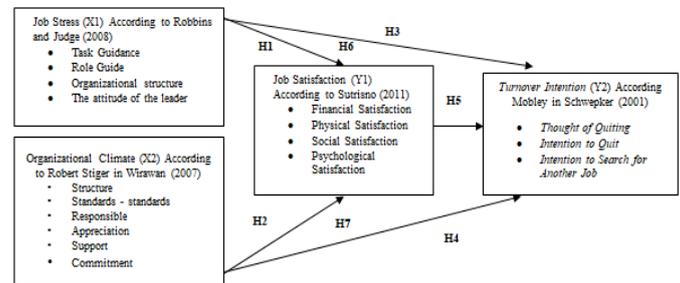

Fig 2: - Framework

F. Hypothesis

Based on the description of the framework above, the hypothesis in this study is as follows:

➢ H1: There is an effect of job stress (X1) on job satisfaction (Y1) in *sales* employees of PT XYZ Distribution in West Jakarta.

➢ H2: There is an influence of organizational climate (X2) on job satisfaction (Y1) in *sales* employees of PT XYZ Distribution in West Jakarta.

➢ H3: There is job stress (X1) on *turnover intention* (Y2) for *sales* employees of PT XYZ Distribution in West Jakarta.

➢ H4: There is an organizational climate (X2) on *turnover intention* (Y2) for *sales* employees of PT XYZ Distribution in West Jakarta.

➢ H5: There is an effect of job satisfaction (Y1) on *turnover intention* (Y2) for *sales* employees of PT XYZ Distribution in West Jakarta.

➢ H6: There is an effect of job stress (X1) on *turnover intention* (Y2) through job satisfaction (Y1) on *sales* employees of PT XYZ Distribution in West Jakarta.

➢ H7: There is an influence of organizational climate (X2), there is *turnover intention* (Y2) through job satisfaction (Y1) for *sales* employees of PT XYZ Distribution in West Jakarta.

III. METHODOLOGY

A. Type of Research

The type of data used in this research is quantitative data with data obtained from direct survey respondents through questionnaires. To mudian data is quantified by giving a score or number on each of the respondents. Therefore, researchers use a tool called a measurement scale (*Likert* scale). Answers to questionnaires given to a sample, then be analyzed to take into account the influence of the independent variables in order to obtain accurate data on the facts and their influence between va riabel research with *Path Analysis*.

B. Population and Sample

Population in this study were all *sales* employees of PT XYZ Distribution in West Jakarta with a total of 921 employees. The sample used as the object of the study was determined based on the calculation of the *slovin* formula , with a tolerable error level of 5%. So from the above conclusions, the sample in this study was 279 employees. Determination of respondents selected using *probability sampling techniques* in which the sampling method is *simple random sampling* by taking members of the sample from the population is done randomly without considering the existing strata in the population **.**

C. Data Collection Methods

In this study, the data collection method uses primary data which is done by distributing questionnaires and interviews. And the secondary data used in this study is the 2016-2018 annual report *turnover* from the HRD of PT XYZ Distribution in West Jakarta.

D. Data Analysis Method

Data analysis methods used in this study include descriptive analysis of respondents, variable descriptive analysis, validity test, reliability test, coefficient of determination (r^2), hypothesis testing, *path analysis* , and inter-dimensional correlation matrices which are used in data processing. using the SPSS program (*Statistical Package for Social Sciences*) *25.0.*

IV. RESULT AND DISCUSSION

A. Descriptive Analysis of Respondents

The characteristics in this study consisted of age , gender, latest education, and the age of working at PT XYZ Distribution in West Jakarta.

No.	Description	Frequency (Person)	Percentage (%)
1	**Gender**		
	- Male	198	52.69
	- Female	81	47.31
2	**Age**		
	- Between 18-25 years	80	28.67
	- Between 26 - 30 years	101	36.20
	- Between 31 - 35 years	66	23.66
	- Over 35 Years	32	11.47
3	**Length of work**		
	- Between 1 - 3 years	267	83.54
	- Between 4 - 6 years	12	16.46
	- Between 7 - 9 years	0	00.00
	- Over 9 Years	0	00.00
4	**Level of education**		
	- Middle school	0	0.00
	- High school	263	75.99
	- Diploma	16	24.01
	- Bachelor degree	0	0.00
	- Others	0	0.00

Table 5: - Characteristics of PT XYZ Distribution *Sales* Employees in West Jakarta
Source: Researcher Processed Data, 2020

B. Descriptive Analysis of Variables

Descriptive data provides an overview of the respondent's answers to questions or statements contained in the oner questionnaire and the respondent's responses, namely from the variables of job stress, organizational climate, job satisfaction, and *turnover intention* .

