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DESCRIPTIVE OF QUANTITATIVE DATA | RESEARCH ARTICLE

Analysis of Job Satisfaction and Work Environment on Employee Turnover Intention

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Abstract: High turnover rates can lead to losses for a company. The turnover phenomenon begins with turnover intention, which is influenced by several factors, including job satisfaction and work environment. This study quantitatively analyzes the influence of job satisfaction and work environment on employee turnover intention at PT. XYZ. Involving 62 respondents and using multiple linear regression analysis, the study results show that both job satisfaction and work environment, partially and simultaneously, have a positive and significant effect on employee turnover intention. The R-square calculation result is 0.225, which means that the job satisfaction and work environment variables collectively explain 25.5% of the variance in turnover intention among PT. XYZ employees. The remaining variance can be explained by other variables beyond the scope of this study.

Keywords: Job Satisfaction, Work Environment, Turnover Intention.

1. INTRODUCTION

Turnover intention is an initial stage that may lead to an employee's resignation. The stronger an employee's desire to switch jobs, the greater the likelihood they will leave the company. Every organization has unique characteristics, both in terms of its human resources and work systems. Therefore, losing experienced employees will incur significant losses for the company. This is because new employees require a considerable amount of time to understand the work culture, master their tasks, and build relationships with colleagues (Özkan, 2022). The continuity and growth of an organization greatly depend on its ability to retain talented employees. Therefore, it is important for organizations to create a conducive work environment so that employees feel motivated to continue their careers with the company. On the other hand, the government plays a crucial role in monitoring employee turnover rates in various sectors. Significant changes in employee turnover rates can be an indicator of underlying issues in a country's economy (Lazzari et al. 2022).

Turnover intention refers to the percentage of employees who choose to leave the company, either voluntarily or for reasons beyond their control, within a certain time frame. Typically, the period used to measure turnover is one year. Generally, a healthy turnover rate for an organization is no more than 10% per year (Ihwanti & Gunawan 2023). In the context of modern organizations, the issue of employee turnover is receiving increasing attention. A high employee turnover rate can cause significant negative impacts on an organization, making it a crucial issue that needs to be addressed effectively (Rinaldi & Ramli 2023). Data obtained from 2018-2023 shows that the turnover rate at PT. XYZ fluctuated but remained in the range of 10% to 12% per year. This certainly warrants special attention from PT. XYZ to find solutions to the problems it faces. Employee turnover is indeed necessary in certain situations, especially for employees whose performance does not meet standards. However, an excessively high turnover rate should be avoided. The company needs to manage turnover to stay within reasonable limits. High turnover rates can result in significant losses, both financially and non-

financially. The company must incur additional costs to recruit and train new employees, as well as losing productivity during the recruitment period. Moreover, high turnover can disrupt team dynamics and lower the morale of remaining employees (Kuswahyudi et al. 2022).

Based on research conducted by Wati & Wardianto (2022), job satisfaction was found to be the main determinant in shaping turnover intention. The higher the level of job satisfaction, the lower the likelihood of employees moving to another company. Conversely, job dissatisfaction will encourage employees to seek new opportunities elsewhere. Job satisfaction is the main determining factor in an employee's decision to continue a career in a company or to look for new employment. Low levels of job satisfaction are often the root cause of high employee turnover intention. Therefore, one effective effort to reduce employee turnover intention is to increase job satisfaction. Job satisfaction is an emotional condition unique to each individual, influenced by their personal values. Positive attitudes toward work, such as enthusiasm, discipline, and high performance, are often reflections of an individual's job satisfaction (Pratama et al, 2022)

Job satisfaction is fulfilled when desired expectations are realized. At PT. XYZ, employees feel they lack opportunities for promotion, which leaves their expectations of becoming permanent employees unmet. Satisfied employees tend to have a lower intention to leave the organization. This is because emotional attachment and commitment to the organization increase along with job satisfaction (Nusran, 2024). Another variable that also influences turnover intention is the work environment. The work environment has a negative and significant impact on employees' turnover intention to leave the company. When the work environment is poor or less conducive, it can increase employees' thoughts of leaving their jobs (Marzuqi, 2021). The work environment encompasses all conditions surrounding employees while working, including the tools used, workspace, work methods applied, and relationships between employees, both individually and in groups (Gani et al. 2022)

