

Analysis of Workload, Occupational Safety and Health (K3) and its Impact on Turnover Intention on Process Employees in Plastic Processing Companies (Case Study at ABC Company, Bandung)



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ABSTRACT: The Company was founded to achieve a predetermined goal. To achieve this goal, companies must be able to pay attention to and maintain their employees so that they can survive and have no desire to leave (turnover intention). The purpose of this study was to determine the analysis of workload and occupational safety and health (K3) and their impact on turnover intention in process employees at Company ABC, Bandung. The number of informants in this study were 15 people. The research design used qualitative methods with data collection methods consisting of interviews, observation and documentation. Test the validity of the data used in this study using a triangulation process. The results showed that the workload on process employees was in the high category, occupational safety and health (K3) at Company ABC was in the bad category and the turnover intention of process employees was in the high category. It also shows the results that workload has a greater impact on employee turnover intention in the process section, meaning that the higher the workload given, it will have an impact on increasing an employee's desire to leave the company. In addition, occupational safety and health (K3) also has an impact on employee turnover intention in the process section, meaning that the better the occupational safety and health (K3) in a company, the less the desire of an employee to leave the company.

KEYWORDS: Workload, Occupational Safety and Health (K3), Turnover Intention

INTRODUCTION

The problem of waste in developing countries is a very serious problem and cannot be handled properly, one of the countries that has not been able to deal with waste problems properly is the State of Indonesia (Rahim, 2020). At the national level, the issue of plastic waste has become the most important concern because the increased production of plastic waste can cause pollution both on land and at sea (Parker, 2021).

Of course, the role and support of the government in terms of waste management is urgently needed and must be handled effectively immediately because if there is no good support from the government, waste management will not work properly (Iqbal et.al, 2020). On the other hand, developed countries have good ways of handling and managing plastic waste. Developing countries like Indonesia should adapt waste management to developing countries like Japan, which has successfully implemented waste recycling with strict regulations set by the government, starting from individual recycling systems, manufacturers to distributors who are required to implement a recycling system in each of their products (Amemiya, 2018).

Not only Japan, developed countries like Germany have also overcome the problem of plastic waste in a simple but detailed manner by implementing the Green Dot Policy, namely that all product packaging produced must be specially marked and companies must pay a fee in proportion to the amount of packaging used so that more and more companies issuing plastic packaging, more and more companies will also incur expenses (Garnesia, 2021). According to (Rahim 2021) the adaptation of waste management from developed countries to developing countries encountered many obstacles such as the obstacles faced by the State of Indonesia in waste management including in terms of systems for collection, transportation, disposal and human resources.

ABC Company is a company engaged in plastic processing, located in the city of Bandung, which produces processed plastic into plastic ore which is used as a raw material for making plastic-based products such as dippers, buckets, plates and many more.

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Based on the results of an interview with the Head of Personnel at Company ABC on October 7, 2022, human resources are the most important element and have a very large role in a company in an effort to achieve the goals that have been set. Therefore, companies must realize the investment value of employees as human resources in the corporate environment (Fitriani & Yusiana, 2020). One of the negative impacts that occur when a company is unable to manage its human resources is turnover intention (Apriyanto & Haryono, 2020). Turnover intention is the desire of an employee to leave the company which causes the company to lose employees within a certain time (Elmi, 2018: 195). The turnover intention rate for process employees still occurs quite frequently, this can be seen from the employee turnover intention data for the last 3 months in 2022:

Table 1. AC Company Process Employee Tur over Data For July - September 2022

NO	Month	Week	Number of Initial employees	Go out	Enter	Final number of employees	%
1	July	1	12	1	-	11	4
		2	11	-	-	11	
		3	11	-	1	12	
		4	12	1	-	11	
		5	11	-	-	11	
2	August	1	11	-	-	11	2
		2	11	1	1	11	
		3	11	-	1	12	
		4	12	-	-	12	
		5	12	-	-	12	
3	September	1	12	-	1	13	4
		2	13	1	-	12	
		3	12	-	-	12	
		4	12	1	-	11	
		5	11	-	-	11	

Source: ABC Company – Personnel file (processed 2022)

Table 1 shows, the problem that occurred at Company ABC was the occurrence of labor turnover for process employees over the last 3 months which was quite frequent with a short period of time. The problem of turnover intention that occurs at Company ABC is thought to be caused by a fairly high workload. This is supported by the statement of Apriyanto & Haryono (2020) which states that turnover intention is influenced by workload factors. Because. Based on the results of interviews with the Head of Personnel, it is known that ABC Company applies 6 working days and 12 working hours per day with a production target of 3 tons per day and 12 hours of overtime on Sundays.

On the other hand, occupational safety and health (K3) also has a role in reducing an employee's turnover intention, this is supported by Alfi's statement (2019) which states that the high number of accidents at work can have an impact on an employee's turnover intention. Based on data on occupational accidents and diseases obtained from interviews with employees in the process section, it was found that ABC Company has not been able to facilitate facilities and equipment to support occupational safety and health (K3) programs according to standards such as ear plugs, medical rooms to the provision of health services and employment (BPJS).

Based on the phenomena previously described, the researcher is interested in conducting research with the intention of knowing and obtaining data and information related to workload, occupational safety and health (K3) and their impact on employee turnover intention in the process department at Company ABC.

METHODOLOGY

The type of research used is qualitative research, because the purpose of this study is to present data in accordance with the facts in the analysis of workload, occupational safety and health (K3) and turnover intention at Company ABC Bandung.

In this study, there were three variables analyzed, namely workload, occupational safety and health (K3) and turnover intention. The sub-variables of the workload variable studied are working conditions, use of working time and targets to be achieved. Meanwhile, the sub-variables of the occupational safety and health (K3) variable studied were the objectives of the OSH, the OSH program, the implementation of OSH and the evaluation of OSH. Then, the sub-variables of turnover intention

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studied were intention to quit, job search and thinking about quitting. Based on these variables, it will then be used as the basis for interviews asked by researchers to data sources or informants in this study.

Data collection techniques used two types of data, namely primary data and secondary data. According to Sugiyono (2018: 219) primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors, for example through other people or through documents. The primary sources used in this study were obtained using observation, interviews and documentation techniques. Meanwhile, the secondary data source used was obtained from library research.