Indicator	Respondents' Answers					Total	Average	Std Deviation
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree			
X1.1	2	32	151	84	10	279	3.24	0.73
X1.2	4	33	153	87	2	279	3.18	0.70
X1.3	9	58	124	82	6	279	3.06	0.85
X1.4	7	41	143	79	9	279	3.15	0.80
X1.5	12	67	111	82	7	279	3.02	0.90
X1.6	7	73	111	84	4	279	3.02	0.85
X1.7	7	45	139	83	5	279	3.12	0.79
X1.8	7	34	139	93	6	279	3.20	0.78
Total	**55**	**383**	**1071**	**674**	**49**	**2232**	**3.13**	**0.60**
Percentage	**2.46%**	**17.16%**	**47.98%**	**30.20%**	**2.20%**	**100.00%**		

Table 6: - Description of the Results of the Variable Job Stress Questionnaire (X_1)
Source: Researcher Processed Data, 2020

Indicator	Respondents' Answers					Total	Average	Std Deviation
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree			
X2.1	15	91	134	33	6	279	2.73	0.82
X2.2	17	105	125	24	8	279	2.65	0.84
X2.3	14	88	114	49	14	279	2.86	0.94
X2.4	7	84	120	55	13	279	2.94	0.89
X2.5	12	76	125	55	11	279	2.92	0.89
X2.6	11	83	130	47	8	279	2.85	0.85
X2.7	11	86	132	42	8	279	2.82	0.84
X2.8	13	71	151	37	7	279	2.84	0.81
X2.9	8	91	130	41	9	279	2.83	0.83
X2.10	5	86	157	29	2	279	2.77	0.68
X2.11	5	75	150	42	7	279	2.90	0.76
X2.12	8	70	153	45	3	279	2.87	0.75
Total	**126**	**1006**	**1621**	**499**	**96**	**3348**	**2.83**	**0.53**
Percentage	**3.76%**	**30.05%**	**48.42%**	**14.90%**	**2.87%**	**100.00%**		

Table 7:- Description of the Results of the Questionnaire for Organizational Climate Variables (X_2)
Source: Researcher Processed Data, 2020

Indicator	Respondents' Answers					Total	Average	Std Deviation
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree			
Y1.1	5	68	173	28	5	279	2.86	0.68
Y1.2	5	76	178	19	1	279	2.77	0.61
Y1.3	7	68	169	29	6	279	2.85	0.72
Y1.4	10	65	168	32	4	279	2.84	0.72
Y1.5	4	65	181	27	2	279	2.85	0.63
Y1.6	6	58	177	33	5	279	2.90	0.69
Y1.7	9	62	178	25	5	279	2.84	0.70
Y1.8	7	63	183	20	6	279	2.84	0.68
Y1.9	5	78	160	34	2	279	2.82	0.69
Y1.10	8	78	169	23	1	279	2.75	0.66
Y1.11	1	94	162	20	2	279	2.74	0.62
Total	**67**	**775**	**1898**	**290**	**39**	**3069**	**2.82**	**0.41**
Percentage	**2.18%**	**25.25%**	**61.84%**	**9.45%**	**1.27%**	**100.00%**		

Table 8: - Description of the Results of the Questionnaire for Variable Job Satisfaction (Y_1)
Source: Researcher Processed Data, 2020

Indicator	Respondents' Answers					Total	Average	Std Deviation
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree			
Y2 .1	0	2	123	151	3	279	3.56	0.53
Y2 .2	2	4	136	130	7	279	3.49	0.61
Y2 .3	1	5	129	139	5	279	3.51	0.59
Y2 .4	1	5	128	143	2	279	3.50	0.57
Y2 .5	0	1	135	138	5	279	3.53	0.54
Total	**4**	**17**	**651**	**701**	**22**	**1395**	**3.52**	**0.31**
Percentage	**0.29%**	**1.22%**	**46.67%**	**50.25%**	**1.58%**	**100.00%**		

