

The Influence of Work Environment and Job Stress on Job Satisfaction and Its Impact on Turnover Intention Pt Mitra Terminal Kaltim

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ABSTRACT: *The purpose of this study is to determine the effect of work environment on job satisfaction; the effect of work stress on job satisfaction; the effect of job satisfaction on turnover intention; the effect of work environment on turnover intention; the effect of work stress on turnover intention; the effect of work environment on turnover intention through job satisfaction; the effect of work stress on turnover intention through job satisfaction. The population in this study is all employees of PT Mitra Terminal Kaltim because the number of subjects is less than 100. The sample used in this study was 85 employees of PT Mitra Terminal Kaltim. The data analysis used is SEM-PLS with the help of the SmartPLS 4 program in data processing. The results showed that work environment has a positive and significant effect on job satisfaction, work stress has a negative and significant effect on job satisfaction, job satisfaction has a negative and significant effect on turnover intention, work environment has a negative and significant effect on turnover intention, work stress has a positive and significant effect on turnover intention, work environment has a negative and significant effect on turnover intention through job satisfaction, work stress has a positive and significant effect on turnover intention through job satisfaction.*

Keywords: *Work Environment; Job Stress; Job Satisfaction; Turnover Intention.*

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I. INTRODUCTION

In the era of the mining industry that is growing rapidly, including organizational changes, companies are required to provide human resources who not only support the continuity of the organization but also have the ability to advance and improve the company's performance. The competitive advantages that human resources have in the company include knowledge, attitudes and skills as well as work behaviors that are in accordance with the company's vision and mission. The mining industry has a strategic role in the global economy, providing important mineral resources for other industrial sectors. Performance in the mining industry is a major focus because of its broad impact on economic growth, the environment, and the surrounding communities. Performance in the mining industry includes not only production aspects, but also operational efficiency, occupational safety, environmental sustainability, and social contribution to the surrounding community. Good performance in the mining industry can spur economic growth and create jobs. Based on observations, research and observations that have been carried out by the author in approximately 5 months, it shows that the employee turnover rate has increased from 2020 to 2022. The employee turnover rate during 2020-2022 is 10% - 13% for middle-to-lower level employees. According to Gallup, the tolerable turnover rate is 10%. When the turnover rate is too high, it is necessary to make improvements in the human resource management system, therefore to explore the main cause of the high turnover rate at PT Mitra Terminal Kaltim, an interview was conducted with Human Resources Development (HRD) of PT Mitra Terminal Kaltim. The results of the interviews identified that many employees felt dissatisfied with their jobs because they experienced stress due to too high workload, narrow work deadlines, conflicts between colleagues and lack of support from superiors, as well as limited opportunities for promotions and many employees felt uncomfortable with the environment in which they worked. Another phenomenon at PT Mitra Terminal Kaltim is a problem in the work environment. The work environment is also supported by the existence of adequate facilities and infrastructure as well as social aspects that support PT Mitra Terminal Kaltim

employees in carrying out their work. However, the facilities obtained by PT Mitra Terminal Kaltim employees are very few, such as the absence of a place to rest, lack of facilities for mobilization of work activities in the field area. Then, the working atmosphere in the work environment of PT Mitra Terminal Kaltim itself is still not good, starting from the noise on heavy equipment operating in the location of this work area can interfere with the comfort of employees' work, then the work environment is too monotonous because many employees work in the field area rather than indoors with a higher work risk that affects employee security and safety

The work environment is factors outside of the employee can be physical or non-physical in a company. Companies must pay attention to their work environment in order to create a conducive atmosphere so that they can smooth the work of employees. Employees can feel uncomfortable at work if the environment in which they work does not make them comfortable. Insufficient or excessive lighting can interfere with employees' view at work. The temperature of the workspace must also be maintained so that it is not too hot or too cold so that employees do not feel sultry or cold during work, and noise in the workspace must be very maintained because it can interfere with the enjoyment of employees at work. If the level of employee comfort at work decreases, employees will feel uncomfortable and have the desire to leave. Therefore, companies must pay close attention to the work environment so that all their employees feel comfortable in completing all the work given. If employees feel comfortable at work, the results of the work that will be produced will be satisfactory and also employees will feel comfortable and at home working in the company. Another factor that causes a high desire to move is of course due to the emergence of work stress. Job stress can be interpreted as the pressure that employees feel because they cannot fulfill work tasks. This means that stress arises when employees are unable to meet the demands of the job. At an increasingly severe stage, stress can make employees sick or even resign. Work stress is also a factor that needs to be considered in a company, stress can have a negative impact at a high level where it can cause employee job satisfaction to decrease, this condition occurs because employees will use more of their energy to fight stress than to do their tasks or work.

Stress directly affects employee turnover intention and is related to employee job satisfaction. In companies with declining productivity levels, the high number of employee absenteeism and employee turnover indicate that employee stress levels are quite high. Work-related stress can lead to work-related dissatisfaction. Dissatisfaction arises due to the psychological effects of stress. Causes of stress that can affect job satisfaction can be exemplified such as unclear job descriptions, monotonous jobs, poor work environments, and so on. Work stress and work environment are factors that greatly affect employee job satisfaction which will affect an employee's intention to move to find another place of work. Stress levels that can still be controlled and a comfortable physical and non-physical work environment for employees foster employee attitudes and behaviors that support the company to achieve its goals.

Some of the factors that take a role as the cause of the desire to move are job satisfaction. In research conducted by Minto (2013), evidence was found that shows that the level of job satisfaction correlates with thoughts of leaving the job, and that the intention to leave the job correlates with the actual leaving the job. Dissatisfaction is expressed in various ways, in addition to leaving the job, employees can complain, disobey, shirk responsibility and others. The aspects that determine the height and low of turnover, such as the previous presentation, are the aspects of work stress, work environment, and job satisfaction. In the aspect of work stress, the phenomenon in some employees through short interviews shows that they feel pressured by the number of jobs, the difficulty of tasks beyond their ability. Another phenomenon related to job satisfaction, several employees through short interviews related to job satisfaction variables show that they often complain about their jobs, protest about salaries, bonuses and compensation and other phenomena related to the work environment. Turnover intention phenomena must be identified in such a way that PT Mitra Terminal Kaltim is able to reduce the turnover intention rate and minimize the adverse impacts due to turnover intention from a number of employees so that it is very necessary to maintain quality, especially in human resources. To carry out the operational process of PT Mitra Terminal Kaltim, of course, each human resource has its own duties and functions, so that when one of the employees moves or leaves PT Mitra Terminal Kaltim, there will be instability that will disrupt the operational process and will affect the quality of work

Referring to previous research conducted by (Raziq & Maulabakhsh, 2014) with the research title "Impact of Working Environment on Job Satisfaction" in the study, it was concluded that the work environment has a positive effect on employee job satisfaction. While the research (Wongkar et al., 2018) The results of the study showed that the work environment did not have a significant effect on job satisfaction. In addition, research conducted by (Rauan & Tawal, 2019) showed that work stress had a positive and significant effect on employee job satisfaction, while the research (Mawaranti & Praseti, 2018) said that work stress does not have a significant negative effect on job satisfaction. Results (Kurniawaty et al., 2019) stated that the work environment has a negative effect on turnover intention. Meanwhile, the results of the research (Gani et al., 2022) It shows that the work environment has a positive effect on turnover intention. In accordance with research (Sheraz et al., 2014) stated that work stress has a positive influence on turnover intention, as well as in research (Tziner et al., 2015) Where work stress has a direct insignificant effect on turnover intention. The research (Habib et al., 2014)

conducted a study entitled "The Impact of Organizational Culture on Job Satisfaction Employees Commitment and Turnover Intention" and the results of the study showed that job satisfaction had a positive effect on employee turnover. Another study from (Shah & Jumani, 2015) titled "Relationship of Job Satisfaction and Turnover Intention of Private Secondary School Teachers" showed that job satisfaction has a strong and significant negative influence on employee turnover intention. Based on the findings of previous research, it can be seen that there is still a research gap between the variables to be studied. Therefore, this study will answer or provide proof of existing research gaps. Research findings in the field of human resources are often not present in the form of direct influence because sometimes the relationship between the two variables is mediated by other phenomena such as job satisfaction. As an example of research (Apriyanto & Haryono, 2020) to PT Patria Migas which stated that job satisfaction plays a mediating variable on the influence of work pressure, workload, and work environment on turnover intention.

