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The Influence of Work Environment and Workload on Turnover Intention with Job Satisfaction as an Intervening Variable in IZI

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Abstract: This study has the objective of strengthening the testing of the work environment and workload on the separation of employees between workplaces, which in this context is referred to as turnover intention. This study uses job satisfaction as an intervention variable. The method used to analyze the data is Smart PLS, using a saturated sample that includes the entire population, namely 82 employees. The results of the statistical processing found that all the variables tested had a significant positive effect. First, work can be influenced by work environment satisfaction. Second, work can also be affected by the burden of job satisfaction. Furthermore, the work environment is proven to affect turnover intention, as well as workload which also has an impact on turnover intention. In addition, turnover intention is also influenced by job satisfaction. All of these effects occur using job satisfaction as the intervening variable.

Keywords: Turnover Intention, Job Satisfaction, Workload, Work Environment

INTRODUCTION

Management of human resources is one of the main factors in the benefit of an organization, where work in an organization is carried out by employees or employees who work in it, so it is necessary to manage and manage employees in the organization. One of the obstacles in managing employees in an organization is the high employee turnover which starts from the tendency of employees to leave the organization, this is commonly called turnover intention. Some of the impacts of this are causing unstable employees in the organization, less conducive work environment, and increased costs for the organization where they work (Dharma, 2015). The desire to leave work is of course a big obstacle for many organizations, because it affects the quality of work and the competence of employees who leave the organization, so it takes time and budget to accept new workers. (Nurdiansyah, D., Parwoto, P., & Badawi Saluy, A, (2021).

Meanwhile Mangkunegara (2017) says that high employee turnover is caused by the low job satisfaction of employees who work in it, on the other hand the low level of turnover intention is caused by employees having high job satisfaction.

Employee satisfaction can also be caused by various reasons, one of which is the work environment. One of the findings of Sree, R, N, B. & Satyavathi, R. (2017) regarding human resource management states that the work environment has a positive effect. When the environment is positive, there will be an increase in job satisfaction. Vice versa if the work environment is negative, there will be dissatisfaction at work. Djamil, M., Saluy, AB, & Nurhayati, M (2022) said that o work organizations need to pay attention to employee satisfaction, because employee job satisfaction and the work environment that occurs are closely related

Then workload is also proven to affect job satisfaction where Sobia Ali and Yasir Aftab Farooqi (2014) state that workload and job satisfaction are mutually counterproductive . Where when the workload is higher it will impact on the decrease in job satisfaction , as well as when the workload is low , the job satisfaction is higher .

Of course, all changes towards a better direction through policies within the organization need to be announced and disseminated to employees in advance to instill values so that employees understand what the organization wants (Kurniawati, N., Djamil, M., & Saluy, A.B., 2021) one of the initial steps was to conduct this research,

So from the various explanations above, researchers will conduct a study entitled "The Influence of the Work Environment and Workload on Turnover Intention with Job Satisfaction as an Intervening Variable".

LITERATURE REVIEW

Turnover intent

Robbins and Judge (2015) explain that turnover intention refers to the tendency of employees to *resign* from the current workplace, which can be caused by more attractive job opportunities or dissatisfaction with the job being undertaken. Substitution intention is the intention to leave or move employees from the organization, whether it is forming a self-notch or dismissal (Putri and Suana, 2016). Then Mobley (2016) stated that turnover intention is an employee's evaluation of the status of his relationship with the organization where he works, in the form of an intention to move work to another place but has not been followed up in real terms. In another perspective, Kasmir (2022) suggests that turnover intention is the tendency of employees or employees to leave their place of work.

Job satisfaction

Job satisfaction are positive thoughts and feelings that arise from the perception of an individual's assessment of the characteristics and *job descriptions* of his work (Robbins & Judge, 2015). In other literature, Kasmir (2022) explains that job satisfaction involves a person's subjectivity towards the work they are currently doing. Job satisfaction is a measure of meeting employee expectations from the company for various aspects of work and position (Kuswadi, 2014). Priansa (2014) said that job satisfaction is a feeling of pleasure or displeasure as an employee's perception and assessment of the interaction of the corpse with the work environment.

Work environment

The work environment plays an important role in supporting the implementation of duties and employee welfare. Sedarmayanti (2017) defines the work environment as a combination of tools, materials, methods, and work arrangements faced by individuals or groups in the workplace. This work environment has a significant influence on the implementation of tasks,

both physically and non-physically, and acts as a means of support for employees in carrying out their work (Sutrisno, 2017). While Gomes (2013) conveys that the work environment is a work process where the environment interacts with each other based on patterns with characteristics and values related to the workplace, where humans are the center of everything. Kasmir (2022) conveyed that the work environment is working conditions and situations in an organization or company.