Table 9: - Description of the Results of the Questionnaire for Variable *Turnover Intention* (Y_2)
Source: Researcher Processed Data, 2020

C. Validity Test

Validity states accuracy or preciseness. The higher the accuracy of the data that occurs on the object of research with the data reported by the researcher, the higher the validity of the data. The validity test is carried out using the *Pearson Product Moment* Correlation , if r count> r table it means valid. If r count> r table with $\alpha = 0,05$ then the correlation coefficient is significant. The minimum requirement to be considered suit g Uhi requirement is if $r = 0,3$.

Indicator Codes	r Count	Terms	Information
X1.1	0.601	> 0.30	**Valid**
X1.2	0.620	> 0.30	**Valid**
X1.3	0.791	> 0.30	**Valid**
X1.4	0.781	> 0.30	**Valid**
X1.5	0.769	> 0.30	**Valid**
X1.6	0.785	> 0.30	**Valid**
X1.7	0.774	> 0.30	**Valid**
X1.8	0813	> 0.30	**Valid**
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 10: - Results of the Validity Test of the Variable Job Stress Indicator (X_1)
Source: Results of analysis using *SPSS 25.0*

Indicator Codes	r Count	Terms	Information
X2.1	0.483	> 0.30	**Valid**
X2.2	0.489	> 0.30	**Valid**
X2.3	0.688	> 0.30	**Valid**
X2.4	0.663	> 0.30	**Valid**
X2.5	0.599	> 0.30	**Valid**
X2.6	0.630	> 0.30	**Valid**
X2.7	0.676	> 0.30	**Valid**
X2.8	0.649	> 0.30	**Valid**
X2.9	0.731	> 0.30	**Valid**
X2.10	0.682	> 0.30	**Valid**
X2.11	0.715	> 0.30	**Valid**
X2.12	0.703	> 0.30	**Valid**
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 11: - Results of the Validity Test of Organizational Climate Variable Indicators (X_2)
Source: Results of analysis using *SPSS 25.0*

Indicator Codes	r Count	Terms	Information
Y1.1	0.574	> 0.30	**Valid**
Y1.2	0.665	> 0.30	**Valid**
Y1.3	0.667	> 0.30	**Valid**
Y1.4	0.589	> 0.30	**Valid**
Y1.5	0.651	> 0.30	**Valid**
Y1.6	0.683	> 0.30	**Valid**
Y1.7	0.608	> 0.30	**Valid**
Y1.8	0.510	> 0.30	**Valid**
Y1.9	0.575	> 0.30	**Valid**
Y1.10	0.548	> 0.30	**Valid**
Y1.11	0.662	> 0.30	**Valid**
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 12:- Results of the Validity Test of the Variable Indicator Job Satisfaction (Y $_1$)
Source: Results of analysis using *SPSS 25.0*

Indicator Codes	r Count	Terms	Information
Y2.1	0.541	> 0.30	**Valid**
Y2.2	0.582	> 0.30	**Valid**
Y2.3	0.561	> 0.30	**Valid**
Y2.4	0.502	> 0.30	**Valid**
Y2.5	0.535	> 0.30	**Valid**
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 13:- Results of the Validity Test of the Variable Indicator *Turnover Intention* (Y $_2$)
Source: Results of analysis using *SPSS 25.0*

D. Reliability Test

Variable	Value *Cronbach's Alpha*	Terms	Desc
Job stress	0780	> 0.6	**Reliable**
Organizational Climate	0.757	> 0.6	**Reliable**
Job satisfaction	0.752	> 0.6	**Reliable**
Turnover Intention	0.697	> 0.6	**Reliable**

Table 14:- Variable Indicator Reliability Test Results
Source: Results of analysis using *SPSS 25.0*

Table 14 above is the result of the reliability test. The reliability test is carried out by comparing the *Cronbach Alpha* numbers where the *Cronbach Alpha* value is at least 0 , 6 or ≥ 0.6. The reliability test above> 0 , 6, it can be concluded that the reliability test results are above reliable.