Job satisfaction is an intervening variable that mediates the relationship between the influence of the work environment and work stress on turnover intention and has a positive influence that strengthens the relationship between the work environment and work stress on turnover intention. Job satisfaction can certainly strengthen the relationship between the work environment and work stress on turnover intention. With the improvement of a healthy and conducive work environment and facilities that support work balance, it will also be very good for employees to create employee job satisfaction with the PT Mitra Terminal Kaltim company and this is good in reducing the low turnover intention that occurs. By managing work stress well, PT Mitra Terminal Kaltim can increase employee job satisfaction. Aryawan who feel supported, safe, and valued tend to be more dedicated and productive in their work, which will ultimately improve operational efficiency, but also increase employee satisfaction and quality of life and have a positive impact on the company's performance of PT Mitra Terminal Kaltim.

Based on the background that has been explained above, the formulation of the problem can be described as follows: (1) Does the work environment affect job satisfaction?; (2) Does work stress affect job satisfaction?; (3) Does job satisfaction affect turnover intention?; (4) Does the work environment affect turnover intention?; (5) Does work stress affect turnover intention?; (6) Does the work environment affect turnover intention through job satisfaction?; and (7) Does work stress affect turnover intention through job satisfaction?.

II. LITERATURE REVIEW

Work Environment

The work environment is all aspects of work physical, psychological work and work regulations can affect job satisfaction and productivity achievement. The work environment also instills working relationships that bind people in the environment (the company). Therefore, it is sought to make the work environment good and conducive, because a good and conducive work environment will make employees feel at home and comfortable in the room, feel happy and excited to carry out their duties so that employee performance will also improve better (Putriyanti & Setiadi, 2021).

Work Stress

Stress is a dynamic condition in which an individual faces opportunities, constraints or demands related to what he or she really wants and whose outcome is perceived as uncertain but important. More specifically, stress is related to constraints and demands. An obstacle is a force that prevents an individual from doing what is highly desirable whereas a demand is the loss of something that is highly desirable. Robbins and Judge in (Septian et al., 2019) Stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources related to what the individual desires and the outcome is seen as uncertain and important. Stress is people who experience stress to become nervous and feel chronic worry so that they often become angry, aggressive, unable to relax or show an uncooperative attitude. Work stress can have an impact on a person's stability condition which can affect their concentration and focus on work. Meanwhile, according to Siagian (2016), work stress is a condition of tension experienced by employees that can affect a person's way of mind and emotions as well as a person's physical condition. Sunyoto (2015) explained that stress is a consequence of every action and environmental situation that can cause excessive psychological and physical demands.

Job Satisfaction

Robbins (2015) defines job satisfaction as a positive feeling about work, which results from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about his or her job, while someone with a low level has negative feelings (Aditya & Santoso, 2020). According to Sutrisno, 2010 in (Parashakti & Apriani, 2020) Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received at work, and matters related to physical-physical and psychological factors. According to Handoko, 2010 in (Parashakti & Apriani, 2020) Job satisfaction is a pleasant

or unpleasant emotional state by which employees view their work. Hanggraeni (2011), job satisfaction itself is interpreted as an individual's attitude towards his or her work. Job satisfaction is basically something individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activities that are felt according to the wishes of the individual, the higher the trust for the activity. Thus, satisfaction is an evaluation that describes a person's feelings of happy or unhappy, satisfied or dissatisfied at work.

Turnover Intention

According to Harnoto in (Faradina & Azzuhri, 2020) Stating turnover intention is the level or intensity of the desire to leave the company, there are many reasons that cause turnover intention and among them is the desire to get a better job. This opinion is also relatively the same as the opinion that has been expressed earlier, that turnover intention is basically the desire to leave (exit) the company. Turnover actually does not always have a negative impact, but is also positive, especially if the existing turnover is indeed desired by the company, especially related to the work performance of employees who are considered lacking, disciplinary actions from employees or retirement. Mathis and Jackson in (Faradina & Azzuhri, 2020) said that losing some workers is sometimes desirable, if the workers who leave are those with low performance. So it can be concluded that the negative impact caused by turnover is not only related to cost factors but also non-cost factors, so it needs to be considered because it affects the effectiveness of the company as a whole.

Relationship Between Variables

Work Environment on Job Satisfaction

The work environment is a factor that directly affects employee job satisfaction. A conducive work environment provides a sense of security and allows employees to work optimally. A clean and quiet work environment will provide a sense of comfort and pleasure. If the employee likes the work environment in which he works, then the employee will feel at home at his workplace to carry out activities and complete his tasks, so that employee job satisfaction will increase. This opinion is in line with research conducted by Raziq and Maulabakhsh (2014) conducting research on the work environment and job satisfaction with the title "impact of working environment on job satisfaction" in the study it was concluded that the work environment has a positive effect on employee job satisfaction, therefore the Company must pay attention to the work environment so that employees get maximum job satisfaction.

H1: The work environment has a positive and significant effect on the job satisfaction

Work Stress on Job Satisfaction

Judging from psychological symptoms, stress can cause dissatisfaction. Work-related stress can lead to work-related dissatisfaction. That's the simplest and most obvious psychological impact of stress. Stress can also appear in other psychological states, such as tension, anxiety, irritability, boredom, and procrastination. It is evident that when people are placed in jobs that have multiple demands and conflicts or where there is no clarity about the duties, authorities, and responsibilities of the job-bearer, work stress and dissatisfaction will increase. The results of research (Leila, 2018) show that stress and job satisfaction have a reciprocal relationship. Job satisfaction can increase an individual's resistance to stress and vice versa, the stress lived by the individual can be a source of dissatisfaction. In accordance with research conducted by Suhanto (2018) which proves that work stress has a negative influence on employee job satisfaction. Indicators of excessive workload are an important aspect that affects the increasing work stress of employees. Excessive workload will make an employee feel bored and depressed about his work so that the employee will feel bored with the work environment at his workplace where the employee works.

H2: Work stress has a negative and significant effect on the job satisfaction

Job Satisfaction on Turnover Intention

Job satisfaction is also negatively related to employee turnover intention. Other factors such as labor market conditions, expenditures on alternative job opportunities and the length of employment in the company are actually important constraints in the decision to leave the job. According to research conducted (Cahyono et al., 2017), job satisfaction is also negatively related to employee turnover intention. The research conducted (Jang et al., 2012) found that the satisfaction variable had a negative and significant effect on turnover intention, meaning that the higher the employee's job satisfaction, the lower the turnover intention rate, and vice versa, the lower the employee's job satisfaction, the higher the turnover intention rate. This opinion is in line with the theory (Simammora, 2015:152) that the lower the employee's job satisfaction, the more likely the employee will leave their current position.