This study does not use a population because the population in the qualitative study is a social situation in the form of employee activities in the ABC Company processes related to workload, occupational safety and health (K3) and turnover intention. Furthermore, in this study the sample used was snowball sampling with a total of 15 informants who were 12 employees of the Process Section, Head of Process Section, Head of Personnel Section and Special Staff Account Representative for BPJS Cimahi City. The data that has been obtained is then tested for the validity of the data using 3 triangulation processes, namely source triangulation, technical triangulation and theoretical triangulation.

RESULTS AND DISCUSSION

Workload

1. Conditions of Work

Based on the results of observations and interviews conducted by researchers on October 7, 2022 and re-checking on December 20, 2022, it was found that the number of employees in the ABC Company Process Section totalled 12 people who were divided into 2 work shifts, namely the morning shift and the morning shift. Evening. With the number of production warehouses owned by Company ABC as many as 2 warehouses, each warehouse is filled with 6 employees every day.

The main tasks of the process section employees obtained from the results of an interview with the Process Section Head on December 20, 2022 which are described in the flow of work on the process section employee tasks at Company ABC are as follows:

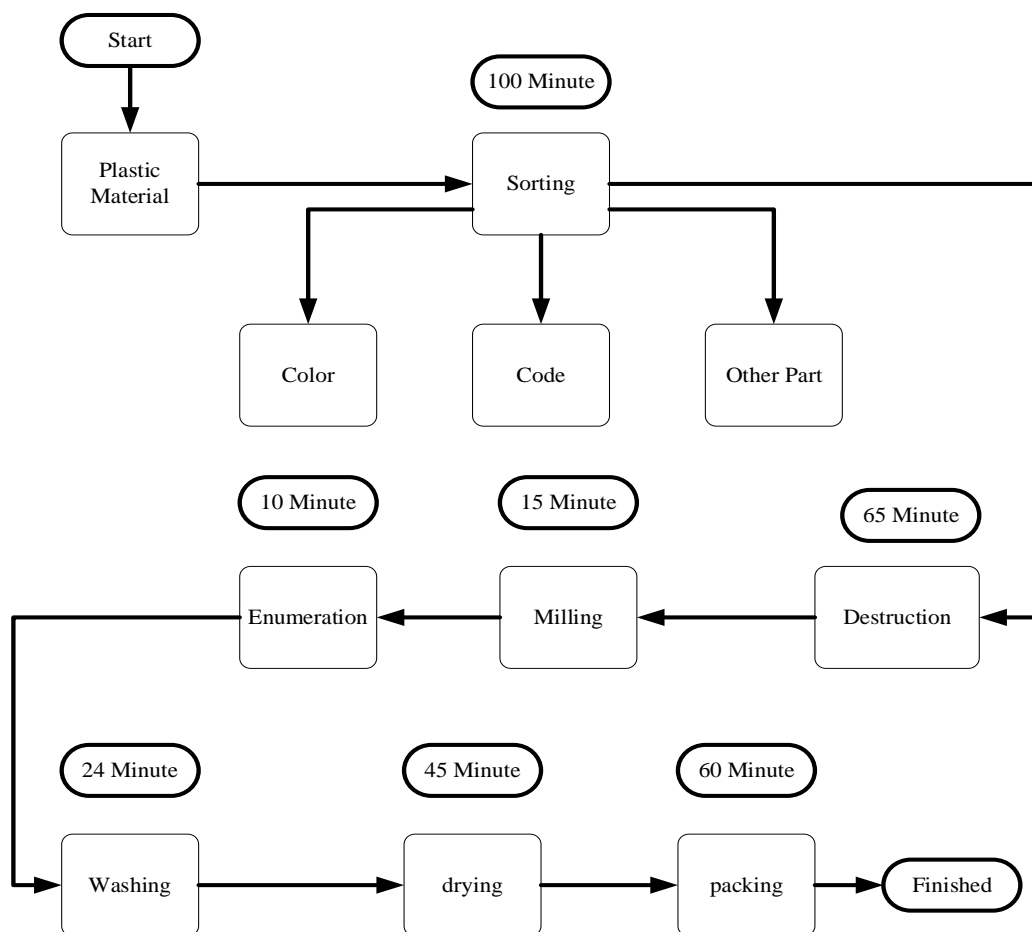


Figure 1. Process Employee Workflow at ABC Company

Source: Results of Interviews and Observations Regarding Main Duties of Section Employees; Process at Company ABC, Bandung.

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To strengthen the results of the interviews that have been obtained, the researchers made observations during production activities on January 2 – 6, 2023, including the following:

- a. Observations regarding the current number of employees indicate that there are still many employees who feel overwhelmed which results in fatigue in carrying out tasks and having short rest periods. This can be seen from the number of employees who perform multiple tasks so that tasks that should be done are not completed and result in production delays and production targets not being achieved. In addition, if one of the employees does not come to work, the existing work must be completed by the remaining employees, of course this can cause an excessive workload on the existing employees. With the large number of machines available, the number of available employees is still not optimal so that the work will be less than optimal and the workload will exceed.
- b. Observations regarding the understanding of employees in carrying out the tasks given indicate that the tasks given by superiors are in accordance with the understanding possessed by employees in the process section. This is evidenced by the prowess of each employee in carrying out each job. In addition, having multiple assignments proves that each employee understands all the main tasks that have been determined beforehand.
- c. The results of observations regarding the ability of employees to carry out the tasks given indicate that the tasks given by superiors are in accordance with the abilities possessed by employees in the process section. This is evidenced by the ability of employees to complete the tasks assigned every day.
- d. Observations regarding the similarity of tasks given every day show that the tasks given by superiors are always the same every day, starting from sorting, grinding, chopping, washing, drying and packing. Although sometimes there are tasks that do not match the predetermined task list. However, this only happens when the production machine is damaged so that production activities stop. The cessation of production activities as a result of machine repairs takes 1 day and this causes process employees to do other work such as transporting production or cargo into freight car.

Based on the description of the explanation obtained from the results of interviews and observations (observations), it can be concluded that the working conditions of the process employees at Company ABC are **in the unfavourable category**. This is because, even though the tasks given by superiors are in accordance with the understanding and abilities possessed by employees, however, the number of tasks given compared to the number of available employees is still not appropriate because employees are still working on multiple tasks which results in fatigue and cut off time. used to do work.