Workload

Workload according to Indriani, (2018) is a measure of work done by individuals or groups or units which is the product of the weight of the work and the processing time. Meanwhile Paramitadewi (2017) explains workload is the extent to which a person's ability is needed to complete the assigned work through the time allotted to complete the work, and also workload is the subjective perception of the employee himself regarding his work. Kasmir (2022) explains workload is an activity or work that is accepted and carried out by someone to do something within a certain time and target.

RESEARCH METHOD

This study adopts a quantitative approach to examine the causal relationship between the variables studied. This study aims to understand the existence of a causal relationship between variables. Questionnaires are used as a tool for conducting *surveys* which will later be used as research instruments. Causal research itself focuses more on understanding the causal relationship between the independent variables and the dependent variable (Sugiyono, 2017). The independent variables studied were Work Environment (X_1) and Workload (X_2), while the dependent variable observed was Turnover Intention (Y_1). In addition, job satisfaction (Y_2) is also an intervening variable that plays a role in linking the independent and dependent variables. By using relevant data analysis methods, this study focuses on the effect of work environment and workload on turnover intention, with job satisfaction as a mediator linking the relationship.

The technique used to study the population of IZI employees uses a *non-probability sampling technique*. This method does not provide equal opportunities or opportunities for all members of the population selected as a sample. The saturated sample method is used because the respondents are all members of the population (Sugiyono, 2017). Therefore the research sample is all IZI employees as many as 82 respondents. The questionnaire used contains questions or suggestions with measurable answer choices. Through this questionnaire, respondents are asked to provide their responses which can be processed and analyzed with the aim of obtaining statistical data for processing. By using the questionnaire method and saturated samples, this study is expected to provide analysis results regarding the relationship between variables related to turnover intention in IZI employees. The data obtained through the questionnaire will be the basis for analyzing and testing the relationship between these variables.

Table 1 Variables and Dimensions

Variable	Dimensions	Indicator	Question Items
Turnover intent	Thoughts to leave	Search for information	Likert
		Consider a variety of information	Likert
	Desire to find another job	send application	Likert
		I like	Likert
	Desire to leave	Always complaining that they don't feel comfortable in the company	Likert

		Feeling dissatisfied with various company policies	Likert
		Always tells the will to move	Likert
Variable	Dimensions	Indicator	Question Items
Job satisfaction	The Job Itself	Working time	Likert
		Workload	Likert
	Supervision	Leadership Style	Likert
		leader behavior	Likert
	Wages	Finance	Likert
		Non Financial	Likert
	Promotion Opportunity	Position	Likert
		Rank	Likert
Variable	Dimensios	Indicator	Question Items
Work environment	Physique	Outside of Work	Likert
		Work equipment	Likert
		Work safety	Likert
		Occupational Health	Likert
	Non physical	Work atmosphere	Likert
		Work colleague	Likert
		Superior	Likert
Variable	Dimensions	Indicator	Question Items
Workload	The job itself	Working time	Likert
		Job volume	Likert
	Leadership	Leader Attitude	Likert
	Organizational culture	Regulation	Likert
		Habit	Likert
		Norms	Likert

The following is the research framework of this study, the research framework reveals the relationship between variables with each other where this study uses work environment and workload as independent variables, then job satisfaction as an intervention variable and turnover intention as the dependent variable.

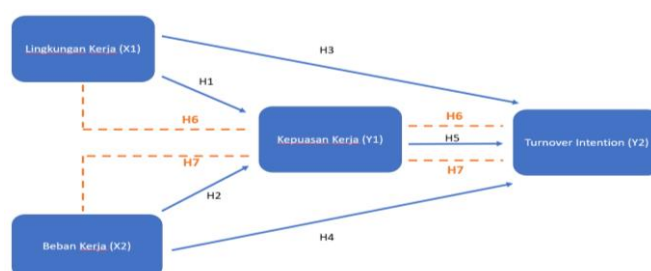


Figure 1 Embodies Thought
Source: Researcher Processed (2022)

Information:



= The effect of the interaction of the independent variables on the dependent variable and the intervention variable, as well as the intervention variable on the independent variable.



= The effect of the interaction of the independent variable on the dependent variable through the intervening variable.

