



## Turnover Intention Influenced by Work Environment and Job Satisfaction

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### **Abstract**

Turnover intention is an expression of one's feelings arising from a job, where a job can have an impact on a person's feelings of turnover caused by the work environment or job satisfaction. The purpose of this study is to determine the effect of the work environment and job satisfaction on turnover intention. The research methodology is causal associative with a quantitative approach. Respondents in this study amounted to 98 employees. The method of data analysis in this study uses multiple regression. The research results are 1). The work environment has a positive influence on turnover intention, 2). Job satisfaction has a positive influence on turnover intention, 3). Work environment and job satisfaction, together affect turnover intention by 2.7% and 97.3% are influenced by variables outside the study.

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

### **Introduction**

Human resources are very important for a company, where companies achieving goals require human resources. The company's goals cannot be achieved if there is turnover intention in human resources. Turnover is an expression or feeling from the inside of humans wanting to leave or move from their current job. Turnover intention is influenced by various factors such as work environment and job satisfaction (Mobley et al, 1978).

The work environment is important in influencing an employee's turnover, where the work environment is positively involved in turnover intention (Wan et al, 2018). Al Sabei et al (2020) found that the work environment had a positive effect on a person's intention to change jobs. While the research

of Kurniawaty et al (2019) found the work environment has a negative and significant influence on employee turnover intention.

The next factor is job satisfaction, job satisfaction is a feeling of satisfaction felt by employees in working at a company. Where job satisfaction has a negative influence on an employee's turnover intention (Chen et al, 2019). The same thing was found by Li et al (2019) and Aydogdu and Asikgil (2011) where job satisfaction has a negative and significant influence on turnover intention.

Based on the phenomenon and several research results, it is known that the work environment and job satisfaction have a relationship with turnover intention. The purpose of this study is to determine turnover intention which is influenced by the work environment and job satisfaction. So that the results of this study can contribute to the company and someone in the future to make decisions at work.

### **Turnover Intention**

Turnover intention is the subjective perception of organizational members to leave their current job for another job opportunity (Varshney, 2014). According to Bothma and Roodt (2013) turnover intention is an employee who has a feeling to leave the organization. Meanwhile, according to Mueller and Price (2003) turnover intention is the tendency or desire of employees to stop working their jobs based on their own choices. So it can be concluded that turnover intention is the feeling of employees who want to quit and change jobs from their previous jobs.

Indicators of turnover intention are thoughts to leave, desire to leave the company in the next few months, and desire to find other job vacancies (Chen & Francesco, 2000), while the factors that influence turnover intention according to Mobley et al (1978) are: as follows; Job satisfaction, organizational commitment, work environment, and individual characteristics. Meanwhile, the impact of turnover intention is; Workload, employee withdrawal costs, training costs, lost production during employee turnover, a lot of waste, and triggers employee stress.

### **Work Environment**

The work environment is an environment where employees carry out their daily tasks and work. The environment is also defined as external institutions or forces that have the potential to affect organizational performance, where there is a general environment and a special environment (Oshima-Takane & Robbins, 2003). So in other words, the work environment refers to the things around the employee's work in the office.

The types of work environments are divided into two, namely the physical work environment and the non-physical work environment. The indicators of the work environment are divided into three, namely working conditions, employee service, and work relations, while the factors that affect the work environment are light lighting, room temperature, air circulation, noise, mechanical vibration, odors, decorations, music, security, employee interaction relationship with superiors, and employee interactions with employees.

### **Job Satisfaction**

Job satisfaction is a person's general attitude towards work which is indicated by the difference between the number of awards received by workers and the amount they believe they should receive (Robbins, 2010). Job satisfaction is something that results from a person's assessment of work or work experience (Luthans & Thomas, 1989). So it can be concluded that job satisfaction is an important element in the organization regarding the behavior of an employee's responsibility for his work.

Indicators of job satisfaction are as follows: job satisfaction itself, satisfaction with salary, satisfaction with the attitude of superiors, satisfaction with coworkers, and satisfaction with promotions (Robbins & Judge, 2013). The factors that influence job satisfaction are; The work itself, Salary, Opportunities for advancement, Supervision, and Colleagues (Luthans et al, 2021). While the factors that are influenced by job satisfaction are; Quitting Job, Aspirations, Loyalty, and Devotion (Robbin & Judge, 2013).

### **Research Framework and Hypothesis**

#### **The Influence of Work Environment on Turnover Intention**

Research conducted by Al Sabei et al (2020) found that the work environment has a positive effect on a person's intention to change jobs. Tetteh et al (2021) found that the work environment affects one's turnover. While the research of Kurniawaty et al (2019) found the work environment has a negative and significant influence on employee turnover intention.

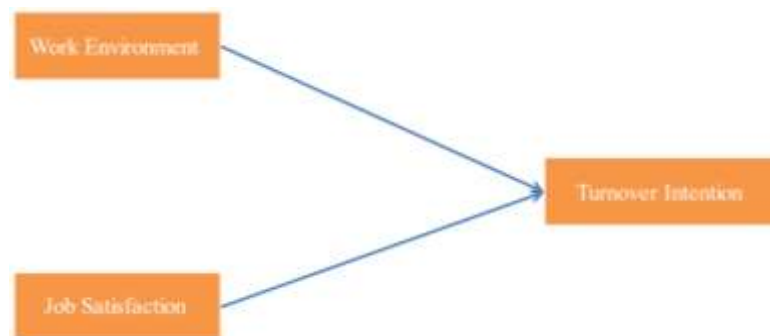
H<sub>1</sub>: The work environment has a negative and significant influence on turnover intention.