The results of research related to working conditions are in line with the theory of **Koesomowidjojo & Mastuti (2017: 24)** which states that the working conditions of a company depend on the views held by a person regarding his working conditions related to SOP (Standard Operating Procedure) addressed to all elements in the company, so that employees who work are able to work well.

2. Use of Working Time

Based on the results of observations and interviews conducted by researchers on October 7, 2022 and re-checking on December 20, 2022, it was found that the working days that apply to process employees at Company ABC are Monday to Saturday with working time for the morning shift starting from 07.00 WIB to 19.00 WIB with a 1hour break from 12.00 WIB to 13.00 WIB and the night shift starts from 19.00 WIB to 07.00 WIB with a break for 1 hour starting at 24.00 WIB until 01.00 WIB. The working days previously described do not apply to holidays such as Eid al-Fitr and Eid al-Adha. Then, the overtime that applies to process employees at Company ABC is every Sunday with overtime starting from 07.00 WIB to 19.00 WIB.

To strengthen the results of the interviews that have been obtained, the researchers made field observations (observations) on January 2 – 6 2023 regarding the use of working time for direct activities carried out by employees during working hours. The results obtained are the work activities of employees in the process section which are grouped into productive activities, activities that have the potential to reduce work productivity and personal activities.

a. Productive Activities

Productive activities are activities related to the main tasks of employees in the process section. The following is the result of observing the use of productive work time for process employees at Company ABC for a period of 4 days starting from 3 – 6 January 2023:

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Table 2. Results of Observations on the Use of Productive Work Time for Employees in the Process Section of ABC Company, Bandung

No	Activity Description	Total activity time for 4 day (minutes)	Average activity time per day (minutes)
1	Sorting plastic waste based on color, code and other parts that must be separated	400	100
2	Destroying plastic material so that it becomes a material that can be formed using a crusher	260	65
3	Grinding plastic material so that it resembles the shape of noodles or long ropes using a grinding machine	60	15
4	Cutting or chopping plastic ore into predetermined sizes using a cutting machine	40	10
5	Washing plastic ore with clean water	96	24
6	Drying the plastic ore using a dryer	180	45
7	Packing the plastic ore by wrapping the plastic ore using gunny sacks	240	60
	Total	1.276	319

Source: Observations on Employee Work Activities in the Process Section of Company ABC Bandung (Processed in 2023)

Based on table 2, it shows that the longest productive activities carried out by employees in the process section are sorting plastic waste based on color, code and other parts that must be separated. This activity takes a long time because the sorting process is still manual and is done by 1 employee. In addition, the length of time for sorting is caused by color, code and other parts, so special skills, abilities and concentration are needed which are quite good in the process. In addition, the imbalance between the number of employees in the process section and the amount of material to be sorted has an impact on the length of sorting time.

b. Activities with the Potential to Reduce Work Productivity

Activities that have the potential to reduce work productivity are activities that are not related to the main tasks of process employees. The results of observations, the use of working time that has the potential to reduce the work productivity of process employees at Company ABC for a period of 4 days starting from 3 – 6 January 2023 are as follows:

Table 3. Observations on the Use of Working Time for Activities that Potentially Reduce Employee Productivity in the Process Section of ABC Company, Bandung

No	Activity Description	Total activity time for 4 day (minutes)	Average activity time per day (minutes)
1	Play smartphone	420	105
2	Smoking while working	120	30
	Total	540	135

Source: Observations on Employee Work Activities in the Process Section of Company ABC Bandung, Processed in 2023

Based on table 3, it shows the results of activities that have the potential to reduce employee work productivity, the part of the process that takes the longest time in its activities is playing a smartphone with an average time of 105 minutes per day.

c. Personal Activities

Personal activities are activities related to personal matters of employees in the process section. The following is the result of observing the use of working time for the personal activities of process employees at Company ABC for a period of 4 days starting from 3 – 6 January 2023:

Table 4. Results of Observations on the Use of Personal Work Time for Employees in the Process Section of ABC Company, Bandung

No	Activity Description	Total activity time for 4 day (minutes)	Average activity time per day (minutes)
1	Doing Breakfast	120	30
2	Go to toilet	60	15

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3	As prayer ashar service	80	20
4	As prayer magrib service	100	25
	Total	360	90

Source: Observations on Employee Work Activities in the Process Section of Company ABC Bandung, processed in 2023.

Based on table 4, it shows the results of the employee's personal activities in the part of the process that takes the longest time to work on, namely making breakfast, which is 120 minutes with an average time of 30 minutes per day. Meanwhile, for personal activities that are often carried out by employees in the process section are going to the toilet with a total time of 15 minutes per day.

Based on the results of observations made by researchers during a period of 5 working days and 11 working hours and 1 hour working break. The results obtained, that the most use of employee work time in the process section is to carry out productive activities. The following is the percentage results for each activity in the period 3 – 6 January 2023:

Table 5. Percentage of Time Utilization of Employees in the Process Section of ABC Company, Bandung

Type of activity	Total % per day	Total working hours per day (11 hours)
Productive activity	48,4	5 hours 32 minute
Activities with the potential to reduce work productivity	20,5	2 hours 25 minute
Personal activities	13,6	1 hours 50 minute
TOTAL	82,5	9 hours 7 minute

Source: Observations on Employee Work Activities in the Process Section of Company ABC Bandung, Processed in 2023

Based on the description of the explanation obtained from the results of interviews and observations (observations), it can be concluded that the use of working time for process employees at Company ABC is **in the not optimal category**. This is because, when compared to working time of 11 hours of work time and 1 hour of rest, the use of work time related to basic tasks or productive activities is only used as much as 48.4% or as much as 5 hours 32 minutes. This of course can have bad consequences because the use of inappropriate working time can cause employees in the process section to feel bored and bored in doing their jobs.

The results of research related to the use of working time are in line with the theory from Koesomowidjojo & Mastuti (2017: 24) which states that working time in accordance with SOP (*Standard Operating Procedure*) will reduce employee workload. The use of working time that applies to employees should not be excessive or too narrow. If the working time is excessive and inappropriate, it will have a negative impact on the physical and psychological aspects of the employee. Conversely, working time that is too narrow will cause boredom in employees so that the use of working time allotted to employees must be appropriate and balanced.