X1, X2, = Independent Variables

Y1 = Intervention Variable

Y2 = Dependent Variable

The hypothesis is a temporary conclusion from the relationship between variables in the study, the following is the hypothesis in this study :

1. H1 = Work Environment affects Job Satisfaction
2. H2 = Workload affects Job Satisfaction
3. H3 = Work Environment affects Turnover Intention
4. H4 = Workload affects Turnover Intention
5. H5 = Job Satisfaction affects Turnover Intention
6. H6 = Work Environment indirectly affects Turnover Intention through Job Satisfaction
7. H7 = Workload indirectly affects Turnover Intention through Job Satisfaction

RESULTS AND ANALYSIS

Descriptive statistics

In this stage the profile of the respondent is calculated, then the average respondent's answer, the highest score, the lowest score and the standard deviation of the work environment, workload, job satisfaction and turnover intention where the data collected adjusts to real conditions which are then processed to draw conclusions. .

Convergent Validity Test

Based on the estimation results of the SEM model, the final loading factor results show indicators that can be continued for data processing to the next stages because they have a value above 0.7 where all the remaining variables in the model are valid in their measurements, the following below is a table and image of the final loading factor results.

Table 2. Final Loading Factor Results

	BK	KK	LK	IT
BK _{2.13}	0.706			
BK _{2.14}	0.893			
BK _{2.17}	0.874			
BK _{2.18}	0.842			
BK _{2.7}	0.915			
BK _{2.9}	0.897			
KK _{1.10}		0.941		
KK _{1.17}		0.878		
KK _{1.18}		0.839		
KK _{1.2}		0.817		
KK _{1.4}		0.896		
KK _{1.6}		0.904		
KK _{1.8}		0.948		
LK ₁₀			0.925	

LK ₁₃	0.854
LK ₁₄	0.775
LK ₁₅	0.931
LK ₁₆	0.901
LK ₂₁	0.908
TI ₁	0.936
TI ₂	0.837
TI ₃	0.941
TI ₄	0.898
TI ₅	0.797
TI ₇	0.945

Statistic Data (2022)

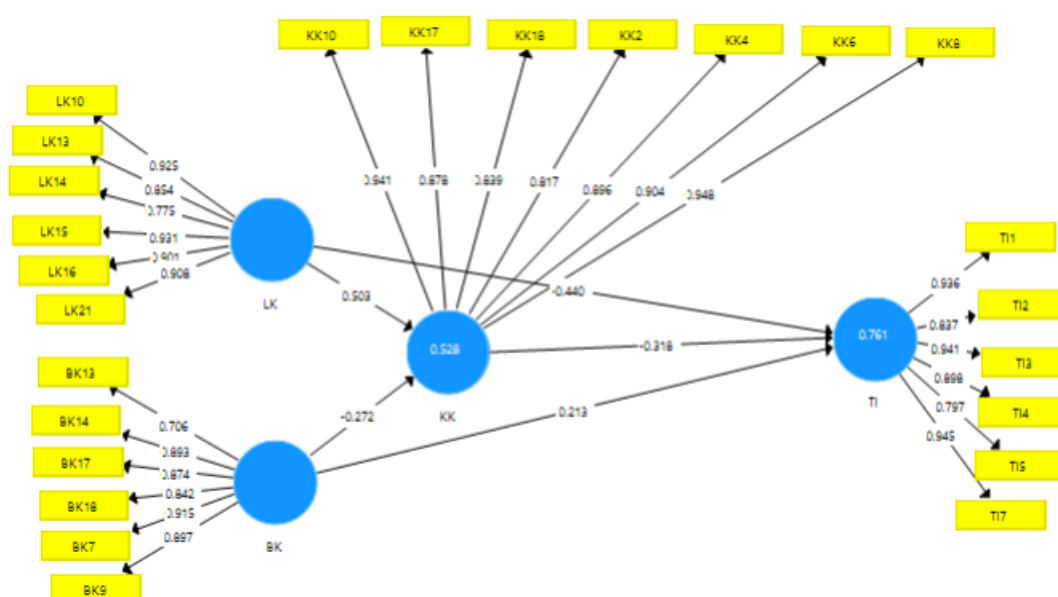


Figure 2. Results of the PLS Algorithm (Modification)
Smart PLS Data (2022)

Discriminant Validity

The main criterion of discriminant validity is when the *cross loading value* of other constructs is lower than the *cross loading indicator*. Discriminant validity is used to find out the ability of an indicator to specifically reflect the desired construct, without any confusion or overlap with other constructs.

