



The role of job satisfaction as mediated in the effect of work environment on turnover intention

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ABSTRACT

Turnover Intention in this study is defined as a situation where employees leave the company due to disturbances in the work environment, the dynamics of teamwork, and the performance of the PT NA. This study aims to determine the direct effect of the Work Environment on Turnover Intention through job satisfaction as a mediating variable. The object of research at PT NA. This research was conducted using a quantitative method with SEM SmartPLS software as an analytical tool. The number of samples obtained by sampling technique by random sampling using the slovin formula totaled 67 employees. Data collection was carried out via Google from filling out the questionnaire. The results of this study indicate that the Work Environment has a significant effect on Job Satisfaction, Job Satisfaction has no significant effect on Turnover Intention, Work Environment has no significant effect on Turnover Intention. In addition, it is also known that the variable Job Satisfaction can mediate the relationship between the Work Environment and Turnover Intention. This shows that Job Satisfaction has no impact on Turnover Intention caused by the Work Environment at PT NA. This is because even though there is high job satisfaction in employees it will not eliminate the intention to change workplaces caused by an uncomfortable work environment. Furthermore, to increase employee job satisfaction, PT NA needs to pay attention to the quality of supervision of the employees under it. Employees who are well supervised by their superiors tend to be able to carry out their work well, so that job satisfaction can be achieved.

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1. INTRODUCTION

In Indonesia in the current era of globalization is very rapidly developing in the world of human resources, the role of human resources in achieving the success of an organization is very important. With the support of sufficient facilities and infrastructure, but without the support of reliable employees, the company's activities will not be carried out properly. This shows that human resources (HR) is the only important asset of the company that

can mobilize other resources. The existence of employees must be managed properly so that they can make a positive contribution to the progress of the organization or company. Dyah Ambar (2022) The success of a company is greatly influenced by the quality of human resources in the company. These human resources will have good quality and performance if they are well led and managed. To create quality human resources, companies must pay special attention to the development of the human resources they have Lyz et al., (2022). In order for the company's goals to be achieved, the company must pay attention and retain its employees properly so that employees who have good qualifications in the company do not have the desire to move even out of the company (Turnover Intention) because they lack attention from the company.

Turnover Intention is the desire of employees to leave the company because they move to another company. According to Purwati et al., (2019) the desire to move is the desire of employees to leave the company because they move to another company. turnover intention is the tendency or intention of employees to stop working or move from one workplace to another according to their choice (Wahyuningtyas, 2023). Employees who are not cared for and their needs are not met will certainly be able to give rise to the intention to leave their jobs (turnover intention) Gloria et al., (2023). The increase in Turnover Intention has now become a serious problem for many companies, employee turnover can also affect the efficiency of running the company, because the entry and exit of employees can change the overall work rhythm of employees due to the adaptation and adjustment of new employees. High turnover can have adverse effects on the company such as creating instability and uncertainty about the conditions of existing employees and the high cost of HR management such as the cost of training that has been carried out for employees to the cost of recruitment and retraining Ratih Prameswari Wulan Asih et al., (2020). The following is data on Turnover Intention in employees of PT NA.

Turnover Intention data at PT NA in 2022 can be explained that the number of employees experiencing Turnover Intention from year to year looks unstable. In 2020 the turnover intention rate at PT NA was 78 employees, then in 2021 the turnover intention rate at PT NA was 71 employees, then in 2022 the turnover intention rate at PT NA was 63 employees. This shows that the unstable turnover rate is influenced by several factors, which overall this incident will certainly have an impact on the influence of each department of the company. Researchers are interested in examining the Turnover Intention of PT NA employees because employee Turnover Intention at this time is thought to be not optimal. There are several factors that cause high levels of Turnover Intention, one of which is the Work Environment.