3. Targets that must be achieved

Based on the results of observations and interviews conducted by researchers on October 7 2022 and re-checking on December 20 2022, it was found that the production targets that must be achieved by employees of the ABC Company Process Section in a day amount to 3-4 tons per work shift. Thus, in a day the employees of the Process Section are required to reach a target of 6 – 8 tons. The researcher also conducted interviews with the Head of Process Section on December 23, 2022, obtained the result that production targets often did not reach the set targets. This was due to the addition of sudden orders beyond the company's capacity and employees were unable to fulfill the requested product orders.

Based on the description of the explanation obtained from the results of interviews and observations, it can be concluded that the targets that must be achieved for employees in the process section of Company ABC are **in the difficult category to achieve**. This is due to the unclear production targets that must be carried out by employees in the process section every day so that this can often lead to not achieving predetermined production targets.

The results of the research related to targets that must be achieved are in line with the theory of **Koesomowidjojo & Mastuti (2017: 24)** which states that an employee has views regarding work targets that must be completed. If the time given to do the work is not balanced with the volume of work given, then the workload received by employees will be even greater.

Based on the explanatory description of the workload sub-variables studied, namely work conditions, use of working time and targets to be achieved, it can be concluded that the workload on process employees at Company ABC is **in the high category**. This

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is based on the sub-variable of working conditions in **the unfavorable category**, the use of working time sub-variable in the **non-optimal category** and the target sub-variable that must be achieved is **in the difficult category to achieve**. Of course if this continues it will have an impact on the performance and productivity of employees in doing their jobs.

Occupational Safety and Health (K3)

1. Occupational Safety and Health (K3) Objectives

Based on the results of interviews conducted on October 15, 2022 and re-checking on December 21, 2022, it was found that the objectives of occupational safety and health (K3) for process employees at Company ABC are based on **Government Regulation of the Republic of Indonesia Number 50 of 2012**, including as follows:

- a. Improving the effectiveness of planned, structured, measurable and integrated occupational safety and health (K3) protection. To increase the effectiveness of K3 protection, Company ABC plans K3 programs by considering certain things such as resources and costs that are intended to be implemented for its employees.
- b. Prevent and reduce work accidents and work-related diseases by involving elements of management, workers/labourers, and/or trade unions. To prevent and reduce work accidents and work-related illnesses, Company ABC seeks to provide personal protective equipment (PPE) with the aim of protecting employees' bodies from work-related hazards. In addition, the company also tries to provide for the health needs of employees such as the provision of medicines and other medical needs.
- c. Creating a safe, comfortable and efficient workplace to increase employee work productivity. To create a safe, comfortable and efficient workplace, Company ABC strives to provide the facilities and infrastructure needed by employees, especially in the Process Section during the production process, such as providing a clean, tidy and organized production room to make it easier for employees to work.

Based on the description of the explanation obtained, it can be concluded that the objectives of occupational safety and health (K3) at Company ABC are in the very good category. This is because the objectives of occupational safety and health (K3) at Company ABC are in accordance with Government Regulation of the Republic of Indonesia Number 50 of 2012.

Based on the description of the explanation obtained, it can be concluded that plastic ore cutting machine which is at risk of causing a fall or injury to the leg.

1) Gloves

In the planning, 1 pair of gloves will be given to each employee in the process section once a month. The purpose of giving these gloves is to protect the hands. Occupational safety and health (K3) goals at Company ABC are **in the very good category**. This is because the objectives of occupational safety and health (K3) at Company ABC are in accordance with Government Regulation of the Republic of Indonesia Number 50 of 2012.

2) Occupational Safety and Health (K3) Program

Based on the results of the interview on October 15, 2022 and re-checking on December 21, 2022, it was found that there are occupational safety and health (K3) programs at ABC Company. The following are several occupational safety and health (K3) programs at Company ABC, Bandung, including the following:

a. Establish K3 policies in the company environment

In planning, ABC Company implements a disciplinary policy for socialization that has been carried out related to occupational safety and health (K3) of its employees. In addition, the company will also impose sanctions or penalties for anyone who violates predetermined K3 related policies. This is done with the aim that occupational safety and health (K3) policies can be realized properly.

b. Reporting to management

In planning, ABC Company reports on every incident that occurs in the workplace related to occupational safety and health (K3) of its employees. This is done with the aim that the management knows the condition of each employee so that the report will produce a decision.

3) Provide personal protective equipment (PPE) according to the type of work

Masks

In planning, masks will be given as many as 3 pieces or depending on the needs of each employee every day. The provision of this mask aims to protect employees from hazardous chemical vapors produced from crushing machines which are at risk of causing respiratory problems.

Safety shoes

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In the plan, safety shoes will be given 1 pair to each employee in the process section every 6 months. Provision of safety shoes aims to protect employees' feet when walking on slippery surfaces and protect feet from sharp objects such as plastic shards produced from production machines which are at risk of causing injuries to the hands.

d. Conduct socialization of occupational safety and health (K3) within the company environment to all employees.

In the planning, the socialization that will be carried out by ABC Company is in the form of installing K3 signs, recommendations for the use of personal protective equipment (PPE), appropriate K3 slogans and banners to be posted in the ABC Company area.

e. Manage K3 facilities and infrastructure in the work environment

1. Production room

The production space provided by the company is planned to consist of a production section and a production warehouse. In addition, the layout of the production space planned by the company is the separation of machine rooms between crushing machines, grinding machines, cutting machines with washing machines and drying machines. It is intended that employees in the process section can work in an orderly manner and are arranged according to the sequence of machines that are run during the production process.

2. First aid kit

The first aid kit provided by the company is planned to be placed in the area around the production room. In planning, the contents of the first aid kit that will be provided by the company include medicines, betadine, antiseptic fluids, bandages, hansaplast and others.