Table 3. Discriminant Validity According to Cross Loading Value

	BK	KK	LK	IT
BK13	0.706	-0.442	-0.423	0.487
BK14	0.893	-0.587	-0.706	0.755
BK17	0.874	-0.494	-0.626	0.608
BK18	0.842	-0.548	-0.638	0.581
BK7	0.915	-0.651	-0.683	0.711
BK9	0.897	-0.549	-0.664	0.622
KK10	-0.571	0.941	0.642	-0.702
KK17	-0.470	0.878	0.618	-0.622

KK18	-0.610	0.839	0.572	-0.624
KK2	-0.611	0.817	0.642	-0.735
KK4	-0.499	0.896	0.627	-0.627
KK6	-0.604	0.904	0.609	-0.707
KK8	-0.616	0.948	0.660	-0.721
LK10	-0.674	0.585	0.925	-0.755
LK13	-0.659	0.675	0.854	-0.721
LK14	-0.607	0.677	0.775	-0.652
LK15	-0.652	0.620	0.931	-0.753
LK16	-0.643	0.580	0.901	-0.743
LK21	-0.656	0.582	0.908	-0.716
TI1	0.641	-0.700	-0.718	0.936
TI2	0.562	-0.654	-0.746	0.837
TI3	0.657	-0.708	-0.725	0.941
TI4	0.670	-0.656	-0.741	0.898
TI5	0.658	-0.631	-0.625	0.797
TI7	0.770	-0.741	-0.827	0.945

Statistic Data (2022)

Composite Reliability

Reliable constructs can be determined using the final value of Cronbach's alpha and *Composite Reliability tests*. These two values provide an indication of how far the construct is reliable and consistent in measuring the intended variable. The value that is considered good for construction reliability is >0.70 . If the *Cronbach's alpha* or *Composite Reliability value* is <0.70 , it can be said that the construct does not have an adequate level of reliability.

Table 4. Composite Reliability

	Alpha Cronbach	rho_A	Composite Reliability
BK	0.926	0.938	0.943
KK	0.956	0.957	0.964
LK	0.943	0.944	0.955
IT	0.949	0.953	0.960

Statistic Data (2022)

Hypothesis test

The method for testing the hypothesis to assess the influence between variables is to use the *bootstrapping method*. *Structural Equation Modeling Partial Least Squares (SEM PLS)* analysis is used in changing the direct or indirect effect between related variables. The direct effect test is carried out by looking at the significance and directional influence using the path coefficient value, *p-value*, and the t-statistic of the line that connects the exogenous variables to the endogenous variables. If the *p-value* does not exceed 0.05 and the statistic exceeds 1.96 for *two tails* with an error of 5%, it means that the endogenous variables are significantly influenced by exogenous variables. Furthermore, if the *p-value* exceeds 0.05 and the statistic is less than 1.96 for *two tails* with an error of 5%, it can be interpreted that the endogenous variables are not significantly affected by the endogenous variables (Hair et al., 2019).

Based on the table of analysis results presented below, both direct and indirect effects show that the *p-value* does not exceed 0.05 and the t statistic exceeds 1.96 for *two tails* with an

error of 5%. It can be interpreted that each endogenous variable used has been significantly influenced by exogenous variables (directly or through intervening variables).

Table 5. Results of the Direct Effect Test

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
BK -> KK	-0.272	-0.260	0.127	2,146	0.032
BK -> IT	0.213	0.223	0.101	2,099	0.036
KK -> IT	-0.318	-0.317	0.091	3,515	0.000
LK -> KK	0.503	0.517	0.113	4,451	0.000
LK -> IT	-0.440	-0.434	0.112	3,937	0.000

Statistic Data (2022)

Table 6. Indirect Influence Test Results

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
BK -> KK -> IT	0.087	0.078	0.040	2,169	0.031
LK -> KK -> IT	-0.160	-0.168	0.069	2,303	0.022

Statistic Data (2022)

Discussion

Through the results obtained through this research can be seen in tables 5 and 6 that the *p-value* does not exceed 0.05 and the t statistic exceeds 1.96 for *two tails* with an error of 5% which has become a standard limit, so that it can be said that all hypotheses related to direct and indirect effects are accepted through *variable intervention*.

Employee satisfaction is positively influenced by the existing work environment. The non-physical work environment, especially those related to co-workers' communication, can have a significant effect on employee job satisfaction. If communication between colleagues in all divisions runs smoothly, this will contribute to an increase in employee job satisfaction. Conversely, if there are obstacles and difficulties in communication between colleagues, this can cause job dissatisfaction. The findings of this study have results that are relevant to the research of Mehmeti & Telaku (2020), which reveals that the work environment has a positive impact on employee job satisfaction.