#### **The Influence of Job Satisfaction on Turnover Intention**

Research conducted by Chen et al (2019) found job satisfaction negatively in influencing a person's turnover intention. Research conducted by Dewi and Nurhayati (2021) found that job satisfaction affects turnover intention negatively and significantly. The same thing was found by Li et al (2019) where job satisfaction has a negative and significant effect on a person's turnover intention.

H<sub>2</sub>: Job satisfaction has a negative and significant effect on turnover intention.

Based on various phenomena and research results, it is known that turnover intention is influenced by the work environment and job satisfaction. So the research framework in (Figure 1) is as follows:



**Figure 1. Research Framework**

### **Methodology**

This research is a causal associative with a quantitative approach. Causal associative research is research that aims to analyze the relationship between one variable and another. The type of data in this study is quantitative, namely data in the form of numbers or qualitative data that is numbered (Efendi et al, 2019). The data analysis method in this research is multiple regression. This study uses population

research, where the entire population is used as a research sample. Respondents in this study were 98 employees of Batik SMEs in the city of Yogyakarta.

### Findings

Table 1 below is the results of multiple regression analysis of research data, with the results of the study as follows:

**Table 1. Results of Regression Analysis**

Variable	Koef. Regression (B)	T Statistic	Sig.
Work Environment	0.127	1.619	0.109
Job Satisfaction	0.001	2.652	0.987
Constant		6.289	
R		0.164	
R <sup>2</sup>		0.027	
F Statistic		1.311	
Sig		0.274	

Source: Primary Data Processed

### The Influence of Work Environment on Turnover Intention

Based on the results of the regression analysis, it is known that the work environment has an effect on employee turnover intention, indicated by the regression coefficient value of 0.127. At the 5% significance level, it is known that the t-count value is 1.619 with a significance of 0.109. With these results, the first hypothesis is rejected because the work environment has a positive influence on turnover intention.

### The Influence of Job Satisfaction on Turnover Intention

Based on the results of the regression analysis, it is known that job satisfaction has an effect on employee turnover intention, indicated by the regression coefficient value of 0.001. At the 5% significance level, it is known that the t-count value is 2.652 with a significance of 0.987. With these results, the first hypothesis is rejected because job satisfaction has a positive influence on turnover intention.

### The Coefficient of Determination R Square (R<sup>2</sup>)

The coefficient of determination R Square is used to show how much the percentage of the work environment and job satisfaction together in influencing turnover intention. The results of the analysis show that the coefficient of determination R<sup>2</sup> has a value of 0.027 or it can be said that 2.7% turnover intention is influenced by the work environment and job satisfaction. While the remaining 97.3% is influenced by other factors outside the study.

## ***Discussion***

### **The Influence of Work Environment on Turnover Intention**

Based on the results of the research that has been analyzed there is a positive and significant influence between the work environment on turnover intention. This is indicated by the regression coefficient value of 0.127. At the 5% significance level, it is known that the t-count value is 1.619 with a significance of 0.109. So it can be concluded that the higher the work environment factor, the higher the employee's turnover intention will be.

The results of this study supported by findings from Al Sabei et al (2020) found that the work environment has a positive effect on a person's intention to change jobs. Tetteh et al (2021) found that the work environment affects one's turnover. Meanwhile, contrary to the results of research by Kurniawaty et al (2019), which found the work environment had a negative and significant influence on employee turnover intention.

### **The Influence of Job Satisfaction on Turnover Intention**

Based on the results that have been analyzed, there is a positive influence between job satisfaction and turnover intention. This is indicated by the regression coefficient value of 0.001. At the 5% significance level, it is known that the t-count value is 2.652 with a significance of 0.987. So it can be concluded that the higher the job satisfaction it will affect the employee's sense of turnover intention.

The results of this study are not supported by the research of Chen et al (2019) which found job satisfaction negatively in influencing a person's turnover intention. Research conducted by Dewi and Nurhayati (2021) found that job satisfaction affects turnover intention negatively and significantly. The same thing was found by Li et al (2019) where job satisfaction has a negative and significant effect on a person's turnover intention.

### **The Coefficient of Determination R Square ( $R^2$ )**

The results of this study indicate that there is a positive influence between work environment and job satisfaction on turnover intention. This is indicated by the results of the test results with the F test, which obtained a calculated F value of 1.311 with an F significance value of 0.274. The coefficient of determination R Square is used to show how much the percentage of the work environment and job satisfaction together in influencing turnover intention. The results show that the coefficient of determination  $R^2$  has a value of 0.027 or it can be said that 2.7% of work environment and job satisfaction affect turnover intention. While the remaining 97.3% is influenced by other factors.

## ***Conclusion***

Based on the results and discussion, we can conclude that; 1). The work environment has a positive influence on turnover intention, 2). Job satisfaction has a positive influence on turnover intention, 3). Work environment and job satisfaction, together affect turnover intention by 2.7% and 97.3% are influenced by variables outside the study. Together with the limitations in this study, it can be used as reference material and improvement for further research in the future.

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