3. APAR (Light Fire Extinguisher)

It is planned that there will be 2 light fire extinguishers provided by the company which will be placed in the area around the production room. The placement of fire extinguishers around the production room is intended to prevent light fires that are at risk of occurring during the production process.

f. Health insurance program

In its plan, Company ABC will provide health insurance programs in the form of BPJS Employment and BPJS Health to employees. This is done with the aim of protecting employees from potential hazards and illnesses that arise while working, besides that the health insurance program also aims to make every employee at ABC Company feel protected and guaranteed their safety and health while working at ABC Company.

g. Make a cleaning schedule regularly and periodically

In planning, Company ABC will enforce a cleaning schedule that must be obeyed by employees in each of its sections. This is done with the aim that the work area is kept clean and tidy.

h. Install protection on production machines

In the plan, Company ABC will install protectors on every part of the machine used during the production process. This is done with the aim of preventing accidents due to exposure to dangerous or sharp parts of production machines.

Based on the description of the explanation obtained above, it can be concluded that the occupational safety and health (K3) program at Company ABC is **in the bad category**. This is because there are still many K3 programs that have not been implemented at Company ABC with the aim of protecting and preventing work-related accidents and illnesses from the work activities of process employees.

This is supported by the results of observations made by researchers on 21-23 December 2022, the results showed that there were still many OSH programs that had not been implemented at ABC Company, such as the unavailability of OSH training, health rooms and medical check-ups aimed at reducing accidents. and diseases arising from work in the hope of increasing the ability of employees to work.

Then, the company also has not provided or equipped personal protective equipment in the form of protective goggles, ear plugs and protective clothing to be used while working with the aim of protecting employees from the smoke and noise generated by production machines. In addition, the unavailability of K3 supporting facilities such as smoking areas can also cause work accidents because the availability of smoking areas can make employees stop smoking in the production room area which is prone to starting fires.

3. Implementation of Occupational Safety and Health (K3)

Based on the results of observations and interviews conducted by researchers on December 21-23 2022, the results were obtained from the implementation of occupational safety and health (K3) programs at Company ABC. The following is the implementation of several occupational safety and health (K3) programs in ABC Company, Bandung, including the following:

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a. Establish K3 policies in the company environment

Based on the results of observations (observations), it was found that in practice, Company ABC is still lacking in implementing disciplinary policies related to occupational safety and health (K3) of its employees. This is supported by the statement of the Head of Personnel stating that there are still many employees in the process section who violate the K3 rules that have been determined. In addition, the disciplinary action given by the leadership for the K3 policy was only limited to a warning. This is due to the absence of more oversight related to OHS policies at Company ABC.

b. Reporting to management

Based on the results of observations made by researchers, it was found that in practice, Company ABC always reports every incident that occurs in the workplace related to occupational safety and health (K3) of its employees to company management. This is supported by the statement of the Head of Personnel who states that the company has taken swift action on reports related to work accidents that have occurred in the company, such as by directly providing treatment to employees affected by work accidents.

c. Conduct socialization of occupational safety and health (K3) within the company environment to all employees.

Based on the results of interviews conducted by researchers with the Head of Personnel, it was found that in implementing occupational safety and health socialization, Company ABC was still not optimal. This is in line with the findings from researchers' observations that in the employee's workplace area only K3 signs are installed such as the "Danger Area" sign and there is no slogan, banner or advice on the use of personal protective equipment (PPE).

d. Health insurance program

Based on the results of interviews and observations conducted by researchers, it was found that in implementing the health insurance program, Company ABC was still unable to provide health insurance programs in the form of Health BPJS and Employment BPJS. According to the Head of Personnel, this is due to the business entity form of Company ABC which is still an individual legal entity so that Company ABC does not have a BPJS health program and only has an insurance program from the company and does not involve third parties such as BPJS. On the other hand, to ensure the correctness of the information previously obtained, the researcher conducted an interview with one of the Special Account Representative Staff at the Cimahi City Employment BPJS on December 26 2022, the result was that BPJS registration was not hindered by the form of a legal entity because in fact, individual legal entities are also can register with BPJS for employment, even if the company already has employees, as employers the company must register its employees as participants for BPJS for employment as a form of the company's obligation to provide protection to its employees.

e. Make a cleaning schedule regularly and periodically

Based on the results of interviews with the Head of Personnel, ABC Company has made a routine cleaning schedule for its employees. However, the implementation is still not optimal, there are still many employees who do not comply with the cleaning schedule that has been made. However, based on the findings from the researchers' observations, it was found that there were still messy rooms, scattered production waste and the unorganized production equipment used after the production process ended. As for some employees who carry out a predetermined cleaning schedule, they are only limited to putting production equipment into storage.

f. Install protection on production machines

Based on the results of interviews with the Head of Personnel, it was found that the company had installed protectors on every part of the machine used during the production process. This is in line with the findings from the researchers' observations that the production machines used already wear protection for every dangerous part of the machine, such as the end of the machine that has been coated with rubber and the part of the blade inside the cutting machine that has been given protection.

Based on the description of the explanation obtained above, it can be concluded that the implementation of the occupational safety and health (K3) program at Company ABC is **in the bad category**. This is because the implemented program is still not in accordance with the predetermined program.

4. Evaluation of Occupational Safety and Health (K3)

Occupational safety and health (K3) evaluation is needed to compare the implementation of K3 with OSH planning with the aim of knowing whether the implementation of OSH and OSH planning is appropriate or deviations occur, so that the results of this review can be used as an improvement and improvement of OSH performance in a company . However, in practice, Company ABC did not evaluate the implementation of Occupational Safety and Health (K3) that occurred, so that there were no improvements and improvements to the implementation of the OHS program that had not been implemented or were not appropriate.

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Based on the results of observations and interviews on December 21-23 2022 regarding the program and implementation of OHS at Company ABC, the researchers obtained the results of an evaluation of occupational safety and health (K3) at Company ABC, including the following:

Table 6. Occupational Safety and Health (K3) Evaluation Data at ABC Company, Bandung

NO	Observed problem	Observation result		Description
		available	Not available	
1	K3 Policy	✓	-	It is not in accordance
2	K3 related reporting	✓	-	In accordance
3	Provision of PPE			
	Face mask	✓	-	It is not in accordance
	Safety shoes	✓	-	In accordance
	Glove	✓	-	In accordance
4	K3 Socialization	✓	-	It is not in accordance
5	K3 facilities and nrastructure			
	Production room	✓	-	It is not in accordance
	Fist aid kit	✓	-	In accordance
	Fire extingusher	✓	-	In accordance
6	Health insurance program	✓	-	It is not in accordance
7	Cleaning schedule	✓	-	It is not in accordance
8	Machine protection	✓	-	In accordance

Source: Observation and Interview Program and Implementation of K3 at Company ABC Bandung, Processed in 2023.