E. The coefficient of determination (R ^{2})

Structural Equations 1			
Model Summary [b]			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 [a]	0.625	0.622	0.253
a. Predictors: (Constant), Organizational Climate, Job Stress			
b. Dependent Variable: Job Satisfaction			
Structural Equations 2			
Model Summary [b]			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 [a]	0.810	0.808	0.136
a. Predictors: (Constant), Job Satisfaction, Organizational Climate, Job Stress			
b. Dependent Variable: Turnover Intention			

Table 15:- Results of the *R-Square* Coefficient of Determination
Source: Results of analysis using *SPSS 25.0*

Table 15 above can be concluded that the value *of Adjusted R Square* equation substructure 1 = 0.622. While the value of *Adjusted R Square for* substructure equation 2 = 0.808 . The rest is influenced by factors other than this research.

$\rho\gamma\varepsilon1$= 1 – Adjuste R^2 = 1 – 0,622 = 0,378 = 37,8%

$\rho\gamma\varepsilon2$= 1 – Adjuste R^2 = 1 – 0,808 = 0,192 = 19,2%

F. Hypothesis Testing
➢ *Simultaneous Significance Test (Test f)*

Structural Equations 1					
ANOVAª					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	29.345	2	14.673	229.924	.000ᵇ
Residual	17.613	276	0.064		
Total	46.958	278			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Organizational Climate, Job Stress					
Structural Equations 2					
ANOVAª					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	21.588	3	7.196	391.908	.000ᵇ
Residual	5.049	275	0.018		
Total	26.637	278			
a. Dependent Variable: Turnover Intention					
b. Predictors: (Constant), Job Satisfaction, Organizational Climate, Job Stress					

Table 16: - Results of the *F* Test Analysis
Source: Results of analysis using *SPSS 25.0*

Table 16 above the test result u ji *f* in which p engujian using a significance level of 0 , 05 . Simultaneous regression test (Test *f*) can be formulated as follows. If Sig. <0 , 05 Then H0 is rejected, and Ha is accepted (significant). If Sig. > 0 , 05 Then H0 is accepted, and Ha is rejected (not significant). So it can be concluded from table 16 it is known that the value of F structure 1 = 229.924, and the value of *Sig* . = 0,000. Thus H $_0$ is rejected, this is the variable Job Stress (X $_1$), and Organizational Climate (X $_2$) together have a significant effect on Job Satisfaction (Y $_1$) . Meanwhile, it is known that the value of F structure 2 = 391.908, and the value of *Sig* . = 0,000. Thus H $_0$ is rejected, this is the variable Job Stress (X $_1$), Organizational Climate (X $_2$), and Job Satisfaction (Y $_1$) together have a significant effect on the *Turnover Intention* (Y $_2$) variable .

➢ *Hypothesis Test (t test)*

Coefficientsª						
Model	Unstandardized Coefficients		t	Sig.	Desc	
	B	Std. Error				
1 (Constant)	3.377	0,131	25.820	0.000		
Job stress	-0.431	0.026	-16.468	0.000	**Significant Negative Effect**	
Organizational Climate	0,280	0.030	9.499	0.000	**Significant Positive Effect**	
a. Dependent Variable: Job satisfaction						

Coefficients[a]					
Model	**Unstandardized Coefficients**		**t**	**Sig.**	**Desc**
	B	**Std. Error**			
1 (Constant)	4.656	0,130	35.908	0.000	
Job stress	0,141	0.020	7.148	0.000	**Significant Positive Effect**
Organizational Climate	-0.210	0.018	-11.490	0.000	**Significant Negative Effect**
Job satisfaction	-0.350	0.032	-10.843	0.000	**Significant Negative Effect**
a. Dependent Variable: Turnover Intention					

Table 17: - Results of the t Test Analysis
Source: Results of analysis using *SPSS 25.0*

Based on the results of data management, the t test results are as follows:

- Job stress (X_1) with job satisfaction (Y_1) is significant by t-test amounted to -16.468 (t count < t table (df = 275) = -1 , 97) and the value of *Sig* . = 0.000. Thus the hypothesis H_1 in this study which states that " Job Stress (X_1) has a significant effect on Job Satisfaction (Y_1) Employees " is accepted .