Employee satisfaction is negatively affected by the existing workload. One of the indicators that has the greatest influence is "the existing employees are not sufficient to complete the existing volume of workload." This indicates that the number of employees currently available is insufficient to handle the existing workload, and this condition causes employee dissatisfaction. This finding is in line with the findings of Andri Wijaya (2018) which also revealed that workload does affect employee job satisfaction. Thus, this study strengthens the evidence that workload plays an important role in determining the level of employee job satisfaction.

Employee turnover intention is negatively affected by the existing work environment. One of the indicators that has the greatest influence is "Communication with colleagues in all divisions runs smoothly." This shows that if communication with colleagues in all divisions is hampered and difficult, this will increase employee turnover intention. This finding is consistent with the research of Sugeng Sutrisno (2020), which also revealed that the work environment has an effect on employee turnover intention. Study it has deep implicit

strengthening evidence that the work environment plays an important role in determining employee turnover rates.

The effect of workload on employee turnover intention has a positive direction. One of the indicators that has the greatest influence is "the existing employees are not sufficient to complete the existing volume of workload." This will cause employees to have a desire to do turnover intention. Conversely, if employees are sufficient in handling the volume of work assigned, this will make them sensitive and reluctant to do turnover intention. These findings are similar to research findings by Hadi, Novia Primadina, Masydzulhak, and Djamil (2021) who also concluded that workload has an influence on the desire to switch employees.

There is a negative relationship between job satisfaction and employee turnover intention. One indicator that has the greatest influence is "I am satisfied with the Management's leadership style." An employee's dissatisfaction with Management's leadership style can increase an employee's intention to leave the workplace (turnover intention). Research conducted by Masydzulhak Djamil, Sutawijaya Ahmad Hidayat, and Irawan (2018) also showed the same results, namely that job satisfaction affects employee turnover intention. These findings illustrate the importance of job satisfaction in maintaining employee stability and reducing the level of turnover intention in organizations.

Based on previous research conducted by Clara Dini Ayunita, Mulatsih, M. Ali Iqbal, and Edi Subarkah (2022) there is evidence that the work environment has a negative influence on employee turnover intention through job satisfaction. This shows that the lower the employee's working environment, the higher the employee's intention to leave the workplace if they experience job dissatisfaction. These findings also state that job satisfaction can function as a mediating factor that moderates the relationship between work environment and turnover intention negatively.

Previous research conducted by Sutikno (2020) with the title shows that workload has a positive influence on employee turnover intention through job satisfaction. This finding indicates that the higher the level of workload experienced by employees, the higher their intention to leave the workplace if they experience job dissatisfaction. The results of this study also reveal that job satisfaction can act as a mediating factor that influences the relationship between workload and turnover intention.

CONCLUSIONS AND SUGGESTION

Conclusion

The results of the analysis show that the proposed hypotheses are proven and can be concluded with significant results.

The first hypothesis shows that the environment has a positive influence on employee job satisfaction, where low perceptions of the quality of the work environment will also result in low employee job satisfaction.

The second hypothesis states that workload has a negative influence on employee job satisfaction, which means that the higher the workload, the lower the level of employee satisfaction.

The third hypothesis shows that the work environment has a negative influence on employee intention to leave. In this case, the quality of the work environment is low, so the official's intention to leave the workplace will be stronger.

The fourth hypothesis states that workload has a positive influence on employee turnover intentions. It can be said that the heavy workload experienced by employees means that the tendency to leave the organization will also strengthen.

The fifth hypothesis shows that satisfaction has a negative effect on employee intention to leave. This shows that low employee satisfaction can cause employees to want to leave the organization.

The sixth hypothesis shows that the work environment has a negative influence on employee turnover intention through job satisfaction. In this case, the lower the work environment, the higher the employee's intention to leave the workplace if they experience job dissatisfaction.

The seventh hypothesis states that workload has a positive effect on employee turnover intention through job satisfaction. That is, the higher the workload experienced by employees, the higher their intention to quit their job through the job satisfaction factor.

Suggestion

Whatsapp number for a special work office, then the need for support from one division partner in the *whatsapp group*, then the need for an agreement on communication facilities between divisions and used as a Standard Operating Procedure (SOP).) that will be carried out so that various communication methods do not occur. Regarding workload, management needs to review whether the volume of workload assigned to certain employees can actually be divided again with colleagues and then conduct Eisenhower matrix training, namely how to divide management time effectively and efficiently towards employee work. Regarding job satisfaction, management needs to routinely evaluate the means from subordinates to superiors once every 6 months regarding the leadership style of their superiors. Finally, for the intention to move, it is necessary to start designing employee welfare programs and management needs to inform all employees that the program is being designed, and the need for mutual synergy between employees and institutions to work together to advance the institution so that the welfare program can be realized.

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