Innovative Strategies for Workforce Stability: Exploring the Impact of Job Satisfaction and Work Environment on Employee Turnover Intention

Strategi Inovasi dalam Meningkatkan Stabilisasi Tenaga Kerja: Mengkaji Pengaruh Kepuasan Kerja Dan Lingkungan Kerja Terhadap Niat Turnover Karyawan

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ABSTRACT
This study investigates how Job Satisfaction and Work Environment impact employees' turnover intention at PT. Nakama Berkah Sejahtera Karawang. Using a quantitative approach with a causal method, the research surveys the entire employee population of 60 people. Primary data were collected via questionnaires, and the analysis employed multiple regression and hypothesis testing. The findings indicate that both Job Satisfaction and Work Environment significantly influence turnover intention, with each factor individually contributing to the reduction of turnover. These insights highlight the importance of improving job satisfaction and work environment to reduce turnover. However, the research is limited to these two variables, and future studies are encouraged to expand by considering additional variables and examining potential mediator and moderator effects. This research provides valuable insights for companies seeking strategies to reduce turnover intentions.
Keywords: *Job Satisfaction, Work Environment, Turnover Intention*

ABSTRAK
Penelitian ini mengkaji bagaimana Kepuasan Kerja dan Lingkungan Kerja mempengaruhi niat turnover karyawan di PT. Nakama Berkah Sejahtera Karawang. Dengan menggunakan pendekatan kuantitatif dan metode kausal, penelitian ini melakukan survei terhadap seluruh populasi karyawan yang berjumlah 60 orang. Data primer diperoleh melalui penyebaran kuesioner, dan analisis dilakukan dengan menggunakan regresi berganda serta uji hipotesis. Temuan penelitian menunjukkan bahwa baik Kepuasan Kerja maupun Lingkungan Kerja secara signifikan mempengaruhi niat turnover, dengan masing-masing faktor berkontribusi pada pengurangan turnover. Temuan ini menyoroti pentingnya peningkatan kepuasan kerja dan lingkungan kerja untuk mengurangi turnover. Namun, penelitian ini terbatas pada dua variabel ini, dan penelitian selanjutnya diharapkan dapat menambahkan variabel lain serta menguji pengaruh mediator dan moderator. Penelitian ini memberikan wawasan yang berharga bagi perusahaan yang mencari strategi untuk mengurangi niat turnover.
Kata Kunci: Kepuasan Kerja, Lingkungan Kerja, Turnover Intention.

1. Introduction

The phenomenon of employee turnover continues to be a critical issue for organizations across various sectors. Turnover intention, as a precursor to actual turnover, has been extensively examined due to its significant impact on organizational performance and human resource stability (Memon et al., 2020). High turnover rates can disrupt organizational efficiency, increase recruitment costs, and negatively affect team dynamics and morale (Al Sabei et al., 2020). Despite substantial

research, many organizations still struggle to address the root causes of turnover intention effectively.

Research indicates that various factors contribute to turnover intention, including the work environment, job stress, job satisfaction, and organizational commitment. For instance, a supportive work environment can reduce turnover intention by fostering a sense of belonging and job satisfaction (Chen et al., 2019; Kurniawaty et al., 2019). Conversely, job stress has been consistently identified as a significant predictor of turnover intention, with employees experiencing high stress levels more likely to consider leaving their positions (Masydzulhak et al., 2018; Monica & Putra, 2017). Job satisfaction has been highlighted as a key mediating variable in this relationship, influencing how employees perceive their work conditions and decide to stay or leave (Park & Johnson, 2019).

However, a critical gap remains in understanding how these factors interact in different organizational contexts and industries. Most prior studies have focused on specific sectors, such as healthcare (Al Sabei et al., 2020), hospitality (Andriani, 2023), and education (Park & Johnson, 2019). Limited research has explored how these dynamics manifest in organizations undergoing rapid technological and structural changes, particularly in emerging economies. Furthermore, while the mediating role of job satisfaction is well-documented (Chen et al., 2019; Rismayanti et al., 2018), its interaction with other variables, such as workload and psychological engagement, requires further exploration (Tetteh et al., 2021; Muhammad, 2023).