- Organizational Climate (X_2) with job satisfaction (Y_1) is significant by t-test amounted to 9.499 (t count > t table (df = 275) = 1 , 97) and the value of *Sig* . = 0.000. Thus the hypothesis H_2 in this study which states that " Organizational Climate (X_2) has a significant effect on Job Satisfaction (Y_1) Employees " is accepted .

- Job Stress (X_1) with *Turnover Intention* (Y_2) is significant by t-test amounted to 7.148 (t count > t table (df = 275) = 1 , 97) and the value of *Sig* . = 0.000. Thus the hypothesis H_3 in this study which states that " Job Stress (X_1) has a significant

effect on Employee *Turnover Intention* (Y_2) " is accepted .

- Organizational Climate (X_2) with *Turnover Intention* (Y_2) is significant with a t-count equal to -11.49 0 (t count < t table (df = 275) = -1 , 97) and the value of *Sig* . = 0.000. Thus the hypothesis H_4 in this study which states that " Organizational Climate (X_2) has a significant effect on Employee *Turnover Intention* (Y_2) " is accepted .

- Job satisfaction (Y_1) with *Turnover Intention* (Y_2) is significant by t-test amounted to -10.843 (t count < t table (df = 275) = -1 , 97) and the value of *Sig* . = 0.000 . Thus the hypothesis H_5 in this study which states that " Job Satisfaction (Y_1) has a significant effect on Employee *Turnover Intention* (Y_2) " is accepted .

Interpretation and Testing the hypothesis and the value of R^2 are as follows:
$Y_1 = 3,377 - 0,431 X_1 + 0,280 X_2 + 0,378 e;$
$Y_2 = 4,656 + 0,141 X_1 - 0,210 X_2 - 0,350 Y_1 + 0,192 e;$

G. Path Analysis (Path Analysis)

Variable	Y1		Y2		Indirect Effect Analysis		Desc
	Unstandardized Coefficient (β)	Std. Error	Unstandardized Coefficient (β)	Std. Error	Don't count	Coefficient	
Job stress	-0.431	0.026	0.141	0.020	9,044	0.151	effect
Organizational Climate	0.280	0.030	-0,210	0.018	-7,128	-0.098	effect
Job satisfaction	-	-	-0.350	0.032	-	-	-

Table 18: - *Path Analysis* Calculation Regression Test Results
Source: Results of analysis using *SPSS 25.0*

To calculate the indirect effect, you can use the *Sobel test* $t = \frac{ab}{S_{ab}}$ formula where

$$S_{ab} = \sqrt{(b^2 \times S_a^2) + (a^2 \times S_b^2) + (S_a^2 \times S_b^2)}$$

based on table 17 it can be interpreted as follows:

- Job Stress Variable (X_1) on Turnover Intention (Y_2) Through Job Satisfaction (Y_1) , the t-count value (Job Stress) $= = \frac{-0,431 X - 0,350}{0,0008} = 9,044$, where β X_1 = - 0.431 X -0.350 = 0, 1509, and S 12 = 0.00008. Thus the t-count value is 9.044 (t-count > t-table (df = 275) = 1.97), and the coefficient value is positive, which is 0.150 which indicates that the direction of the relationship between Job Stress (X1) and Turnover Intention (Y_2) through Job Satisfaction (Y_1) is positive and

influential or Job Satisfaction reduces the Relationship between Job Stress and Turnover Intention.

➢ Organizational Climate Variable (X_2) on *Turnover Intention* (Y_2) Through Job Satisfaction (Y_1), the t-count value (Organizational Climate) $= \frac{0,280\,X - 0,350}{0,0009} = -7,127$, where $\beta\,X_{1} = 0,280\,X - 0,350 = -0,098$, and $S_{12} = 0.00009$. Thus the t-count value is -7.127 (t-count <-t-table (df = 275) = -1.97), and the *coefficient* value is negative, which is -0.098 which indicates that the direction of the relationship between Organizational Climate

(X_2) towards *Turnover Intention* (Y_2) through Job Satisfaction (Y_1) is negative and influential or Job Satisfaction reduces the Relationship between Organizational Climate and *Turnover Intention* .