H3: Job satisfaction has a negative and significant effect on the Turnover Intention

Work Environment on Turnover Intention

The work environment is everything that exists around workers that can affect work including lighting settings, noise control, workplace hygiene settings and workplace safety settings. In general, the work environment is a condition and atmosphere in which these employees carry out their duties and work optimally. A conducive work environment provides a sense of security and allows employees to work optimally. This is in accordance with research conducted by (Putra & Main, 2017) The work environment has a negative influence on turnover intention, where when the work environment in a company is not conducive to work such as sufficient lighting or light and guaranteed safety in the workplace, it is certain that employees will not stay in the company for a long time and it can be said that turnover intention will be high (Joarder et al., 2011). This opinion is in line with research conducted by (Chairani, 2014) which proves that the work environment has a negative influence on turnover intention, a poor work environment, few facilities received by employees, the absence of a place for employees to rest, will encourage employee intention to resign. Research (Qureshi et al., 2013) The work environment has a negative influence on turnover intention which indicates that good working conditions can reduce turnover intention. Research (Irvianti and Renno, 2015) found that the work environment partially has a negative effect on the variable turnover intention of employees, the higher the comfort of the environment felt by employees, the lower the turnover intention of employees.

H4 : The work environment has a negative and significant effect on the turnover intention

Work Stress on Turnover Intention

Robbins & Judge (2013) mentioned that work stress can have an impact on employee behavior at work, one of which is the thought of quitting work. According to research by Labrague et al., (2018) explained that work stress positively and significantly affects the decision to do turnover, so that employees experience work stress that is increasingly strong in their desire to do turnover. Hasin and Omar (2007) also mentioned that work stress has a significant influence on employee turnover intention. Employees who experience stress at work will tend to have the desire to leave their company. An employee who experiences stress at work will generally feel uncomfortable and try to avoid the cause of stress, one way is to quit work or it can be called turnover.

H5 : Work stress has a positive and significant effect on the turnover intention of employees

Work Environment on Turnover Intention through Job Satisfaction

Job satisfaction is one of the factors that employees consider to work for one company. Job satisfaction is something individual so that the job satisfaction of an employee will be different from other employees (Rusdiyanto, 2015). A system that increases work freedom and job satisfaction also has a positive impact on turnover intention. But when high-performing employees feel underestimated, they tend to have higher turnover intentions. Continuous and high employee turnover is said to be risky and costly. Job satisfaction is the key to maintaining employee continuity, this is based on workplace conditions, tasks and communication with superiors and colleagues. An employee who is dissatisfied with his or her job tends to look for another workplace, in the hope that the new workplace can meet his satisfaction (Yuda, 2017). Research conducted by (Apriyanto & Hartono, 2020) states that job satisfaction is proven to be a mediator of the relationship between the work environment and turnover intention. Furthermore, (Reza et al., 2023) also supports the results of the study, namely stating that job satisfaction is proven to be a mediator of the relationship between the work environment and turnover intention.

H6 : The work environment has a negative and significant effect on turnover intention through the job satisfaction

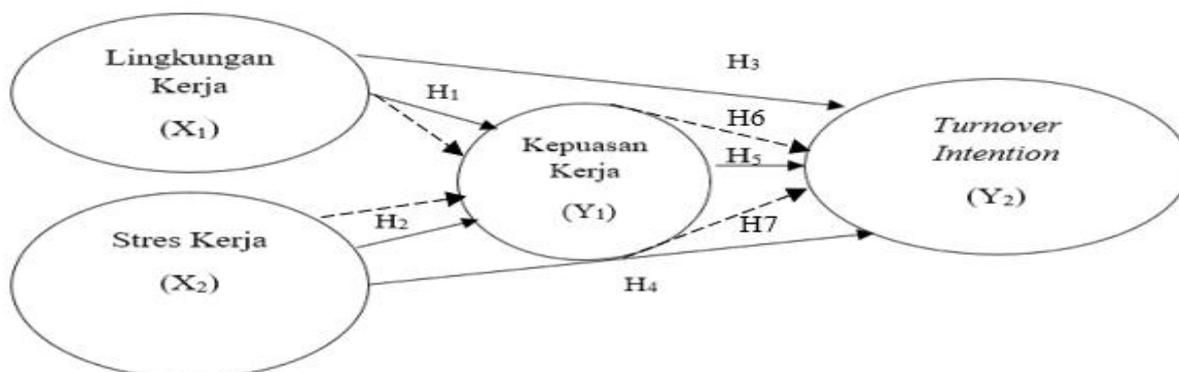
Work Stress on Turnover Intention Through Job Satisfaction

Job satisfaction mediates the relationship between work stress and turnover intention by weakening the positive relationship between the two. This condition indicates that the greater the level of work stress that occurs in employees, the lower the level of job satisfaction, triggering the emergence of a desire to leave their job. Meanwhile, employees who are satisfied with the work carried out tend to make a positive contribution to the company. Several studies have been conducted on job satisfaction can mediate the relationship between work stress and turnover intention. Indrayani (2012) concluded that job satisfaction has a significant effect as a mediating variable between the relationship between work stress and employee exit intention. Basri (2017) in his research said that job satisfaction mediates the influence of work stress on turnover intention. This is in line with research conducted by (Sheraz et al., 2014) In his research, he gave similar results, namely job satisfaction can mediate the relationship between work stress and turnover intention.

H7 : Work stress has a positive and significant effect on turnover intention through employee job satisfaction

Research Conceptual Framework

Figure 1. Research Conceptual Framework



III. RESEARCH METHOD

Operational Definition

1. Work Environment (X1)

The work environment is everything that is around the employees and that can affect them in carrying out the tasks imposed on the company PT Mitra Terminal Kaltim. Indicators of the work environment are:

X1.1 Work Atmosphere is a pleasant, comfortable working atmosphere including clear light or lighting, quiet and quiet sound, security at PT Mitra Terminal Kaltim

X1.2 Relationship with colleagues is a harmonious and familial relationship among employees of PT Mitra Terminal Kaltim without any mutual intrigue between employees and maintaining communication so that there are no miscoordination errors

X1.3 The relationship between subordinates and superiors is a good and harmonious relationship with superiors at PT Mitra Terminal Kaltim and has polite behavior towards superiors.

X1.4 Work facilities, namely the availability of complete facilities at PT Mitra Terminal Kaltim such as workspaces, equipment and other public facilities.

2. Work Stress (x2)

Work stress in PT Mitra terminal kaltim is an important symptom to observe since the beginning of demands, heavy workload, absence of work supervision, the working time provided is quite dense and the work environment is not good.