This study seeks to address these gaps by examining the influence of the work environment, job stress, and job satisfaction on turnover intention within a rapidly evolving organizational setting. The novelty of this research lies in its integrated approach, combining well-established factors with emerging variables like workplace engagement and technological adaptation. Additionally, this study leverages advanced analytical tools to assess these interactions, providing a more comprehensive understanding of turnover dynamics.

The findings of this research are expected to contribute to the existing body of knowledge by offering insights into the complex relationships among work environment, stress, satisfaction, and turnover intention. Moreover, the study aims to provide actionable recommendations for organizations to develop targeted interventions to retain talent effectively.

2. Literature Review

The Influence of Job Satisfaction on Turnover Intention

Job satisfaction plays a pivotal role in influencing turnover intention. Higher levels of job satisfaction are generally associated with a reduced likelihood of employees wanting to leave their jobs. Employees who are content with their roles and work environment tend to exhibit stronger organizational commitment and are less likely to seek alternative employment opportunities (Rismayanti et al., 2018). Key aspects of job satisfaction, such as recognition, supervisor support, development opportunities, and work-life balance, significantly impact turnover intention. When these elements are lacking, employees are more likely to consider leaving their organization (Putra & Utama, 2017).

The relationship between job satisfaction and turnover intention is typically negative, meaning that as satisfaction increases, turnover intention decreases. Satisfied employees are generally more motivated and exhibit a higher degree of loyalty to their organizations (Andriani, 2023). Moreover, job satisfaction contributes to emotional engagement with the organization, further reducing turnover intention (Rismayanti et al., 2018).

The Influence of Work Environment on Turnover Intention

The work environment also has a significant influence on turnover intention. A positive and supportive work environment fosters employee satisfaction, which in turn reduces the desire to leave the organization. Employees who experience constructive relationships with colleagues and supervisors tend to be more satisfied and less likely to explore external job opportunities (Sazili, 2022). Positive organizational culture and alignment between organizational and personal values contribute to employees feeling connected to their workplace, further decreasing turnover intention (Kurniawaty et al., 2019).

Additionally, a work environment that offers career development opportunities and training enhances employees' sense of value and provides them with clear future prospects. Such environments mitigate the risk of turnover by addressing employees' career aspirations and psychological needs (Mensah et al., 2021). Strategic planning by management, tailored to employee preferences and needs, can effectively create an environment that minimizes turnover intention.

The Combined Influence of Job Satisfaction and Work Environment on Turnover Intention

Job satisfaction and work environment collectively exert a significant negative influence on turnover intention. These factors interact to shape employees' perceptions of their jobs and workplaces. High levels of job satisfaction, stemming from fair compensation, meaningful responsibilities, and appropriate recognition, contribute to employees' desire to remain within their organizations. Similarly, a work environment that offers emotional and psychological support, such as positive interactions with colleagues and supervisors, enhances job satisfaction and reduces turnover intention (Masydzulhak et al., 2018).

When job satisfaction and a conducive work environment are combined, they create a synergistic effect, strengthening employees' organizational commitment and lowering their intention to leave. This holistic approach underscores the importance of addressing both individual and organizational factors to effectively manage turnover intention.

3. Methods

This study employs a quantitative research approach to examine the causal relationships between job satisfaction, work environment, and turnover intention at PT. Nakama Berkah Sejahtera Karawang. The causal research design aims to identify cause-and-effect dynamics among the variables, offering insights into how these factors influence employee retention.

The study uses a probability sampling method, selecting the entire population of 60 employees as the sample. This complete sampling approach ensures the generalizability of findings to the entire workforce of PT. Nakama Berkah Sejahtera Karawang. Primary data is collected through a structured questionnaire distributed to all respondents. The questionnaire includes items designed to measure job satisfaction, the quality of the work environment, and employees' turnover intentions.

To analyze the data, statistical tools such as multiple regression analysis, correlation analysis, the coefficient of determination, and hypothesis testing are utilized. These methods enable a comprehensive examination of the relationships between the variables and facilitate testing of the proposed hypotheses. By employing these analytical techniques, the research seeks to uncover the key factors driving turnover intention among employees at PT. Nakama Berkah Sejahtera Karawang.