H. Matrix of Inter-Dimensional
➢ *Correlation*

Based on the results of the inter-dimensional correlation matrix testing, processed using the anatomical analysis of SPSS 25.0 shows the table 19:

		Correlation							
		Job Satisfaction (Y1)					Turnover Intention (Y2)		
		3.1 Transfer Of Employees	3.2 Absence Rate From Work	3.3 Age	3.4 Job Level	3.5 Company Organizational Size	4.1 Thoughts Of Quitting Work	4.2 Desire To Leave	4.3 Desire To Find Another Job
Job Stress (X1)	1.1 Work Demands	-0,317	-0,432	-0,388	-0,351	-0,434	0,286	0,408	0,401
	1.2 Role Demands	-0,513	-0,475	-0,504	-0,440	-0,469	0,415	0,492	0,400
	1.3 Organizational Structure	-0,422	-0,466	-0,491	-0,380	-0,457	0,389	0,454	0,340
	1.4 The Attitude Of The Leader	-0,468	-0,496	-0,500	-0,380	-0,422	0,404	0,430	0,311
Organizational climate (X2)	2.1 Structure	0,252	0,179	0,202	0,148	0,384	-0,139	-0,357	-0,418
	2.2 Standard-Standard	0,257	0,312	0,365	0,235	0,313	-0,426	-0,433	-0,204
	2.3 Responsible	0,317	0,280	0,324	0,259	0,247	-0,497	-0,387	-0,173
	2.4 Award	0,271	0,283	0,274	0,219	0,312	-0,362	-0,411	-0,292
	2.5 Support	0,361	0,312	0,322	0,259	0,401	-0,400	-0,487	-0,372
	2.6 Commitment	0,299	0,264	0,327	0,249	0,384	-0,467	-0,440	-0,266
Job satisfaction (Y1)	3.1 Transfer Of Employees	-	-	-	-	-	-0,459	-0,514	-0,338
	3.2 Absence Rate From Work	-	-	-	-	-	-0,485	-0,552	-0,397
	3.3 Age	-	-	-	-	-	-0,499	-0,520	-0,338
	3.4 Job Level	-	-	-	-	-	-0,393	-0,469	-0,285
	3.5 Company Organizational Size	-	-	-	-	-	-0,428	-0,593	-0,505
	N	279	279	279	279	279	279	279	279

Table 19: - Inter-dimensional correlation matrix Test Results
Source: Results of analysis using *SPSS 25.0*

- The Job Stress Variable (X_1) on the Job Satisfaction Variable (Y_1) above shows that the greatest correlation value between the dimensions in the Job Stress variable (X_1) on the Job Satisfaction variable (Y_1) is the X1.2 Role Demands with dimension Y1.1 Employee Transfer is -0,513. This explains that the X1.2 dimension of reducing Role Demands in the Job Stress variable is needed to support the increase in Job Satisfaction (Y_1), especially in the dimension of Employee Transfer.

- Variable Organizational Climate (X_2) to the Job Satisfaction Variable (Y_1) above it is known that the greatest correlation value between the dimensions in the Organizational Climate variable (X_2) on the Job Satisfaction variable (Y_1) is X2.5 Support with dimensions Y1.1 Size Company Organization that is 0.401, and in the category of medium level of relationship. This explains that the dimension of X2.5 Support in the Organizational Climate variable is needed for any increase in Job Satisfaction

(Y_1), especially in the dimension of Company Organization Size.

- The Job Stress Variable (X_1) on the *Turnover Intention* (Y_2) Variable above shows that the greatest correlation value between the dimensions in the Work Stress variable (X_1) on the *Turnover Intention* (Y_2) variable is the X1.2 Role Demands with dimensions Y2.2 desire to Leave is 0.492, and in the category of medium level of relationship. This explains that each increase in the dimension of X1.2 Role Demands in the Job Stress variable will support the increase in *Turnover Intention* (Y_2), especially in the dimension of Desire to Leave.

- Variable Organizational Climate (X_2) to the *Turnover Intention* (Y_2) variable above, it is known that the greatest correlation value between the dimensions in the Organizational Climate variable (X_2) to the *Turnover Intention* variable (Y_2) is X2.3 Responsibility with dimension Y2.1 Mind to Stop, namely -0.497, and it is included in the category of moderate level of

relationship. This explains that every increase in the X2.3 Responsibility dimension in the *Organizational Climate* variable is required for every reduction in *Turnover Intention* (Y_2) especially in the Mind to Stop dimension.