Based on table 6, it can be seen that ABC Company has not implemented the occupational safety and health (K3) program optimally. Of the 12 problem points observed, only 6 points had results that matched the planning and implementation of the K3 program. K3 programs that have results that are in accordance with their implementation include reporting related to K3, Provision of PPE safety shoes and gloves, Provision of facilities and infrastructure for first aid kits and fire extinguishers and machine guards. Meanwhile, the K3 program that has inconsistent results in its implementation includes the K3 Policy, Provision of PPE masks, K3 Socialization, Provision of facilities and infrastructure for production rooms, Health insurance programs and cleaning schedules.

Based on the description of the explanation obtained above, it can be concluded that the evaluation of occupational safety and health (K3) at Company ABC is **in the very bad category**. This is because the evaluation of occupational safety and health (K3) at Company ABC has never been carried out. In addition, there are still many occupational safety and health (K3) programs that have not been implemented and are not in accordance with predetermined K3 programs.

Based on the explanatory description of the occupational safety and health (K3) sub-variables studied, namely the goals of K3, the K3 program, the implementation of K3 and the evaluation of K3, it can be concluded that the occupational safety and health (K3) employees of the Process Section at Company ABC are **in the bad category** or not successful in efforts to prevent work-related accidents. This is based on the K3 program sub-variables and the implementation of K3 which are **in the bad category** and the K3 evaluation is **in the very bad category**. Of course if this continues it will threaten the safety, security and health of employees which will have an impact on the performance and productivity of employees in carrying out their work.

Turnover Intention

1. Intention to Quit

Based on the results of interviews with 12 process employees regarding their intention to leave the employee on 13 October 2022 and another interview was conducted on 05 – 11 January 2023, the following results were obtained:

Table 7. Informants' Responses to Sub-Variable Intention to Quit Process Employees at ABC Company

No.	Statement	The number of Informant	Response	
			Yes	No
1	Is the employee sataisfied with his current job	12 person (100%)	4 person (33%)	8 person (67%)
2	Do employee have thoughts of leaving work if they have the oportunity	12 person (100%)	10 person (83%)	2 person (17%)

Source: Section Employee Interview ABC Bandung Company Process, processed in 2023

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Based on table 7 above, the results of the statement for the intention to stop sub-variable include the following:

- a. The results for the first question regarding the sub-variable intention to quit employees in the process section, obtained results as much as 67% (8 employees) stated that they were dissatisfied with their current job. This is because employees feel that the rights granted by the company are not comparable to the energy and time spent by each employee so that the employee's needs are not met. In addition, the long working hours also make employees feel dissatisfied because the time that should be spent with their family is used up for work. Meanwhile, as many as 33% (4 employees) stated that they were satisfied with their current job because the employees felt, only by working at this company they could meet their daily needs even though the effort and time spent were not comparable to the rights that were obtained by the employees. .
- b. The results for the second question regarding the sub-variable intention to leave employees in the process section, obtained results, as many as 83% (10 employees) had thoughts of leaving work if they had the opportunity. They will choose to consider the opportunities that exist compared to staying at the current company, because the working conditions at the company are felt to be too burdensome for employees. Meanwhile, as much as 17% (2 employees) have no thoughts of leaving work even though they have the opportunity. This is because they have been working at ABC Company for a long time, so they no longer want to move jobs.

Based on the explanation above, it can be concluded that the intention to quit process employees at Company ABC is **in the high category**. labor and time spent with the rights obtained by employees from the company. In addition, this is also because employees in the process section feel that there is no hope of developing if they have to stay at their current job so that the opportunity to leave the company is very large.

The results of research related to the intention to quit is in line with the theory from **Pratiwi & Susilo (2018)** which states that the intention to quit is the employee's interest in leaving his job in the hope of getting a better job.

2. Job Search

Based on the results of interviews with 12 employees in the process regarding job search on 13 October 2022 and another interview was conducted on 05 – 11 January 2023, the following results were obtained:

Table 8. Informants' Responses to Job Search Sub-Variables for Process Section Employees at ABC Company

NO	Statement	The number of Informant	Response	
			Yes	No
1	Will the employee change jobs if the employee gets a better job?	12 person (100%)	10 person (83%)	2 person (17%)
2	Do employees seek information about new job vacancies from social media	12 person (100%)	5 person (42%)	7 person (58%)
3	Does the employee seek information about new job openings from friends or relatives	12 person (100%)	8 person (67%)	4 person (33%)

Source: Section Employee Interview ABC Bandung Company Process, processed in 2023

Based on table 8, it shows the results of the statements for the job search sub-variables, including the following:

- a. The results for the first statement regarding the job search sub-variable for employees in the process section, obtained results as much as 83% (10 employees) stated that they would change jobs if employees got a better job, because employees want jobs that are more stable both in terms of working time and from the facilities which are given. Meanwhile, as many as 17% (2 employees) chose to stay at their current job even though they got a better job because they felt that they were lazy if they had to adapt again to a new job.
- b. The results for the second statement regarding the job search sub-variable for employees in the process section, showed that 42% (5 employees) had searched for information about new job vacancies from social media because it was easy and fast. Meanwhile, 58% (7 employees) did not seek information about new job vacancies on social media because they did not have social media and the cellphone they used did not support accessing social media.
- c. The results for the third statement regarding the job search sub-variable for employees in the process section, obtained results as much as 67% (8 employees) looking for information about new job vacancies through friends or close relatives because it is easier to communicate so employees can ask questions about new job vacancies which are available . Meanwhile, as many as 33% (4 employees) do not seek information about new job vacancies through friends and prefer to use social media in job search.

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Based on the explanation above, it can be concluded that job search for process employees at Company ABC is **in the high category**, this is because employees think there will be no future if they keep working at their current job. However, even though the job search for process employees is high, the desire to find a new job outside of the current job is low, this is due to the educational background of each employee who does not match the existing job vacancies so that the opportunity to find a job is very small.