The Work Environment according to Tambingon et al., (2019) is the overall tooling and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group. By paying attention to a good work environment or creating working conditions that are able to provide motivation at work, it will have an influence on the enthusiasm or excitement of employees at work. Nabawi (2019) state that Job Satisfaction is an employee's feelings and assessment of his job, especially regarding his working conditions, in relation to whether his job is able to meet his expectations, needs and desires. Then Ratih Prameswari Wulan Asih et al., (2020) stated that a good Work Environment and high Job Satisfaction in employees will be able to form a mechanism that can increase employee comfort with the company. If the Work Environment is allowed to continue in a bad condition, then this can be an obstacle

for employees to achieve their best performance. Work Environment is one of the factors that has a considerable influence on the company. If employees can work or carry out their work optimally, healthily, safely and comfortably, the conditions of a work environment can be said to be good. Because the creation of a good work environment will be able to determine the success of the company in achieving the expected goals.

The effect of Work Environment on Turnover Intention is supported by research conducted by Apriyanto et al., (2020) The results showed a positive and significant effect of Work Environment on Turnover Intention. Research that supports, among others, Nurdiana Dihan et al., (2022) states the results that the Work Environment has an influence on Turnover Intention. Then in research conducted by Marzuqi (2021) the results showed that the Work Environment has a negative and significant effect on Turnover Intention. Supporting research includes Purwati et al., (2019) the results showed that the Work Environment has no influence on Turnover Intention. Then in research conducted by Marzuqi (2021) the results showed that the Work Environment has a negative and significant effect on Turnover Intention.

With the inconsistencies in previous research, the researchers added Job Satisfaction mediation to close the gap. The addition of mediating variables is based on previous studies. Job Satisfaction is an emotional attitude that is pleasant and loves his job Setiawan et al., (2021). Job Satisfaction in work is Job Satisfaction observed in work by getting praise for work results, placement, treatment, equipment and a good work environment atmosphere. . Then according to Nabawi (2019) states that job satisfaction is an employee's feelings and assessment of his job, especially regarding his working conditions, in relation to whether his job is able to meet his expectations, needs and desires. And according to Kalam et al., (2023) Job satisfaction is a positive or negative situation in the work environment that employees feel. Job Satisfaction is related to Turnover, meaning that high job satisfaction is always related to low employee turnover, and vice versa, if many employees are dissatisfied, employee turnover is high. The problem of job satisfaction is a fundamental thing that can influence a person's thinking about leaving his work environment and trying to find another job that is better than his previous workplace. so the lower the level of employee job satisfaction, the higher he will leave his job Rikha et al., (2023).

Job Satisfaction can be achieved if employees are productive at work and employee expectations can be met by the company. If leaders or coworkers do not support each other or do not care about each other, the work done will not go well and will cause problems and automatically employee Job Satisfaction is sure to decrease. Leaders and coworkers must understand and motivate each other in order to create a good working relationship. Good working relationships will create job satisfaction for employees. Job Satisfaction is very important because employees in a company are the most dominant factor in determining the success or failure of organizational activities. Employee Job Satisfaction must be created as well as possible so that morale, dedication, love and work discipline are high. With pleasant work environment conditions can also make employees feel happier, more comfortable and at home in the company. In addition, it can reduce the level of boredom and stress levels of employees Hidayat et al., (2023).

2. RESEARCH METHOD

This research uses quantitative research. Quantitative research methods are defined as part of a series of systematic investigations of phenomena by collecting data to be measured by mathematical or computational statistical techniques. The population in this study were all employees of PT NA with a total population of 200 people, with a sample of 67 respondents obtained from the slovin formula with a 10% margin of error. Data sources from primary data obtained directly from the object of research by distributing questionnaires containing statements regarding the Effect of Work Environment on Turnover Intention Mediated by Job Satisfaction at PT NA. This research will explain the relationship between influencing and being influenced by the variables to be studied. In this study, researchers want to see the effect of Work Environment on Turnover Intention mediated by Job Satisfaction at PT NA. The data analysis method uses the SmartPLS 3.0 program.