- Job Satisfaction variable (Y_2) of the variable *Turnover Intention* (Y_2) above in mind that the greatest correlation value between dimensions in job satisfaction variable (Y_1) to variable *Turnover Intention* (Y_2) is the dimension $Y_{1.1}$ Level attendance Working with dimension $Y_{2.2}$ desire to Leave is -0.552, and in the category of medium level of relationship. This explains that the Y1.1 Dimension of Job Attendance in the Job Satisfaction variable is needed for any reduction in *Turnover Intention* (Y_2), especially in the Willing to Leave dimension.

I. Discussion

➢ *Effect of Job Stress (X_1) on Job Satisfaction (Y_1)*

Based on the research results Stress Job (X_1) a significant negative effect on job satisfaction (Y_2). This means that the job stress experienced by employees of PT XYZ Distribution in West Jakarta. can affect how they feel, whether it's about the job or the results they receive. Stress is a major problem at work which is closely related to satisfaction. Lack of satisfaction can be a source of stress. The results of this study are in line with research previously conducted by Muhammad Irfan Nasution (2017) which proves that the relationship between job stress has a significant effect on job satisfaction.

➢ *The Effect of Organizational Climate (X_2) on Job Satisfaction (Y_2)*

Based on research results Organizational Climate (X_2) has a positive and significant effect on Job Satisfaction (Y_2). Organizational climate is the quality of the organization's internal environment that is relatively ongoing, experienced by members of the organization and influencing their behavior and can be described in one characteristic or organizational nature (Taiguri and Litwin in Wirawan, 2007: 65). This shows that when the company has a clear organization and has the responsibility of each employee, this can be an additional value for the company to assess the employee's job satisfaction. The results of this study are in line with research previously conducted by Andi Caezar To Tadampali, Abdurrahman Hadi, Rudi Salam (2016) which proved that the relationship between organizational climate has a significant effect on job satisfaction .

➢ *Effect of Job Stress (X_1) on Turnover Intention (Y_1)*

Based on the results of the research that Job Stress (X_1) has a positive and significant effect on *Turnover Intention* (Y_1). According to Hasibuan (2012: 204) work stress has several profound factors when employees themselves are not comfortable in the company, namely excessive workload, unfair work pressure, and too low compensation for services. This shows that employees of PT XYZ Distribution in West Jakarta when experiencing work stress at work are characterized by the factors above and employees also try to want to move to another

company. The results of this study are in line with research previously conducted by Charles Bohlen Purba and Achmad Farizki (2020), proving that the relationship of job stress has a positive and significant effect on *turnover intention* .

➢ *The Effect of Organizational Climate (X_2) on Turnover Intention (Y_1)*

Based on research results , Organizational Climate (X_2) has a negative and significant effect on *Turnover Intention* (Y_2). According to Melky (2015) the desire to change jobs or the desire to leave an organization is because the employee does not feel comfortable and intends to move to an even more comfortable organization. This shows that when the work organization environment is not in line with employees, the employee's desire to find work can occur in a company. The results of this study are in line with research previously conducted by I Gede Putra Arnanta and I Wayan Mudiartha Utama (2017), proving that the relationship between organizational climate has a significant effect on *turnover intention* .

➢ *Effect Job Satisfaction (Y_2) on Turnover Intention (Y_1)*

Based on the results of research that job satisfaction (Y_2) significant negative effect on *Turnover Intention* (Y_1). This shows according to Sutrisno (2016) that high job satisfaction will not make *turnover* low, but when employees are not satisfied with their work, the *turnover* in the company itself will be high, which is where there are several negative factors such as social aspects that cause dissatisfaction. work. The results of this study are in line with research previously conducted by Muhammad Khaidir (2016), proving that the relationship between job satisfaction has a significant effect on *turnover intention* .