The findings are expected to provide actionable insights for the company's management to devise effective strategies for improving job satisfaction and enhancing the work environment,

ultimately reducing turnover rates. By using multiple linear regression analysis, the study will evaluate the simultaneous influence of job satisfaction and work environment on turnover intention. This integrated analysis aims to offer a detailed and data-driven perspective on organizational improvements.

The anticipated outcome of this research is to deliver concrete and measurable recommendations to PT. Nakama Berkah Sejahtera Karawang's management. These recommendations will support efforts to increase employee retention, foster a positive and productive work environment, and enhance overall organizational performance.

4. Results and Discussion

Validity and Reliability Testing
1. **Validity Test**
   The results of the validity test using SPSS version 26 show that the validity test for the variables of Job Satisfaction (X1), Work Environment (X2), and Turnover Intention (Y) produced calculated r values greater than the r table value set at 0.2500. This indicates that the instruments used in the research have been proven valid in measuring the variables under study. In other words, the instruments accurately measure the relevant aspects of job satisfaction, work environment, and turnover intention. The fulfillment of instrument validity assures the researcher that the collected data is reliable and accurate, so the resulting analysis can be used as a foundation for drawing conclusions and recommendations that can be implemented by the management of PT. Nakama Berkah Sejahtera Karawang to improve employee welfare and reduce turnover rates.
2. **Reliability Test**
   Reliability reflects the ability of a tool or instrument to consistently collect data (Arikunto, 2014: 154). Based on the reliability test results, the Cronbach's alpha values obtained for each variable (Job Satisfaction, Work Environment, and Turnover Intention) are greater than 0.6, which indicates that the instruments used are reliable. This means that the tools used in the study consistently measure the variables under investigation and can be trusted to collect data accurately. With the reliability test fulfilled, the researcher can be confident that the instruments provide consistent results, ensuring that the data collected can be trusted to form the basis for analysis and subsequent conclusions. This reliability enhances the credibility of the findings and the implications drawn from the study.

Results of Classical Assumption Tests
1. **Normality Test**
   The analysis using SPSS version 26 shows that the processed data is spread around the diagram and follows a regression pattern, indicating that the data distribution is normal. A normal data distribution is essential in statistical analysis because it ensures the validity of the results. Moreover, the significance value (sig) of 0.200, which is greater than the commonly used significance level of 0.05, confirms that the data meets the normality assumption. This assumption is critical when using statistical analysis methods such as the t-test and regression analysis, as it can impact the validity and interpretation of the results. Therefore, the successful fulfillment of the normality assumption allows the researcher to proceed with the data analysis with confidence, ensuring that the findings are reliable and valid.

2. **Multicollinearity Test**

   The test results show that the tolerance values for the variables of Job Satisfaction (0.244) and Work Environment (0.244) exceed the threshold of 0.10, while the Variance Inflation Factor (VIF) values for Job Satisfaction (4.106) and Work Environment (4.106) are lower than the threshold of 10. These findings indicate that there is no multicollinearity between the variables of Job Satisfaction and Work Environment. Multicollinearity occurs when there is a high correlation between two or more independent variables in the regression model, which can lead to problems in interpreting and ensuring the reliability of the results. Therefore, the successful fulfillment of the multicollinearity test strengthens the validity of the regression analysis, making the results reliable for supporting the conclusions of this study.

3. **Heteroscedasticity Test**

   The data analysis reveals a pattern of scatter points above and below the 0 mark on the Y-axis, indicating that there is no sign of heteroscedasticity in the data. Heteroscedasticity is typically characterized by uneven variance of prediction errors across the range of predicted values. Based on this, it can be concluded that the heteroscedasticity test meets the required conditions. This condition is essential in regression analysis because heteroscedasticity can lead to inconsistent parameter estimates. Thus, the successful fulfillment of the heteroscedasticity test further strengthens confidence in the results of the regression analysis.

4. **Autocorrelation Test**

   With a Durbin-Watson value of 0.371, which is smaller than 2, it can be concluded that no autocorrelation exists in the data. Autocorrelation refers to the correlation of a variable with itself over successive time intervals, and its absence is essential for valid regression analysis.