X2.1 Workload is too much workload on employees of PT Mitra Terminal Kaltim and not enough time to complete the work so that it causes work stress in employees

X2.2 The attitude of the leader is the attitude of the leader of PT Mitra Terminal Kaltim who is unfair in assigning tasks

X2.3 Working time is the perception of employees of PT Mitra Terminal Kaltim regarding excessive working time or late working hours that have passed the specified hours

X2.4 Conflict is the perception of PT Mitra Terminal Kaltim employees regarding conflicts between employees and their superiors

X2.5 Communication is the perception of PT Mitra Terminal Kaltim employees regarding poor communication between fellow employees

3. Job Satisfaction (Y1)

Job Satisfaction is an attitude of PT Mitra Terminal Kaltim employees towards their work related to the work situation, cooperation between employees, rewards received at work and matters related to physical and psychological factors of PT Mitra Terminal Kaltim employees. The indicators of the job satisfaction variable include the following:

Y1.1 The work itself is the work that is carried out in accordance with the expertise of PT Mitra Terminal Kaltim employees.

Y1.2 Salary is the salary received in accordance with the duties and responsibilities of the work given by PT Mitra Terminal Kaltim.

Y1.3 Promotion is the opportunity for employees of PT Mitra Terminal Kaltim to advance and develop and get a higher position.

Y1.4 Supervisor is the ability of the supervisor of PT Mitra Terminal Kaltim to provide technical briefing and behavioral support to his subordinates

Y1.5 Co-workers are responsible co-workers and there is no competition between fellow employees at PT Mitra Terminal Kaltim

4. Turnover Intention (Y2)

Turnover intention refers to the attitude of PT Mitra Terminal Kaltim employees which is the desire to leave or resign from their jobs. The following are variable indicators of turnover intention:

Y2.1 The thought of quitting is that employees of PT Mitra Terminal Kaltim are thinking about quitting their jobs or staying in the work environment due to dissatisfaction with their jobs.

Y2.2 Desire to leave, namely employees of PT Mitra Terminal Kaltim who want to leave the company and look for a job in the near future

Y2.3 The desire to find another job is an employee of PT Mitra Terminal Kaltim who intends to leave if he has found a better job

Population & Sample

The population used in this study is 85 employees who work at PT Mitra Terminal Kaltim. The sampling technique in this study uses a non-probability technique, namely by using the census method. Where the census is a sampling technique that uses all populations as research data (Wiyono, 2020). The size of the sample used According to (Arikunto, 2015) explained that if the subjects are less than 100, it is better to take all so that the research is a population study and the number of samples used in this study is 85 employees of PT Mitra Terminal Kaltim, consisting of 15 Office employees and 70 field employees.

Analysis Method

In this study, data analysis uses the PLS (Partial Least Square) approach. PLS is an equation of SEM models based on variants or components. The PLS analysis approach is a powerful analysis method, because it is not based on many assumptions, for example, the data must be distributed normally, the sample does not have to be large. In addition to being able to be used to inform the theory of PLS, it can also be used to explain the existence or absence of relationships between latent variables. PLS can also analyze at the same time constructs formed with reflective and formative indicators (Ghozali, 2008)

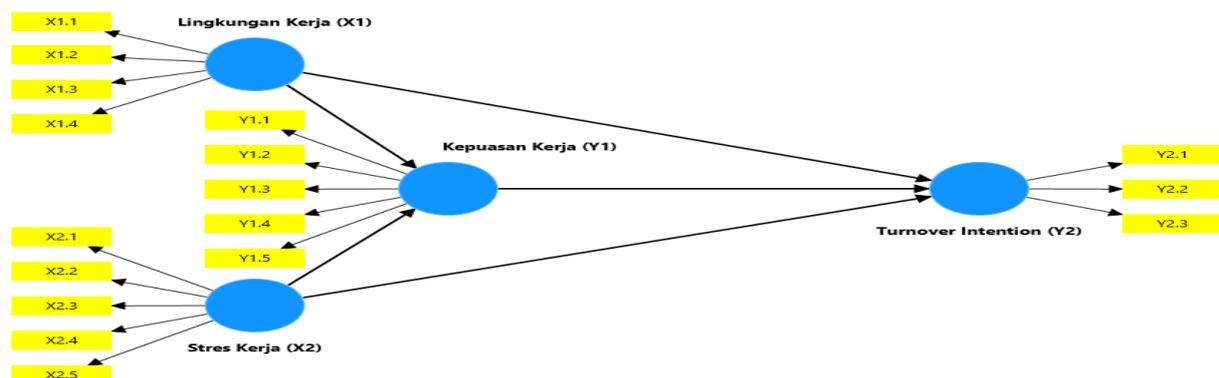
IV. ANALYSIS AND DISCUSSION

Structural Equation Modelling (PLS-SEM)

Results of Outer Model Analysis

The analysis of the outer model was carried out through four stages of testing, namely individual item reliability, internal consistency reliability, Average Variance Extracted (AVE) and discriminant validity.

Figure 2. Structural Models on Smart-PLS 4



Source: Data processed with Smart-PLS 4

Individual Item Reliability Test

This test is carried out by looking at standardized loading factors. This value describes the magnitude of the correlation between each indicator and its construction. The value of the loading factor that can be said to be valid is if it has a value greater than 0.7. The output of SmartPLS 4 for the loading factor gives the following results:

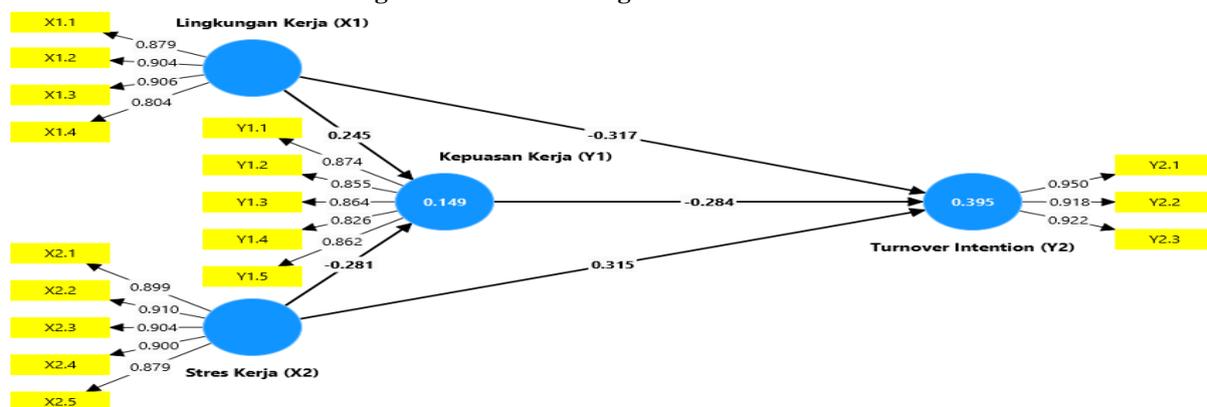
Table 1. Outer Loading Results

Variable	Indicators	Items	Outer Loadings
Work Environment (X1)	Work Atmosphere	X1.1	0.879
	Relationships with colleagues	X1.2	0.904
	Relationship between subordinates and leaders	X1.3	0.906
	Work facilities	X1.4	0.804
Work Stress (X2)	Excessive workload	X2.1	0.899
	Unfair leadership attitude	X2.2	0.910
	Working time	X2.3	0.904
	Conflict	X2.4	0.900
	Communication	X2.5	0.879
Job Satisfaction (Y1)	The work itself	Y1.1	0.874
	Salary	Y1.2	0.855
	Promotion	Y1.3	0.864
	Satisfaction	Y1.4	0.826
	Satisfaction with colleagues	Y1.5	0.862
Turnover Intention (Y2)	Thoughts to stop	Y2.1	0.950
	The desire to leave	Y2.2	0.918
	Desire to find another job	Y2.3	0.922