Based on the results of interviews with 12 Process Section employees, it was found that 42% (5 employees) had a high school/vocational school education background, 50% (6 employees) had a junior high school educational background and 8% (1 employee) had an elementary school educational background . From these results it can be seen that the average competency or other skills possessed by employees in the process section are still very minimal.

The results of research related to job search are in line with the theory of **Pratiwi & Susilo (2018)** which states that job search is when employees compare jobs that are better than their current job. They think there will be no future if they stay in their current organization.

3. Thinking of Quitting

Based on the results of interviews that were conducted by researchers with 12 employees in the process section regarding thinking about leaving employees on October 13, 2022 and conducting interviews again on January 5-11, 2023, the following results were obtained:

Table 9. Informants' Responses to Sub-Variables Thinking of Quitting Process Employees at ABC Company

NO	Statement	The number of Informant	Response	
			Yes	No
1	Are there any thoughts of leaving the company considering the suitability of the workload given	12 person (100%)	10 person (83%)	2 person (17%)
2	Do you think about leaving the company considering the appropriateness of the facilities provided	12 person (100%)	9 person (75%)	3 person (25%)

Source: Section Employee Interview ABC Bandung Company Process, processed in 2023

Based on table 9 shows the results of the statements for the sub-variables think to stop including the following:

- a. The results for the first statement regarding the sub variable thinking about quitting employees in the process section, obtained results as much as 83% (10 employees) stating that giving workload was one of the reasons for the emergence of thoughts of quitting from the company considering the high workload provided by the company was not commensurate with the ability owned by employees.
- b. Meanwhile, as many as 17% (2 employees) stated that giving workload was not a reason for the emergence of thoughts of leaving the company because there were other reasons why employees had thoughts of leaving which were not examined in this study. The results for the second statement regarding the sub variable thinking about quitting employees in the process section, obtained results as much as 75% (9 employees) stated that the provision of facilities was one of the reasons for the emergence of thoughts of quitting from the company because the facilities available were not able to support employees in their daily work. Meanwhile, as many as 25% (3 employees) stated that the provision of facilities was not one of the reasons for thoughts of leaving the company because there were other reasons why employees had thoughts of leaving which were not examined in this study.

Based on the explanation above, it can be concluded that the thought of stopping employees in the process department at Company ABC is **in the high category**, with the biggest reasons being the heavy workload they are carrying and the company's inability to provide sufficient facilities to employees in the process section. The results of research related to thoughts of leaving are in line with the theory of **Fadillah (2017)** which states that thoughts of leaving felt by employees are caused by situations in the company that are felt uncomfortable, causing employees to have thoughts of leaving the company.

Based on the explanatory description of the turnover intention sub-variables studied, namely intention to quit, job search and thinking about quitting, it can be concluded that turnover intention for process employees at Company ABC is **in the high category**. This is based on the intention to stop sub-variable in the high category, the job search sub-variable is in the high category and the thinking to stop sub-variable is **in the high category**. Of course if this continues it will have an impact on company performance.

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The Impact of Workload, Occupational Safety and Health (K3) on Employee Turnover Intention Process Section at ABC Bandung Company

1. Impact of Workload on Turnover Intention

Based on data on the entry and exit of employees at Company ABC, in fact the company does not know for sure the main reason employees leave the company. This is because the company does not conduct an employee satisfaction survey with the aim of knowing how much satisfaction employees have while working at the company, so that employees can decide whether to stay at the company or leave the company. Furthermore, based on interviews conducted on January 13, 2023, it was found that the leaving employee must find someone to replace the position so that the company no longer needs to look for new employees to be placed in the vacant positions.

Furthermore, based on the results of interviews on January 13-16 2023, it was found that as many as 83% (10 employees) had the desire to leave the company on the grounds that the company imposed high working hours and production targets in the sense that the company provided the number of working hours and production targets which are not in accordance with the abilities of each employee, so that the employee's desire to get a better job arises. Meanwhile, as much as 17% (2 employees) have a desire to leave the company due to other reasons not examined in this study.

The results of this study support the results of research conducted by **Apriyanto & Haryono (2020)** which states that workload has a positive and significant impact or influence on turnover intention, which means that the higher the workload received, the higher the employee's desire to leave (turnover intention) of the company. In addition, the results of this study also reject the results of research conducted by **Nisa et al., (2019)** which states that workload has no impact or has a negative effect on turnover intention, which means that the higher the workload received, the lower the desire employees to leave (turnover intention) from the company.

2. Impact of Occupational Safety and Health (K3) on Turnover Intention

Based on the results of interviews on January 13-16 2023, it was found that as many as 75% (9 employees) had the desire to leave the company on the grounds that the company did not provide appropriate and good K3 facilities to its employees, so that employees felt the security and comfort provided by the company is not guaranteed, this of course can bring up the desire of employees to get a better job. Meanwhile, as much as 25% (3 employees) have the desire to leave the company due to other reasons not examined in this study.

The results of this study support the results of research conducted by **Wahyu et al., (2018) and Afifi (2021)** which state that occupational safety and health (K3) has a negative and significant impact or effect on turnover intention. This means that good occupational safety and health will affect the decrease in employee intention to quit.

CONCLUSION

Based on the results of the research and discussion that the researchers have conducted regarding the analysis of workload, occupational safety and health (K3), and their impact on turnover intention in process employees at plastic processing companies (a case study at Company ABC, Bandung), the conclusions are as follows:

1. Workload analysis

Based on the explanatory description of the workload sub-variables, it can be concluded that the workload on process employees at Company ABC is **in the high category**. The conclusions from the sub-variables of the workload variables examined in this study include the following:

- The results of the analysis of the sub-variables of the working conditions of the process employees at Company ABC are **in the unfavorable category**.
- The results of the analysis of the sub-variable use of working time for process employees at Company ABC are **not in the optimal category**.
- The results of the analysis of the target sub-variables that must be achieved by process employees at Company ABC are **in the difficult category to achieve**.

In addition, based on the explanation above, it can be concluded that the company has violated several state regulations, including:

a. Working Time Rules

Referring to **the Law of the Republic of Indonesia Number 13 of 2003 Article 77**, in fact Company ABC has violated the rules of working time, namely 6 working days with 12 hours a day which has exceeded the specified working time rules so that there is an excess of working time of 5 hours on Monday – Saturday and 7 hours on Saturday.

