

The Effect of Job Satisfaction and Work Environment on Employee Turnover Intention of PT Honda Forward Motor Tanjung Api-Api

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Abstract

This study aims to analyze the effects of job satisfaction and work environment on the turnover intention of employees of PT Honda Maju Motor Tanjung Api-Api. A total of 101 samples were determined deploying the Slovin formula. Data were collected through questionnaires and analyzed using the multiple linear regression method. The results of the investigation exhibit that partially job satisfaction has no significant effect on turnover intention. Conversely, work environment has a significant and positive effect on turnover intention. Simultaneously, job satisfaction and work environment have a positive and significant effect on employees' turnover intention. This empirical finding can benefit PT Honda Maju Motor Tanjung Api-Api. The leaders of the company should pay attention to satisfaction and work environment in their management because these two factors affect employees' turnover intention.

Keywords: job satisfaction, work environment, turnover intention, HR management

1. Introduction

1.1 Background

Turnover is the transfer of employee work from one place to another, the desire of employees to stop working for the company. According to Ronald and Milkha in 2014 (in the journal Revilia et, all) turnover is the tendency or intensity of individuals to leave the organization for various reasons, including the desire to get a better job.

The problem that often occurs in companies regarding the aspect of human resources at the company is turnover intention, employee transfer is needed for companies for employees who have low work productivity.

Basically, turnover intention is an employee's anxiety and desire to move from his old workplace to a new workplace, but this wish has not yet been realized. There are many reasons that cause turnover intention, including one's job satisfaction and the work environment itself.

Job satisfaction is one of the many reasons why an employee wants to leave the current workplace and move to a new workplace. Employee job satisfaction is also included in the company's attention so that employees do not arise the intention to change workplaces.

Wibowo 2015 (in Lulu), job satisfaction is the level of a person's happy feelings as a positive assessment of their work and the environment in which they work. Employee job satisfaction can be seen from how the process of an employee doing his job and the results of the work he does, if the results of his work are very good and satisfying, of course he does the job happily and in accordance with the skills he has.

Then the next factor that makes employees want to change workplaces is the work environment. The work environment also affects the desire of employees to change workplaces, because if employees feel uncomfortable working there, there will be an intention to want to move workplaces.

The work environment is anything that supports and assists employees in carrying out their work and duties so that maximum work results can be obtained, where in this work environment there are facilities that support employees to optimally complete the tasks assigned to them and employees enjoy their working time with facilities. given by the company.

1.2 Research Problems

Based on the background description above, the following problems can be formulated:

1. How is the partial effect of Job Satisfaction on Turnover Intention?
2. How is the influence of the Work Environment partially on Turnover Intention?
3. How do Job Satisfaction and Work Environment simultaneously influence Turnover Intention?

1.3 Research Purposes

The purpose of this research is to find out, analyze, and prove:

1. Partial Effect of Job Satisfaction on Turnover Intention of employees of PT. Honda Maju Motor Tanjung Api-Api.
2. The Partial Effect of Work Environment on Turnover Intention of employees of PT. Honda Maju Motor Tanjung Api-Api.
3. The Effect of Job Satisfaction and Work Environment on Turnover Intention of PT. Honda Maju Motor Tanjung Api-Api.

2. Theory Study

2.1 Definition of Human Resources

According to Nawawi in Gaol (2014: 44), Human Resources are people who work and function as assets of an organization or company that can be counted in number and human resources are the potential that drives an organization or company.

Human Resources are the most important assets owned by a company because human resources are the main driver of an organization to be able to run and achieve company goals. Human resources are a source to achieve a competitive advantage over competing companies because of their capabilities, however, human resources in the company need to be managed and developed in order to be better and to be able to help the company.

2.2 Job Satisfaction

According to Priansa in the journal Widya et al. (2014: 291), job satisfaction is the employee's feelings towards their job, whether happy or not happy, like it or not as a result of employee interaction with their work environment or as a perception of mental attitudes, also as a result of employee assessment of work.

2.3 Job Satisfaction Indicators

The indicators that determine job satisfaction according to Robbins in the journal Syarif Hidayatullah (2015: 181-182), are:

1. A mentally challenging job
2. Supporting working conditions
3. Appropriate salary or wages

4. The suitability of personality with work

5. A supportive job partner

2.4 Work Environment

According to Nitisemito in (Nuraeni, 2013: 97), the work environment is everything that is around the employee and can affect in carrying out the duties assigned to him, for example with the presence of air conditioning, adequate lighting and so on. A work environment condition can be said to be good if the work environment is healthy, safe, comfortable, and pleasant for employees in completing their duties and jobs. The company's task is to create a work environment that employees want in order to assist employees in completing their work optimally.

2.5 Work Environment Indicators

Work environment indicators according to Sedarmayanti in the journal Rizal Nabawi (2014), namely:

1. Lighting
2. Air temperature
3. Noise sound
4. Use of color
5. Space required
6. Job security
7. Employee relations

2.6 Turnover Intention

Desire (intention) is an intention that arises from an individual to do something. Meanwhile, turnover is the voluntary stopping of an employee from his place of work or moving from one workplace to another.