Source: Data processed with Smart-PLS 4

Measurements with reflective indicators indicate a change in an indicator in a construct if other indicators in the same construct change (or are removed from the model). After testing in this study, all question items in this study have a value above 0.7. The outer loading value of this one question item can be seen in Table 5.10. This means that the indicators used in this study are valid or have met convergent validity. The result of the smallest value of the loading factor of the work environment is 0.804 for the X1.4 indicator or the work environment for question 4; The smallest loading factor value of work stress is 0.879 for the X2.5 indicator or work stress question 5; The lowest loading factor value of job satisfaction is 0.826 from the Y1.4 indicator or job satisfaction for question 4; and The value of the smallest loading factor of turnover intention is 0.918 for the Y2.2 indicator or turnover intention question 2; So it can be concluded that all indicators in this study are valid and can be continued to the next test. The following are the loading factor values in the diagram of each indicator in the research model:

Figure 3. Outer Loading Factor Result Value



Source: Primary Data processed with Smart-PLS 4 (2024)

Average Variance Extracted (AVE) Test

This test was carried out by looking at the Average Variance Extracted (AVE) value. The AVE value is used to describe the amount of variance or diversity of indicators that can be contained by latent variables. To

indicate a good measure of convergent validity, the AVE value must be above 0.5. This value means that the latent variable can explain more than half of the diversity of the indicators in it. In this study, the AVE value for all variables is above 0.5 so that all variables can be used in the study. The highest Average Variance Extracted value was Turnover Intention of 0.865 and the lowest value of job satisfaction was 0.733. The Average Variance Extracted (AVE) values for each variable can be seen in Table 2.

Table 2. Average Variance Extracted Results

Variable	Average Variance Extracted (AVE) Results
Work Environment	0.764
Work Stress	0.807
Job Satisfaction	0.733
Turnover Intention	0.865

Source: Data processed with Smart-PLS 4

Internal Consistency Reliability Test

This test was carried out by looking at the composite reliability (CR) value with a threshold of 0.7. The composite reliability value for the four variables used in this study is above 0.7 so that all variables meet the requirements to be used in the study. The highest composite reliability value was in turnover intention and work stress at 0.954 and the lowest value was in the work environment at 0.928. The composite reliability value of each variable can be seen in Table 3.

Table 3. Composite Reliability Results

Variable	Composite Reliability Results
Work Environment	0.928
Work Stress	0.954
Job Satisfaction	0.932
Turnover Intention	0.950

Source: Data processed with Smart-PLS 4

Cronbach's Alpha Reliability Test

This test was carried out by looking at Cronbach's Alpha (CA) value with a threshold of 0.6. The Cronbach's Alpha value for the four variables used in this study is above 0.6 so that all variables meet the requirements to be used in the study. The highest value of Cronbach's Alpha in work stress was 0.940 and the lowest value in work environment was 0.896. The Cronbach's Alpha values for each variable can be seen in Table 4.

Table 4. Cronbach's Alpha Results

Variable	Cronbach's Alpha Results
Work Environment	0.896
Work Stress	0.940
Job Satisfaction	0.909
Turnover Intention	0.922

Source: Data processed with Smart-PLS 4

Discriminant Validity Test

This test was carried out by looking at the values of cross loading between indicators and Fornell-Lacker's cross loading. Cross loading between indicators is used to compare the correlation between indicators and their constructs and other block constructs. Meanwhile, Fornell Lacker's cross loading value looks at the root value of AVE between constructs and other constructs. The cross-loading value between indicators must show that the correlation between indicators and their variables is higher when compared to other variables. In this study, the cross loading value for each indicator has met the existing requirements so that it can be used for this study. The value of cross loading between indicators can be seen in Table 5.

Table 5. Cross Loadings Results

Variable	Notation	Cross Loadings Results			
		Work Environment	Work Stress	Job Satisfaction	Turnover Intention
Work Environment	X1.1	0.879	0.050	0.162	-0.336
	X1.2	0.904	-0.045	0.250	-0.417
	X1.3	0.906	-0.147	0.223	-0.382
	X1.4	0.804	-0.081	0.282	-0.296
Work Stress	X2.1	-0.083	0.899	-0.270	0.424
	X2.2	-0.050	0.910	-0.261	0.407
	X2.3	0.022	0.904	-0.266	0.349
	X2.4	-0.101	0.900	-0.206	0.340
	X2.5	-0.093	0.879	-0.325	0.363
Job Satisfaction	Y1.1	0.184	-0.284	0.874	-0.338
	Y1.2	0.199	-0.238	0.855	-0.412
	Y1.3	0.133	-0.291	0.864	-0.386
	Y1.4	0.333	-0.140	0.826	-0.407
	Y1.5	0.267	-0.318	0.862	-0.424
Turnover Intention	Y2.1	-0.421	0.432	-0.451	0.950
	Y2.2	-0.375	0.395	-0.387	0.918
	Y2.3	-0.353	0.345	-0.450	0.922

Source: Data processed with Smart-PLS 4

In addition to using the value of the Cross Loadings result to see if reliability is included, the Fornell-Lacker's cross loading value can also be used, where, the root value of the AVE between constructs must be greater when compared to the value with other constructs. In this study, the root value of AVE between constructs for each research variable has met the requirements so that it can be used in research. Fornell-Lacker's cross loading values can be seen in Table 6.

Table 6. Fornell-Lacker's Cross Loadings Results

	Work Environment	Work Stress	Job Satisfaction	Turnover Intention
Work Environment	0.874			
Work Stress	-0.068	0.898		
Job Satisfaction	0.264	-0.298	0.856	
Turnover Intention	-0.413	0.422	-0.462	0.930

Source: Primary Data processed with Smart-PLS 4

After analyzing the outer model using the four stages above, it can be seen that the model used in this study already has statistically good characteristics. At the stage of checking each of these indicators, this model is in accordance with the requirements that exist at each stage of the outer model analysis (individual item reliability, internal consistency reliability, Cronbach's Alpha, Average Variance Extracted and discriminant validity). So it can be concluded that this model can be continued for the next analysis, namely the inner model analysis.

Results of Inner Model Analysis

Path Coefficient Test (β)

This test was carried out to see the significance of the relationship between the construction and the construction. The threshold value used for this path coefficient is 0.1 to state that the path has an influence in the research model. The result is that all pathways in this study show that there is a significant influence because all pathways have a path coefficient above the threshold of 0.1. The following are the path coefficient values for each path in the study.

Table 7. Path Coefficient Results

No.	Variable	Path Coefficient
1	(Work Environment) → (Job Satisfaction)	0.245
2	(Work Stress) → (Job Satisfaction)	-0.281
3	(Work Environment) → (Turnover Intention)	-0.317
4	(Work Stress) → (Turnover Intention)	0.315
5	(Job Satisfaction) → (Turnover Intention)	-0.284

Source: Primary Data processed with Smart-PLS 4

Test Coefficient of Determination (R2)

This test was carried out to see how much the dependent latent variable is explained by the independent latent variable with a measurement standard of 0.67 said to be substantial, 0.33 to be moderate and below 0.19 to be weak. In this study, there is one independent latent variable, namely work environment, work stress and job satisfaction, these three dependent variables (Turnover Intention) are explained by moderate and weak independent variables.