Taheri et al., (2020) explains that the worst scenario arises from organizations that pay insufficient attention to aspects of the work environment. A proactive management system provides a better work environment than a reactive management system. Achieving an organization's goals greatly depends on understanding between employees and supervisors, while smooth information flow plays an important role in running the organization. Based on observations of the work environment at PT XYZ, it can be concluded that there has not been a maximum effort to create a conducive work environment for employees. This is evident from the limited workspace, making it difficult for employees to operate; the office's location near a major road also creates disturbing noise during work. Additionally, the heavy equipment used in the production process is deemed inadequate, which makes it challenging for employees. A positive and comfortable work environment significantly contributes to employees' turnover intention. A conducive work atmosphere facilitates peace of mind, enabling employees to carry out tasks more effectively. Conversely, an uncomfortable work environment tends to lower work motivation and increase employees' desire to look for other jobs, potentially increasing the turnover rate (Dunggio et al. 2024).

2. RESEARCH DESIGN AND METHOD

This study aims to gain an in-depth understanding of how job satisfaction, work environment, and employee turnover intention influence each other at PT. XYZ. The author uses a descriptive research method, collecting data only once during the period from August to October 2024. The data obtained will then be analyzed in depth to provide a clear picture of the current situation at PT. XYZ. In other words, the author seeks to know in detail what employees think and feel about these three variables. To collect data, the author distributed questionnaires to 62 employees of PT. XYZ. These questionnaires contain statements related to job satisfaction, work environment, and employee turnover intention. The responses to these questionnaires will be measured using a Likert scale, which indicates the respondents' level of agreement or disagreement with each statement. After collecting the data, the

author will analyze it using a statistical method called multiple linear regression. This analysis will be conducted with the assistance of SPSS software version 26. The goal is to determine the extent to which job satisfaction and work environment influence employee turnover intention at PT. XYZ.

3. RESULT AND DISCUSSION

3.1. Validity Test

Table 1. Validity Test

Variables	Statement Items	Person Correlation	r-estimated	Information
Job Satisfaction	X1.1	0.658	0.250	Valid
	X1.2	0.711		
	X1.3	0.869		
	X1.4	0.884		
	X1.5	0.801		
	X1.6	0.793		
	X1.7	0.863		
	X1.8	0.798		
	X1.9	0.572		
	X1.10	0.562		
Work Environment	X2.1	0.694		
	X2.2	0.829		
	X2.3	0.836		
	X2.4	0.868		
	X2.5	0.850		
	X2.6	0.820		
	X2.7	0.593		
	X2.8	0.820		
	X2.9	0.774		
Turnover Intention	Y.1	0.930		
	Y.2	0.652		
	Y.3	0.925		
	Y.4	0.742		
	Y.5	0.924		
	Y.6	0.867		

Pearson correlation analysis shows that all questions in the research instrument have good validity. The Pearson correlation value for each question exceeds the critical value of the r-estimated (0.250), which indicates that all questions successfully measure the constructs of each variable (job satisfaction, work environment, and turnover intention).

Table 2. Reliability Test

Variables	Reliability Coefficients	Cronbach's Alpha	Information
Job Satisfaction (X1)	10 Item	0.916	Reliable
Work Environment (X2)	9 Item	0.921	
Turnover Intention (Y)	6 Item	0.916	

The reliability test results for 62 respondents with 25 questionnaire items indicate that all research variables (job satisfaction, work environment, and turnover intention) have high reliability. The Cronbach's Alpha coefficient for each variable exceeds the threshold of 0.60, indicating that all question items within each variable are interrelated and consistent in measuring the same construct.

3.2. Classical Assumption Test

The normality test using the Kolmogorov-Smirnov method was conducted to ensure that the residuals from the regression model follow a normal distribution. The test results show a significance value of 0.068. Since this significance value is greater than 0.05, the data is normally distributed. Meeting the normality assumption is an important requirement in regression analysis, ensuring that the analysis results obtained are valid and can be used to test the research hypothesis. The Glejser method was used to test for heteroskedasticity in the regression model. The test results indicate that no heteroskedasticity was found in the regression model using the job satisfaction variable (X1) and the regression model using the work environment variable (X2). The significance values obtained for both models are 0.666 and 0.245, respectively, which are well above the significance level of 0.05. Thus, the homoscedasticity assumption is met, and the data used in this study can be considered valid for further statistical analysis, such as hypothesis testing.