➢ *Effect of Job Stress (X_1) on Turnover Intention (Y_1) through Job Satisfaction (Y_2)*

Based on the research results , Job Stress (X_1) on *Turnover Intention* (Y_1) through Job Satisfaction (Y_2) is positive or Job Satisfaction reduces the Relationship between Job Stress and *Turnover Intention* . This shows that there is an influence when the working environment conditions are not good which causes work stress in the company, causing dissatisfaction in work which in turn can lead to actual *turnover* . The results of this study are in line with research previously conducted by Novy Fitria (2014) which proves that the relationship between job stress and *turnover intention* through job satisfaction has an effect.

➢ *Influence of Organizational Climate (X_2) on Turnover Intention (Y_1) through Job Satisfaction (Y_2)*

Based on the research results, Organizational Climate (X2) on Turnover Intention (Y1) through Job Satisfaction (Y2) is influential. And it shows that the direction of the relationship between Organizational Climate (X2) and Turnover Intention (Y1) through Job Satisfaction (Y2) is negative or Job Satisfaction reduces the Relationship between Organizational Climate and Turnover Intention. The results of this study are in line with research previously

conducted by Elok Farida, Wiyarni (2019), proving that the relationship between organizational climate and turnover intention through job satisfaction has an influence.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the results of the research and discussion that has been done, it can be concluded as follows:

➢ Job stress variable has a negative and significant effect on Job Satisfaction.

➢ Organizational climate variable has a positive and significant effect on job satisfaction .

➢ Job stress variable has a positive and significant effect on *Turnover Intention* .

➢ Organizational Climate variable has a negative and significant effect on *Turnover Intention* .

➢ Job Satisfaction Variable has a negative and significant effect on *Turnover Intention* .

➢ Job stress variable has a positive and significant effect on *Turnover Intention* through Job Satisfaction.

➢ Organizational Climate variable has a negative and significant effect on *Turnover Intention* through Job Satisfaction.

B. Suggestions

Based on the results of the discussion analysis and some of the conclusions above, the suggestions that can be given to complement the results of this study are as follows:

➢ Job stress has a negative effect on job satisfaction, so it is suggested that companies pay more attention to employees to reduce work stress through role guidance. Where in this role guidance, namely limiting the target load so that it is not excessive and the boss does not put too much pressure on employees because of the taregt burden. If you limit the target load, employees do not have the thought of moving employees and job satisfaction is minimal in the company.

➢ Organizational climate has a positive effect on job satisfaction. With the above conclusions, the company must maintain a good organizational climate. This can be done while still giving full responsibility to employees to solve problems related to work tasks in completing work, providing support to be able to develop again, and giving employees the opportunity to convey ideas or suggestions for the progress of the company.

➢ Job stress has a positive effect on *turnover intention* , so it is advisable to have programs that can reduce employee stress, either directly or indirectly. Such as giving awards to employees who excel and paying attention to the physical and psychological conditions of employees, reducing excessive target burdens, it is best to pay attention to the welfare of employees. It is hoped that these programs can control the level of work stress on employees so that *turnover* can be prevented.

➢ Organizational climate has a negative effect on *turnover intention* , so it is recommended that companies pay more attention to the welfare of their employees by

providing *rewards* , compensation, allowances, or additional bonuses that need to be done to provide comfort, clear responsibility, and increase employee motivation in order to reduce *turnover intention.*

➢ Job satisfaction negatively affect t erhadap *turnover intention* , it is recommended that companies provide to employees refreshing *sales* each year, so that not too much workload related to their work every day. And also pay attention to the job duties assigned to each employee or create a work environment where safety is more important, so that employees feel satisfied and can reduce the desire to leave.

➢ Job stress has a positive effect on *turnover intention* through job satisfaction , so it is suggested to improve the system of distribution of labor evenly according to ability, as well as a balanced target load by looking at the level of length of work in the company. After that, deepen the training or review the employees with the aim that employees have better endurance so that the work itself becomes more enjoyable and provides employee satisfaction, so that it can reduce *turnover* itself.

➢ Organizational climate has a negative effect on *turnover intention* through job satisfaction , so it is suggested that responsibilities should be fully clear and rewards / rewards should also be added in order to provide more satisfaction to employees. And will minimize the *turnover* itself.

➢ Expectations of the authors that further research might explore more related variables that affect *turnover intention* and job satisfaction . Because there are still many other factors that can theoretically affect *turnover intention* through job satisfaction. Therefore, there needs to be further research on other factors that affect employee job satisfaction which are not examined by the author.

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