Hypothesis Test

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Table 1.
T-test

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						Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-25,179	19,913		-1,264	0,211	-65,054	14,696					
	X1	0,754	0,320	0,384	2,353	0,022	0,112	1,395	-0,577	0,298	0,190	0,244	4,106
	X2	0,971	0,144	1,105	6,767	0,000	0,684	1,258	0,771	0,667	0,545	0,244	4,106
a. Dependent Variable: Y														

Source : Data Processed (2024)

Based on the output from the latest version of SPSS 26, the Multiple Linear Regression model is as follows:

Y = (-25.179) + 0.754 X1 + 0.971 X2 + e

Interpretation:

Regression coefficient for Job Satisfaction (X1) of 0.754: This indicates the average change in the dependent variable (Turnover Intention) for every one-unit increase in Job Satisfaction, while holding the other independent variable (Work Environment) constant. A positive coefficient implies that an increase in Job Satisfaction is significantly correlated with a decrease in Turnover Intention, whereas a decrease in Job Satisfaction is associated with an increase in Turnover Intention. This coefficient allows us to assess the relative impact of Job Satisfaction on Turnover Intention.

Regression coefficient for Work Environment (X2) of 0.971: This shows the average change in the dependent variable (Turnover Intention) for every one-unit increase in Work Environment, while

keeping Job Satisfaction constant. A positive coefficient indicates that improvements in the Work Environment correlate with higher Turnover Intention, while a decrease in Work Environment correlates with lower Turnover Intention. Like the other coefficients, this provides information about the relative influence of Work Environment on Turnover Intention.

The Effect of Job Satisfaction on Turnover Intention (Partial Effect)
The calculation results for evaluating the significance of Job Satisfaction's partial effect on Turnover Intention indicate that the p-value for Job Satisfaction is 0.022, which is smaller than the significance level (α) of 0.05. Additionally, the calculated t-value is 2.353, which is greater than the t-table value of 1.671. Therefore, based on the comparison between the t-table and the calculated t-values, the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. This confirms that Job Satisfaction has a significant partial effect on Turnover Intention. This finding underscores the importance of Job Satisfaction in determining employees' intention to leave their jobs and its implications for management efforts to improve employee retention and reduce turnover.

The Effect of Work Environment on Turnover Intention (Partial Effect)
The calculation results for evaluating the significance of the Work Environment's partial effect on Turnover Intention show that the p-value for Work Environment is 0.000, which is smaller than the significance level (α) of 0.05. Furthermore, the calculated t-value is 6.767, which exceeds the t-table value of 1.671. Therefore, based on the comparison of the calculated t-value with the t-table value, the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. This finding confirms that the Work Environment has a significant partial effect on Turnover Intention. It highlights the importance of the Work Environment in influencing employees' intentions to leave their jobs and its implications for management's efforts to create a conducive work environment that enhances employee retention and minimizes turnover within the organization.

Table 2. Coefficient Determination

Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,794ᵃ	0,630	0,617	3,10090	0,630	48,507	2	57	0,000	0,371

Source : Data Processed (2024)

Based on the SPSS output, several significant findings were identified regarding the relationship between Job Satisfaction, Work Environment, and Turnover Intention. First, the simultaneous correlation between Job Satisfaction and Work Environment with Turnover Intention was 0.794, which falls into the category of a very strong correlation. The negative correlation suggests that a decrease in both Job Satisfaction and Work Environment may lead to a higher Turnover Intention, while improvements in these factors can simultaneously reduce Turnover Intention. This highlights the importance of addressing both factors together in efforts to manage turnover rates within the company.

Additionally, the R-Square value was 0.794, or 79.4%, indicating that the combined effect of Job Satisfaction and Work Environment on Turnover Intention explains 79.4% of the variation, while the remaining 20.6% is unexplained by the model.

Table 3. F test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	932,846	2	466,423	48,507	,000[b]
	Residual	548,087	57	9,616		
	Total	1480,933	59			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source : Data Processed (2024)

In addition, the significance value (sig) of F is 0.000, which is smaller than 0.05, and the calculated F value is 48.507, which is larger than 2.839. This indicates that the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. Therefore, it can be concluded that Job Satisfaction and Work Environment, taken together, have a significant effect on Turnover Intention. This clearly suggests that improving Job Satisfaction and the Work Environment can reduce Turnover Intention, and organizations can take appropriate steps to enhance these factors in order to minimize employee turnover.