Table 8. R Square Value Results

Variable	R Square	R Square Adjusted
Job Satisfaction	0.149	0.128
Turnover Intention	0.395	0.373

Source: Primary Data processed with Smart-PLS

The highest R Square value for the turnover intention variable is 0.395 which means that the work environment variable, work stress and job satisfaction mediation variable explain the overall variation of the employee turnover intention variable at PT Mitra Terminal Kaltim moderately (moderately) which is 39.5% while the remaining value of 60.5% is explained outside the variables of this study. R-square adjusted is used to calculate each addition of variables and estimate the R-squared value of the addition of the variable. If the addition of the new pattern turns out to improve the regression model better than estimated, then the addition of the variable will increase the R-squared adjusted value. The adjusted R² value is 0.373 which means that the variables of work environment, work stress and job satisfaction mediation variables can estimate the overall variation of the employee turnover intention variable at PT Mitra Terminal Kaltim, which is 37.3%.

Hypothesis Test (t-test)

This test was carried out using a bootstrapping method with a two-tailed test with a significance level of 5% to test the research hypothesis. The hypothesis is declared accepted if the t-test score is greater than 1.96. Of the 5 hypotheses in this study, all hypotheses were accepted because the t-test value was above 1.96. Here are the t-test values for each hypothesis in this study.

Table 9. Results of T Statistics Analysis

Variable	Estimate	t-test	p-value	Information
(Work Environment) → (Job Satisfaction)	0.245	2.610	0.010	Significant positives
(Work Stress) → (Job Satisfaction)	-0.281	2.757	0.007	Significant Negatives
(Job Satisfaction) → (Turnover Intention)	-0.284	4.168	0.000	Significant Negatives
(Work Environment) → (Turnover Intention)	-0.317	4.236	0.000	Significant Negatives
(Work Stress) → (Turnover Intention)	0.315	2.956	0.004	Significant Positive

Source: Primary Data processed with Smart-PLS 4

The results of the *T Statistical* test table above can be explained by proving the research hypothesis as follows:

1. The results of the table above show that the relationship between work environment variables and job satisfaction is insignificant by looking at the T-statistical value of (2.610 > 1.96) and the p-value (0.010) < 0.05. The estimate value is positive, which is 0.245, which indicates that the direction of the relationship between the work environment and job satisfaction is unidirectional. This means that the better the value of

- the work environment, the more it increases the job satisfaction of an employee. Thus, the H₁ hypothesis in this study which states that **"The work environment has a positive and significant effect on the job satisfaction of employees of PT Mitra Terminal Kaltim"** can be accepted.
- The results of the table above show that the relationship between work stress and job satisfaction is significant with a T-statistical value of (2.757 > 1.96) and a p-value of (0.007) < 0.05. The estimate value is negative, which is -0.281, which indicates that the direction of the relationship between work stress and job satisfaction is reversed. This means that the higher the work stress score, the lower the employee's job satisfaction. Thus, the H₂ hypothesis in this study which states that **"Work stress has a negative and significant effect on the job satisfaction of employees of PT Mitra Terminal Kaltim"** can be accepted.
 - The results of the table above show that the relationship between the job satisfaction variable and turnover intention is significant with a T-statistical value of (4.168 > 1.96) and a p-value (0.000) < 0.05. The estimate value is negative, which is -0.284, which indicates that the direction of the relationship between job satisfaction and turnover intention is reversed. This means that the more dissatisfied you feel at work, the more likely it will be to increase an employee's turnover intention. Thus, the H₃ hypothesis in this study which states that **"Job satisfaction has a negative and significant effect on the turnover intention of employees of PT Mitra Terminal Kaltim"** can be accepted.
 - The results of the table above show that the relationship between the work environment variable and turnover intention is significant with a T-statistical value of (4.236 > 1.96) and a p-value (0.000) < 0.05. The estimate value is negative, which is 0.317, which indicates that the direction of the relationship between the work environment and turnover intention is the opposite direction. This means that an employee will have turnover intention from the company if it is in a negative or poor work environment. Thus, the H₄ hypothesis in this study which states that **"The work environment has a negative and significant effect on the turnover intention of employees of PT Mitra Terminal Kaltim"** can be accepted.
 - The results of the table above show that the relationship between the variable of work stress and turnover intention is significant with a T-statistical value of (2.956 > 1.96) and a p-value of (0.004) < 0.05. The estimate value is positive, which is 0.315, which shows that the direction of the relationship between work stress and turnover intention is unidirectional. This means that the higher/greater the value of work stress of an employee, the more it will increase turnover intention in the company. Thus, the H₅ hypothesis in this study which states that **"Work stress has a positive and significant effect on the turnover intention of employees of PT Mitra Terminal Kaltim"** is acceptable.

Next, to see the influence of the variable of job satisfaction mediation. Has it strengthened the influence between the work environment and work stress as follows:

Table 10. Mediation Variable Results

Path Construct	Original Sample (O)	T Statistics (O/STDEV)	p-value	Information
(Work environment) → (Job satisfaction) → (Turnover intention)	-0.070	2.402	0.0182	Negative Significant
(Work stress) → (Job satisfaction) → (Turnover intention)	0.080	1.988	0.0496	Positive Significant

Source : Primary Data processed with Smart-PLS 4

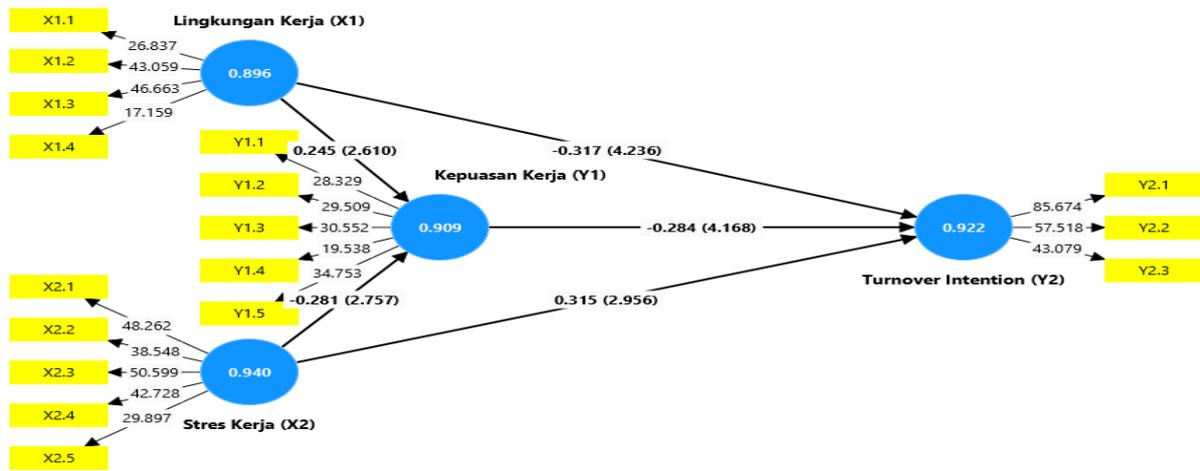
The results of the table of mediation variables above can be explained by proving the research hypothesis as follows:

- The results of the mediation effect showed that the relationship between work environment and turnover intention and job satisfaction moderation was insignificant with a T-statistical value of (2.402 > 1.96) and a p-value (0.0182) < 0.05. The estimate value is negative, which is 0.070, which indicates that the direction of the relationship between the work environment variable and the moderation of job satisfaction is reversed to turnover intention. This means that the better and more comfortable the workplace environment, the lower the turnover intention with job satisfaction from the facilities provided by the company. Thus, the hypothesis H₆ in this study which states that **"workenvironment has a significant effect on turnover intention through the job satisfaction of employees of PT Mitra Terminal Kaltim"** can be accepted.
- The results of the mediation effect explained that the relationship between work stress on turnover intention and the moderation of job satisfaction variables was insignificant with a T-statistical value of (1.988 > 1.96) and a p-value (0.0496) < 0.05. The estimate value is positive, which is 0.080, which shows that the direction of the relationship between the variable of work stress and the moderation of job satisfaction is in the same direction as turnover intention. This means that the better the value of work stress, the lower the turnover intention with job satisfaction from the tasks charged in the company. Thus, the H₇ hypothesis in this study

which states that "Work stress has a significant positive effect on turnover intention through the job satisfaction of employees of PT Mitra Terminal Kaltim" is accepted.