The multicollinearity test was conducted by calculating the VIF and tolerance values for each independent variable. The VIF value is used to measure the degree of variance inflation caused by correlations among independent variables, while the tolerance value is the inverse of the VIF. The analysis results show that the VIF values for job satisfaction (X1) and work environment (X2) are each 2.585, which is below the threshold of 10. Additionally, the tolerance values for both variables are 0.387, which is above the threshold of 0.1. These results indicate that there is no strong correlation between the independent variables in the regression model. Therefore, multicollinearity is not a concern in this study, and the data can be considered valid for further statistical analysis.

3.3. Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	B		
1	(Constant)	36,204	4,083		8,868	,000
	Job Satisfaction	-,503	,149	,611	2,489	,001
	Work Environment	-,379	,181	,511	2,250	,000

a. Dependent Variable: Turnover Intention

Multiple linear regression analysis is used to model the relationship between the dependent variable (turnover intention) and several independent variables (job satisfaction and work environment). The regression model obtained shows a constant of 36.204, a regression coefficient for job satisfaction (b^1) of -0.503, and a regression coefficient for the work environment (b^2) of -0.379. The negative sign on the regression coefficients indicates a negative relationship between the independent variables and the dependent variable. This means that an increase of one unit in either job satisfaction or work environment will lead to a decrease in the intention to quit. The results of the t-test indicate a significant influence of job satisfaction and work environment variables on turnover intention. Based on the t-test using table 3, it was found that the t-calculated value for the job satisfaction variable is 2.489, which is greater than t-estimated value of 2.001, indicating a significant influence of job satisfaction (X1) on turnover intention (Y). A similar result was observed for the work environment variable, where the t-calculated value of 2.250 also exceeds the t-value of 2.001, showing that the work environment (X2) significantly affects turnover intention (Y).

Furthermore, based on the t-test with probability values, the same results were obtained. The significance value for the job satisfaction variable is 0.001, which is less than 0.05, reinforcing a significant influence between job satisfaction (X1) and turnover intention (Y). Similarly, the work

environment variable has a significance value of 0.000, also below 0.05, indicating that the work environment (X2) has a significant effect on turnover intention (Y).

Table 4. Simultaneous Test

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	425,558	2	212,779	10,123	.000
	Residual	1001.423	50	20,028		
	Total	1426.981	52			

The F-test results indicate that, simultaneously, job satisfaction and work environment variables have an influence on turnover intention. Based on table 4, the f-calculated value of 10.123 is greater than the f-estimated value of 3.150, indicating a significant effect. Similarly, based on probability values, the significance level of 0.000, which is less than 0.05, further confirms that job satisfaction and work environment jointly affect turnover intention.

Table 5. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.545a	.598	.270	4.475

The calculated R-Square (R^2) value is 0.255 based on the table. This means that 25.5% of the turnover intention variable can be explained by job satisfaction and work environment variables at PT XYZ, while other variables outside of this study explain the remaining 74.5%.

4. CONCLUSION

The conclusion drawn from the study titled “Analysis of Job Satisfaction and Work Environment and Their Influence on Employee Turnover Intention” is that there is an influence of both job satisfaction and work environment on the turnover intention of employees at PT. XYZ. Specifically, job satisfaction was found to affect employee turnover intention, as was the work environment. Furthermore, the study revealed that job satisfaction and the work environment together have a simultaneous effect on employee turnover intention at PT. XYZ. In terms of recommendations, to increase job satisfaction, PT. XYZ could develop a clear career management system that provides employees with guidance on career advancement opportunities within the company. Additionally, implementing a reward system aligned with workload demands could contribute positively to job satisfaction. Regarding the work environment, the company is encouraged to create and maintain a comfortable workspace for employees, focusing not only on the physical aspects but also on social interactions and psychological comfort. Emphasizing positive relationships among employees could further support a cohesive and supportive work environment.

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