3. RESULTS AND DISCUSSIONS

Analysis of Inner Models

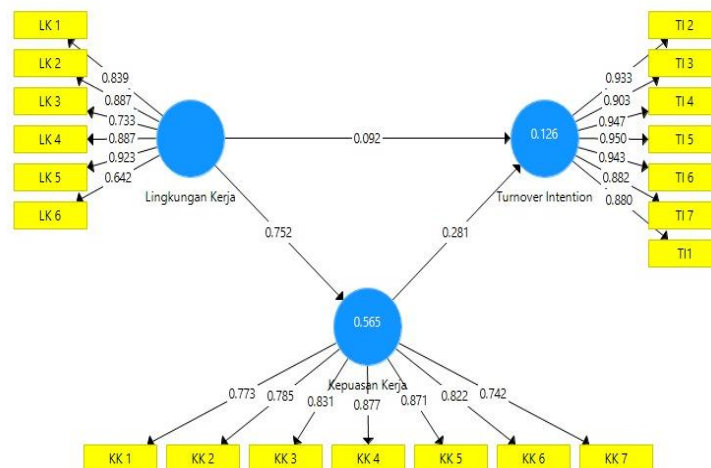


Figure 2. Inner Model test results

This test is a test of a structural model by looking at the R-square value which is the result of the goodness of fit model test, the relationship between constructs and the significant value of the model used in this study.

Test of R Square

	R Square	Adjusted R Square
Job Satisfaction	0.565	0.558
Turnover Intention	0.126	0.099

Based on table 1, it shows that the resulting R-square for the Turnover Intention variable with a value of 0.565 or % and the Job Satisfaction variable with a value of 0.126 or % identifies that the contribution in this study is small.

Structural Model Test

The structural model test is obtained using SmartPLS 3.0 by testing Bootstrapping. The confidence level used is 95% with an inaccuracy limit of (α) = 5% where the t-statistic value used is 1.96. The following are the results of the Structural Model Test research :

1. If the T-Statistic value > 1.96 then Ho is rejected Ha is accepted
2. If the T-Statistic value < 1.96 then Ho is accepted Ha is rejected

The following is about the Path Coefficient and Specific Indirect Effect table:

Table 2. Path Coefficient

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Turnover Intention	0.281	0.307	0.212	1.323	0.186
Work Environment -> Job Satisfaction	0.752	0.764	0.049	15.221	0.000
Work Environment -> Turnover Intention	0.092	0.080	0.239	0.384	0.701

In table 2, it can be explained that the P values on the effect of job satisfaction on turnover intention are 0.186 so that the results have no effect. In the effect of work environment on job satisfaction, the p value is 0.000 so that the results have a significant effect, while in the effect of work environment on turnover intention, the P value is 0.701 so that the results have no effect.

Table 3. Specific Indirect Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment -> Job Satisfaction -> Turnover Intention	0.211	0.238	0.172	1.231	0.219

In table 3, the specific indirect effect can be explained that the P Values value is 0.219 so that job satisfaction has not been able to mediate the effect of work environment on turnover intention.

DISCUSSION

Work Environment on Turnover Intention Turnover Intention data at PT NA in 2022 can be explained that the number of employees experiencing Turnover Intention from year to year looks unstable. In 2020 the turnover intention rate at PT NA was 78 employees, then in 2021 the turnover intention rate at PT NA was 71 employees, then in 2022 the turnover intention rate at PT NA was 63 employees. This shows that the unstable turnover rate is influenced by several factors, which overall this incident will certainly have an impact on the influence of each department of the company. Researchers are interested in examining the Turnover Intention of PT NA employees because employee Turnover Intention at this time is thought to be not optimal. There are several factors that cause high levels of Turnover Intention, one of which is the Work Environment.

The test results on the first hypothesis show that there is a negative and significant influence between the Work Environment on Turnover Intention. This is in line with research conducted by Andre Rizal Ibrahim (2019) which shows the results of a negative and significant relationship between the Work Environment and Turnover Intention at a significance level of $0.003 < 0.05$. This finding is supported by research conducted by Agus Dwi Cahya (2022) which shows the results of the work environment with a significance level of 0.161 which means greater than 0.05 the work environment variable partially has no significant effect on turnover intention. The work environment can affect employee

performance and affect the level of Turnover Intention in the company. Employees who have a good work environment tend to be productive at work so that these employees feel satisfied with what they do Ussu et al., (2023) The work environment is an important variable that affects employee turnover intention. The physical environment or general environment can also be called the work environment that affects human conditions, for example: temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odors, colors, and others. Then, a bad work environment can cause employee stress and will lead to employee Turnover Intention. Based on this, it can be concluded that the Work Environment variable has a negative and significant effect on Turnover Intention. If PT NA has a better work environment, the lower the Turnover Intention of employees.