Discussion

The findings indicate that job satisfaction negatively impacts turnover intention, signifying that higher levels of job satisfaction are associated with a reduced desire to leave an organization. Employees who feel satisfied with their job roles, compensation, recognition, and overall work conditions exhibit lower intentions to quit (Rismayanti et al., 2018; Ayunita et al., 2022). This negative correlation between job satisfaction and turnover intention underscores the importance of addressing job satisfaction as a critical factor in employee retention strategies. However, in practice, this relationship may not always be linear, as it can be influenced by external factors such as economic conditions, opportunities for career development, and personal aspirations (Putra & Utama, 2017; Dewi & Nurhayati, 2021). These findings suggest the necessity of exploring potential moderating factors to better understand how job satisfaction interacts with turnover intention across varying contexts.

Similarly, the work environment has a significant negative effect on turnover intention, emphasizing that a positive, supportive, and conducive workplace reduces employees' desire to leave. A favorable work environment that includes strong organizational culture, good coworker relationships, supportive management, and opportunities for personal growth enhances employee engagement and loyalty (Tegar, 2023; Kurniawaty et al., 2019). These factors collectively create a sense of belonging and well-being, which discourages turnover intentions. Conversely, the absence of such conditions can foster dissatisfaction and increase the likelihood of employee attrition. Hence, maintaining a positive work environment is crucial for improving employee satisfaction and retention (Mensah et al., 2021).

When analyzed together, job satisfaction and work environment jointly influence turnover intention, demonstrating that these variables are interconnected and mutually reinforcing. Employees who are satisfied with their job and work in a supportive environment are less likely to consider leaving their organization (Subarkah et al., 2022; Irawan et al., 2018). For instance, a conducive work environment amplifies the benefits of job satisfaction by addressing employees' emotional and psychological needs, while high job satisfaction can enhance employees' perceptions

of their work environment. This synergistic effect highlights the importance of addressing both factors simultaneously to minimize turnover intentions effectively.

These results align with previous studies emphasizing the importance of job satisfaction and work environment in reducing turnover intention. However, it is also critical to note that other contextual factors, such as organizational policies, market conditions, and employee demographics, could influence these relationships (Park & Johnson, 2019; Memon et al., 2020). Future research should examine these variables in greater depth to provide a more comprehensive understanding of turnover dynamics.

5. Conclusions

Based on the research findings, it can be concluded that both Job Satisfaction and Work Environment have a significant impact on Turnover Intention, indicating that these two factors play a crucial role in determining employees' intention to leave their jobs. Individually, both Job Satisfaction and Work Environment also prove to have a significant effect on Turnover Intention, showing that both the level of employee satisfaction with their jobs and the conditions of the work environment contribute meaningfully to reducing employees' intention to quit. These findings provide strong empirical evidence that efforts to enhance Job Satisfaction and improve the Work Environment can effectively lower Turnover Intention within an organization. Therefore, management should prioritize and invest resources in improving these two factors to increase employee retention and maintain workforce stability.

The theoretical implication of this study is that good job satisfaction and a positive work environment can strengthen employees' attachment to the organization. Attachment theory suggests that a strong relationship between the individual and the organization reduces the likelihood of the individual seeking opportunities elsewhere. Therefore, organizations that can improve satisfaction and create a conducive work environment can reduce turnover intention. Additionally, job satisfaction and an empowering work environment—by offering responsibility, autonomy, and opportunities for development—can lower turnover intention. Empowerment theory highlights that employees who feel empowered in their roles are more likely to be engaged and less likely to leave.

From a managerial perspective, this research implies that management can focus on factors that enhance employee job satisfaction. This may involve reviewing compensation policies, employee recognition programs, development opportunities, and other elements that can boost satisfaction. Management should also regularly assess the work environment and make improvements in areas such as organizational culture, coworker relationships, work flexibility, and management support, as these can positively impact satisfaction and reduce turnover intention.

Future research could explore how the implementation of new technologies in the workplace, such as digital collaboration tools, artificial intelligence, or remote work platforms, affects employee job satisfaction and whether this influences turnover intention. Investigating the impact of job satisfaction and work environment in different cultural contexts could provide insights into how these factors may vary and be interpreted in diverse global work environments. Additionally, research could examine the effects of organizational changes, such as restructuring, mergers, or digital transformations, on job satisfaction and employee turnover intention.

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