Based on the estimate value in model 1 construct, it was obtained that the work environment had an influence on job satisfaction of 0.245, and work stress on job satisfaction of 0.281. In the model 2 construct, the estimated value of the work environment has an influence on turnover intention of 0.317, work stress with turnover intention of 0.315 and job satisfaction with turnover intention of 0.284. Furthermore, of the two constructs that directly affect turnover intention, namely work environment, work stress and job satisfaction, the most influential is the work environment because it has the highest estimate value of 0.317 compared to the other two constructs. Thus, the work environment is the most dominant construct in influencing the turnover intention of PT Mitra Terminal Kaltim employees. To see the output results in the form of a diagram with t-test values using Smart-PLS 4 can be seen as follows:

Figure 4. t-test value Bootstrapping Output Results



Source: Primary Data processed with Smart-PLS 4

V. Discussion

1. The Effect of Work Environment on Job Satisfaction

The results of the analysis can be concluded that the work environment has a positive and significant influence on job satisfaction. This supports the conclusion that as the work environment increases, job satisfaction will increase. The results of this study also show that employees of PT Mitra Terminal Kaltim who feel that their work environment is not so good will tend to have a desire to leave the company in order to find a good work environment. Employees with a not very good work environment will generally try to move to another company that has a better working environment than the PT Mitra Terminal Kaltim company. Overall, a good work environment in the company PT Mitra Terminal Kaltim not only improves operational efficiency, but also increases employee satisfaction and quality of life, which has a positive impact on the company's overall performance. The results of this study are in line with the research (Pambudi & Djastuti, 2019) that the work environment has a positive effect on job satisfaction. This is also supported by research (Sudiarditha et al., 2017) stated that the work environment has a significant influence on employee job satisfaction.

2. The Effect of Work Stress on Job Satisfaction

The results of the study stated that the variable of work stress had a negative and significant effect on job satisfaction. Negative influence means that if there is a decrease in the level of work stress in employees, it can lead to an increase in employee job satisfaction. On the other hand, if there is an increase in work stress, it will be followed by a decrease in employee job satisfaction. Work stress in this industry can stem from a variety of factors, including pressure to achieve high production targets, harsh and hazardous working conditions in the mining environment, and uncertainties related to safety and job stability. Work stress at PT Mitra Terminal Kaltim occurs due to job demands that require employees to achieve predetermined production targets, thus causing employee complaints about their work. This indicates a decrease in employee job satisfaction with their work due to the work stress they experience. The results of this study are supported by the opinion of Moorhead & Griffin (2003) in (Koesmono, 2016) which states that an employee who experiences work stress has an effect on satisfaction felt

at work. The results of a study conducted by (Agus Setyono et al, 2007) which stated that work stress has a significant effect on job satisfaction

3. The Effect of Job Satisfaction on Turnover Intention

Based on the results of the study, the job satisfaction variable has a negative and significant effect on turnover intention. This means that the higher the employee's job satisfaction, the lower the turnover intention rate, and vice versa, the lower the employee satisfaction level, the higher the employee's turnover intention rate. Overall, job satisfaction has significant implications for turnover intention at PT Mitra Terminal Kaltim. By paying attention to safe working conditions, recognition of achievements, career development, supportive organizational culture, job stability, conflict and stress management, good leadership, fair compensation policies, importance in work, and regular evaluation of job satisfaction, PT Mitra Terminal Kaltim can also create a favorable work environment for employees and minimize turnover intention. The results of this study are also strengthened by the research of Mona Tiorina Manurung (2012), where the results of the study stated that job satisfaction has a negative and significant effect on turnover intention. This finding is also supported by the results of Chen (2006) research stating that job satisfaction has a negative effect on turnover intention where the more satisfied employees are at work, the lower the desire to leave the organization. Irbayuni (2012) states that job satisfaction has a negative relationship with turnover intention.

4. The Influence of the Work Environment on Turnover Intention

The results of this study show that there is a negative and significant influence between the work environment and turnover intention. It can be interpreted that the variable of the work environment is a variable that really affects turnover intention, while the coefficient of the value of the negative coefficient that a comfortable work environment will reduce the level of employee turnover intention. This means that the better the work environment, the lower the turnover intention rate, and vice versa if the work environment at PT Mitra Terminal Kaltim Company is not good, then the turnover intention of employees will increase. The results of this study are in accordance with the research that has been carried out by (Qureshi et al., 2013) It is said that the work environment has a negative influence on turnover intention, which shows that good working conditions can reduce the number of turnover intentions. Research conducted by (Joarder et al., 2011) proves that the work environment or working conditions have a negative and significant influence on turnover intention, where working conditions that can support work such as adequate lighting or light, guaranteed safety in the workplace are needed by employees. The higher the crime, or it can be said that the safety of employees at work is threatened, it will be able to increase the employee's intention to look for a safer alternative to good work. The results of this study are also supported by research (Chairani, 2014) proving that the work environment has a negative influence on turnover intention, a poor work environment, such as the lack of facilities received by employees, the absence of a place for employees to rest, will encourage employee intention to resign. The more complete the facilities that employees receive to support their work, the lower the employee's intention to find other job alternatives.

5. The Effect of Work Stress on Turnover Intention

Based on the results of the direct influence test caused by work stress on turnover intention, work stress has a positive and significant influence on turnover intention at PT Mitra Terminal Kaltim. Excessive workload is one of the factors that affect work stress, in this study there is that the problems that occur in the field are that the tasks and responsibilities given by the company are not proportional to the abilities and expertise of employees. Stress is something that concerns the interaction between individuals and the environment, namely the interaction of stimulation and response. Excessive work stress will make employees not display maximum performance, so if it happens continuously, it will make PT Mitra Terminal Kaltim employees want to do turnover intentions. This is in line with the theory of hope, where the existence of hope in the midst of stress can improve the performance of PT Mitra Terminal Kaltim employees, in the hope of obtaining better results that have an impact on their careers. The relationship between the expectation theory and turnover intention is, employees who expect a comfortable job and do not cause stress. This result is in line with Mosadeghrad's (2014) research which stated that some of the factors that cause stress in the workplace are salary injustice, restriction of promotion opportunities, colleagues, job security, support from the company and excessive workload. That way, it is hoped that the company's leaders will be able to see the capacity of their employees at work and at the time of acceptance, when an employee feels an excessive workload, it will indirectly have a very big effect on the employee, among others, the work motivation of PT Mitra Terminal Kaltim employees will be reduced and they will start thinking about finding another job that they feel is better. These results are consistent with research conducted by Waspo (2013) which concluded that work stress has a significant positive influence on turnover intention. When employees feel that their level of work stress is high, the turnover intention rate will also increase. On the other hand, if employees feel that their level of work stress is low, then turnover intention will also decrease.