The test results on the second hypothesis show that there is a negative and significant influence between Job Satisfaction on Turnover Intention. This research is in line with research conducted by Dewi et al., (2019) which shows the results of a negative and significant relationship between Job Satisfaction and Turnover Intention. Coupled with the age of PT NA employees, the majority of 69.74% are still in productive age so that there are still many employees who are open to moving to a better company. To retain its employees, the company must keep its employees satisfied in doing their jobs. Employees who are satisfied with their jobs will tend to do their work optimally and tend to choose to stay with the company, so that turnover can be avoided. Job satisfaction is an individual attitude that is shown by feeling happy or unhappy with the work he does, job satisfaction is not always a benchmark for a person in determining his choice to leave his job and look for another job Lyz et al., (2022). Turnover Intention has a strong bond with job satisfaction. Turnover can be encouraged, however, job satisfaction has always been recognized as an important predictor. On the other hand, dissatisfaction arises when an employee considers leaving a job in the hope of finding a more satisfying job than before Fauzi et al., (2022). If PT NA employees are satisfied with their jobs, the level of Turnover Intention will be lower.

The test results on the third hypothesis show that there is a negative and significant influence between the Work Environment on Job Satisfaction. This research is in line with research conducted by Nurdiana Dihan et al., (2022) which shows the results of a positive and significant relationship between Work Environment and Job Satisfaction. A good work environment is a work environment that can make employees feel comfortable and safe in doing their jobs and make it easier for employees to work. In a conducive work environment, employees will believe in the values of the organization, believe that they can achieve organizational goals, and believe that they have made the right decision to join the organization. Ratih Prameswari Wulan Asih et al., (2020) stated that a good work environment and high job satisfaction in employees will be able to form a mechanism that can increase employee comfort with the company. If PT NA has a better Work Environment, the higher the Job Satisfaction will be.

The test results on the fourth hypothesis show that Job Satisfaction cannot mediate the effect of Work Environment on Turnover Intention so that the accepted result is that it has no effect. This research is not in line with research conducted by Nurdiana Dihan et al., (2022) which shows the results of the Work Environment has an influence on Turnover Intention, the Work Environment affects Job Satisfaction and the direct effect of the Work Environment on Turnover Intention is greater than the indirect effect of the Work Environment on Turnover Intention mediated by Job Satisfaction. These results indicate that there is no effect of Job Satisfaction on Turnover Intention caused by the Work Environment in PT NA employees. Based on this, it can be concluded that even though there is high Job Satisfaction in employees, it will not eliminate the intention to change workplaces caused by an uncomfortable Work Environment.

4. CONCLUSION

Based on the results of research entitled *The Effect of Work Environment on Turnover Intention mediated by Job Satisfaction*, it can be concluded that Work Environment is not able to contribute to Turnover Intention, which is caused by employees having a sense of work environment that is not so good will tend to have a desire to leave the company in search of a better work environment, so that turnover occurs in the company, which means that as the quality of the work environment is low, the higher the Turnover Intention. Job Satisfaction is not able to contribute to Turnover Intention, due to the existence of employees who are not satisfied with their jobs, will tend to have the desire to leave the company. Which means that as job satisfaction is low, Turnover Intention will tend to be high. The Work Environment is able to contribute to Job Satisfaction, this is because employees who feel the quality of their work environment is not so good because of problems in the Work Environment and the existence of saturation in the workplace tend to be dissatisfied with their jobs, and many employees are saturated with their workplace so they need a stress-free zone. Which means that as the Work Environment decreases, Job Satisfaction will decrease. And finally, the effect of Work Environment on Turnover Intention is mediated by Job Satisfaction, has the result of not being able to contribute, so there is no mediating effect of Job Satisfaction on Turnover Intention caused by the Work Environment, even though there is high Job Satisfaction in employees will not eliminate the intention to change workplaces caused by an uncomfortable Work Environment. Future research can further explore specific moderating factors and their impacts, considering individual characteristics, organizational culture, or contextual factors. Such investigations will enhance our understanding of the complexities involved in the relationship between work environment, job satisfaction, and turnover intention.

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