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b. Rest Time Rules

Referring to the **Law of the Republic of Indonesia Number 13 of 2003 Article 79** paragraph 2, in fact Company ABC has violated the rest time rule, which is 1 hour a day starting from 12.00 - 13.00 WIB which has exceeded the set break time rules. So that there is an excess of 1 hour of rest time because the break time range from work time that applies to ABC Company is 5 hours a day starting from 07.00 – 12.00 WIB.

c. Overtime Rules

Referring to **Government Regulation Number 35 of 2021 Article 31**, in fact Company ABC has violated the overtime rule, namely 12 hours on Sunday which has exceeded the stipulated overtime rule so that there is an excess of 1 hour overtime on Sunday.

2. Occupational safety and health (K3) analysis

Based on the explanatory description of the occupational safety and health (K3) sub-variable, it can be concluded that with the large number of discrepancies in the implementation of the occupational safety and health (K3) program, it shows that the employees of the Process Section in the bad category or less successful in efforts to prevent work-related accidents. The conclusions from the sub-variables examined in this study include the following:

- a. The results of the analysis of the K3 objective sub-variables at Company ABC are **in the very good category**.
- b. The results of the analysis of the OHS program sub-variables at Company ABC are **in the bad category**.
- c. The results of the analysis of the sub-variables of the OSH program implementation at ABC are currently **in the bad category**.
- d. The results of the analysis of the K3 evaluation sub-variables at Company ABC are currently **in the very bad category**

3. Analysis of turnover intention

Based on the explanatory description of the turnover intention sub-variable, it can be concluded that the turnover intention of process employees at Company ABC is **in the high category**. The conclusions from the turnover intention sub-variables in this study include the following:

- a. The results of the analysis of the employee intention to quit sub-variable are **in the high category**, this is evidenced by the large number of process employees who have the intention to quit because the employees feel that the tasks assigned every day are too heavy and the available facilities are limited.
- b. The results of the analysis of the job search sub-variable are also in the high category, this is because employees think there will be no future if they keep working at their current job.
- c. The results of the analysis of the sub-variable thought to stop employees in the process section of Company ABC are **in the high category**, this is because employees feel bored and are ready to leave the company if they get a better job.

4. Analysis of the impact of workload, occupational safety and health (K3) and their impact on turnover intention

Based on research on the analysis of the impact of workload, occupational safety and health (K3) and their impact on turnover intention. The results show that the workload of process employees at Company ABC has a greater impact on the turnover intention of process employees compared to the occupational safety and health (K3) of process employees at ABC Company. The conclusions from the sub-variables examined in this study include the following:

- a. The results of this study state that workload **has an impact on employee turnover intention** in the process department at Company ABC.
- b. The results of this study also state that occupational safety and health (K3) of employees **has an impact on employee turnover intention** in the process department at Company ABC.

SUGGESTION

Based on the results of the research described above, the researcher proposes several inputs that can be considered by ABC Company, Bandung in formulating policies and making decisions regarding workload, occupational safety and health (K3), and turnover intention as well as input for future researchers.

1. Advice for Companies

In order to reduce the turnover intention of process employees at Company ABC, the company should pay attention to the following matters:

- a. Companies should add employees in the process section in each shift to reduce the high workload and so that the workload borne by each employee can be distributed evenly.
- b. Companies should make changes to employee working hours, namely changing 12 working hours to 7 working hours with 6 working days or 8 working hours with 5 working days in accordance with the rules that apply to the **Law of the Republic of Indonesia Number 13 of 2003 Article 77**.

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- c. Companies should make changes to employee work breaks, namely changing break times starting from 12.00 – 13.00 WIB to rest periods starting from 11.00 – 12.00 so that they do not exceed the rest time rules that apply to the **Law of the Republic of Indonesia Number 13 of 2003 Article 79 paragraph 2**.
- d. Companies should reduce overtime on employee holidays/weekly breaks, namely changing 12 hours of overtime work on Sundays to 11 hours of overtime work on Sundays in accordance with the rules in force in **Government Regulation Number 35 of 2021 Article 31**.
- e. Companies should make regulations regarding K3 programs accompanied by strict sanctions for violations of the program.
- f. Companies should carry out periodic K3 evaluations complemented by actions for handling incidents of accidents that still occur.
- g. Companies should equip personal protective equipment needed in carrying out work such as protective glasses, ear plugs and protective clothing. This is because the personal protective equipment available is still not in accordance with the needs of employees when carrying out their work, so to reduce the occurrence of work accidents for employees, the company can review the needs and policies for the time of administration and the amount of personal protective equipment provided.
- h. Companies should add the facilities and infrastructure needed while doing work so that employees feel comfortable while working. One way is to add a health room or provide medical check-ups for its employees. In addition, it is better to separate the production space from the production warehouse so that the production area can be well coordinated.
- i. Companies should cooperate with BPJS, both Employment BPJS and Health BPJS, this aims to ensure that employees get insurance for accidents and work-related illnesses. In addition, the guarantee from BPJS can make employees feel safe and comfortable while doing their work.
- j. Companies should provide socialization and training for employees regarding the importance of occupational safety and health (K3) in the company environment.

2. Suggestions for Further Researchers

The results of this study are expected to be a reference and comparison for other researchers in future studies. However, this research still has limitations. Therefore, it is suggested for future researchers to conduct research with other research objects with the same industrial sector in different regions by using other variables that can affect employee turnover intention in an organization so that general conclusions can be obtained regarding the impact on employee turnover intention. who work in industry sectors similar to this study.

In addition, for future researchers who carry out similar research it is recommended to be able to add theories from other experts and or the latest theories. This can be useful and useful for increasing knowledge about workload, occupational safety and health (K3), and turnover intention.

3. Advice for Other Parties

The results of this study are expected to be a consideration for the government in providing education and supervision of the workforce, especially regarding workload and occupational safety & health (K3). Then, it is hoped that the government can establish stricter rules and not only contain administrative sanctions, especially those related to workload and occupational safety & health.

In addition, it is hoped that the results of this study can be used as material for consideration for BPJS in the local area to be more proactive in providing education through socialization on occupational safety and health (K3) to employees and companies.

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