6. The Influence of the Work Environment on *Turnover Intention* through Job Satisfaction

Based on the results of the study, there is an influence of the work environment on *turnover intention* mediated by job satisfaction. The results of this study conclude that job satisfaction is able to mediate the relationship between the work environment and *turnover intention*. This means that creating a healthy and conducive work environment will be very good for employees to create employee job satisfaction with the company PT Mitra Terminal Kaltim and this is good in reducing the low *turnover* that occurs.

Overall, effective management of the work environment and job satisfaction is the key to reducing *turnover intention* at PT Mitra Terminal Kaltim. By focusing on safe working conditions, recognition of employee contributions, and a positive work culture, the company can build a strong foundation for the long-term growth and success of PT Mitra Terminal Kaltim.

The results of this study are also in line with the research conducted by (Reza et al., 2023) stated that job satisfaction is proven to be a mediator of the relationship between the work environment and *turnover intention*. Similar results were also found in the study (Olivia & Sukma, 2023) which also states that job satisfaction is proven to be a mediator of the relationship between the work environment and *Turnover Intention*.

7. The Effect of Work Stress on Turnover Intention through Job Satisfaction

The results of the study found that job satisfaction significantly mediates the influence of work stress on turnover intention. Previous tests found that work stress had a significant effect on turnover intention, work stress had a significant effect on job satisfaction and job satisfaction had a significant effect on turnover intention, so it can be said that job satisfaction partially mediated the effect of work stress on turnover intention. As stated by Basri (2017) in his research, job satisfaction mediates the influence of work stress on turnover intention. The results of this study prove that turnover intention is influenced by work stress and job satisfaction. The management of PT Mitra Terminal Kaltim needs to reduce the turnover intention rate by showing the level of work stress and job satisfaction. Efforts that can be made by the company to be able to control the problem of turnover intention is that the management of PT Mitra Terminal Kaltim should be able to reduce the feeling of pressure of its employees, by paying attention to the time and workload given, so that later they will be able to reduce the stress level of employees in completing their tasks and responsibilities well.

PT Mitra Terminal Kaltim also needs to pay attention to how to treat its employees and also pay attention to the suitability between salary and the workload given, so that they feel appreciated when they have worked well, because if the level of employee job satisfaction is higher, it will be able to reduce the employee's thinking to leave the company. Various policies related to recognition of achievements, interaction between superiors and subordinates also need to be improved to increase the satisfaction of their employees. The results of this study are also in line with the research conducted by (Rahadiyanti & Prahiawan, 2024) stated that work stress has a positive and significant effect on turnover intention mediated by job satisfaction. This is because the company's efforts to reduce turnover by presenting job satisfaction can be achieved and job satisfaction is an important component in efforts to reduce the level of turnover intention because of the lack of work stress experienced by its employees.

VI. CLOSING

Conclusion and Recommendation

Conclusion

1. The work environment has a positive and significant effect on job satisfaction at PT Mitra Terminal Kaltim. The results of this study show that the conditions of a safe and orderly working environment in the mining area of PT Mitra Terminal Kaltim, including adequate infrastructure and proper waste management, create a sense of comfort and security for PT Mitra Terminal Kaltim employees.
2. Work stress has a negative and significant effect on job satisfaction at PT Mitra Terminal Kaltim. The results of the study show that work stress at PT Mitra Terminal Kaltim occurs due to work demands that require employees to achieve predetermined production targets, thus causing employee complaints about their work. This indicates a decrease in employee job satisfaction with their work due to the work stress they experience.
3. Job satisfaction has a negative and significant influence on turnover intention in employees of PT Mitra Terminal Kaltim. This shows that employees feel that the job satisfaction they feel is still relatively low. The workload is considered too great, the work is considered unpleasant, the difficulty of promotion opportunities and the salary is not suitable.
4. The work environment has a negative and significant influence on turnover intention in employees of PT Mitra Terminal Kaltim. The results of the study showed the lowest score of the variable work environment, namely in the indicator of work atmosphere, with a monotonous work environment, noise on heavy equipment operating in the work area location can interfere with the comfort of employees' work and lack of work facilities, namely facilities and infrastructure for work mobilization activities in the field and the absence of a place to rest.

5. Work stress has a positive and significant influence on turnover intention. Excessive workload, narrow work deadlines and lack of support from superiors, as well as the emergence of conflicts between colleagues and work that is often not the responsibility of PT Mitra Terminal Kaltim employees is one of the factors that affect work stress, in this study there are problems that occur in the field are that the tasks and responsibilities given by the company are not proportional to the abilities and expertise of employees
6. The work environment has a negative and significant influence on turnover intention by being mediated by job satisfaction. The results of this study show that creating a healthy and conducive work environment will be very good for employees to create employee job satisfaction with the company PT Mitra Terminal Kaltim and this is good in reducing the low turnover that occurs.
7. Work stress has a positive and significant influence on turnover intention by being mediated by job satisfaction. The results of this study show that turnover intention is influenced by work stress and job satisfaction. The management of PT Mitra Terminal Kaltim needs to reduce the turnover intention rate by showing the level of work stress and job satisfaction. PT Mitra Terminal Kaltim also needs to pay attention to how to treat its employees and also pay attention to the suitability between salary and the workload given, so that they feel appreciated when they have worked well, because if the level of employee job satisfaction is higher, it will be able to reduce the employee's thinking to leave the company.

Recommendation

For Agencies:

1. Improve the work environment, ensure safe and comfortable working conditions in the mine area, including the implementation of strict occupational safety and health standards and facilities that support employee welfare, such as clean and comfortable rest areas, as well as adequate health facilities.
2. Work stress management, conduct regular evaluation of work stress risk and identify the main factors causing stress in the environment of PT Mitra Terminal Kaltim. Provide socialization related to stress management techniques to employees, such as meditation or breathing techniques that can help reduce tension.
3. Increasing job satisfaction, providing clear training and career development to employees so that they feel valued and have good career prospects at PT Mitra Terminal Kaltim and providing recognition for employee contributions, both in the form of formal and informal awards to increase motivation and job satisfaction.
4. To manage turnover intentions, PT Mitra Terminal Kaltim must conduct regular surveys to understand the factors that encourage employees to leave work. Then follow up on the survey results with concrete improvements, for example adjusting compensation policies, performance management, or improving communication in the workplace.
5. An organisational culture that promotes work-life balance, work flexibility facilities where possible such as flexible work schedules or the option to work remotely as needed. Promote the corporate values of PT Mitra Terminal Kaltim that support a healthy work-life balance.
6. Continuous monitoring and evaluation, i.e. establishing metrics and indicators to measure job satisfaction and turnover intention on a regular basis and using this data to make continuous improvements and anticipate problems before they become bigger.

For Authors and Subsequent Researchers:

For the author of this study, it is far from perfect and there are several shortcomings that still need to be improved, so that what is obtained can also be the basis for further research in more depth. This study only conducts research in the field of mining business; therefore the respondents are homogeneous, the author suggests further research in different types of businesses and more diverse characteristics of respondents so that the conclusions can vary and enrich the existing research.

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