Turnover Intention is a desire to change jobs or a desire to leave an organization in the form of stopping working or moving to another organization or company because you feel uncomfortable and want to get a better job.

Robbins and Judge in the journal Muflihin (2015: 21), state that turnover intention is the tendency or level at which an employee has the possibility to leave the company either voluntarily or not voluntarily due to the lack of attractiveness of the current job and the availability of other job alternatives.

2.7 Turnover Intention Indicators

Mobley 2016: 150 (in the journal Febian Arnanto) argues, there are three indicators used to measure turnover intention, namely:

1. Thoughts of Quitting
2. Desire to Leave
3. The desire to find another job

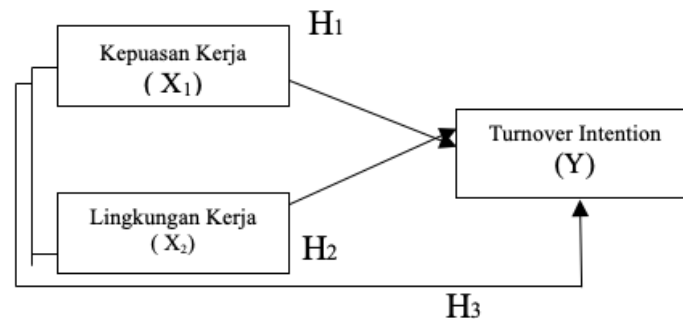


Figure 1. Figure Framework

2.8 Research Hypothesis

1. It is suspected that there is an effect of Job Satisfaction on Turnover Intention
2. It is suspected that there is a Work Environment towards Turnover Intention
3. It is suspected that there is Job Satisfaction and Work Environment with Turnover Intention

3. Research Methods

The author limits the problem in this study according to the title proposed, this study is only related to the Effect of Job Satisfaction and Work Environment on Turnover Intention. The population in this study were all employees of PT. Honda Maju Motor Tanjung Api-Api, totaling 136 people. The sampling technique used is the Slovin technique. Quantitative data used in this study will be obtained from answers to questionnaires answered by 101 respondents. In this study, a Likert scale was used with a score of 1 to 5, the answers that supported the questions / statements were given the highest score and those that did not support the questions / statements were given the lowest score. The data analysis technique used in this research is quantitative analysis, namely the validity test used to measure the validity of a questionnaire from a variable indicator, the reliability test is a value that shows the consistency of a measuring device in measuring a similar symptom, the normality test is a The test is carried out with the aim of assessing the distribution of data in a group of data or variables, whether the distribution of the data is normally distributed or not, multiple linear regression analysis is a linear relationship between two or more independent variables (X_1 , X_2 ,) and the dependent variable (Y), the partial test is a statistical analysis in multiple regression which is used to determine the effect of the independent variable (X) individually (partially) on the dependent variable (Y), the simultaneous test is used to test whether the regression model we make is good/significant or not. good/non significant, the correlation coefficient (R) is a value that indicates whether or not a linear relationship between two variables is strong, the coefficient of determination is significant as a contribution to the influence of the independent variable on the dependent variable, useful for predicting and seeing how much influence the independent variable contributes simultaneously to the dependent variable.

4. Discussion

This study aims to determine, analyze, and prove the effect of Job Satisfaction on Turnover Intention of PT. Honda Maju Motor Tanjung Api-Api, the influence of the Work Environment

on Turnover Intention of PT. Honda Maju Motor Tanjung Api-Api, and the influence of Job Satisfaction and Work Environment on Turnover Intention of PT. Honda Maju Motor Tanjung Api-Api. The analysis technique used in this research includes validity test, reliability test, normality test, multiple linear regression analysis, partial (T-Test), simultaneous (F-Test), correlation coefficient (R), and coefficient of determination (R²).

4.1 Validity Test

Based on the validity test that has been carried out using the SPSS v.25 application on the three variables, namely the Job Satisfaction variable, the Work Environment variable, and the Turnover Intention variable. Then the following results are obtained:

a. Job Satisfaction Variable (X1)

Table 1. Validity Test Results of Job Satisfaction Variables (X1)

Correlations							
		KK1	KK2	KK3	KK4	KK5	TOTAL_SKOR
KK1	Pearson Correlation	1	.464**	.239*	.343**	.292**	.693**
	Sig. (2-tailed)		.000	.016	.000	.003	.000
	N	101	101	101	101	101	101
KK2	Pearson Correlation	.464**	1	.213*	.163	.260**	.628**
	Sig. (2-tailed)	.000		.032	.103	.009	.000
	N	101	101	101	101	101	101
KK3	Pearson Correlation	.239*	.213*	1	.489**	.234*	.648**
	Sig. (2-tailed)	.016	.032		.000	.018	.000
	N	101	101	101	101	101	101
KK4	Pearson Correlation	.343**	.163	.489**	1	.400**	.720**
	Sig. (2-tailed)	.000	.103	.000		.000	.000
	N	101	101	101	101	101	101
KK5	Pearson Correlation	.292**	.260**	.234*	.400**	1	.658**
	Sig. (2-tailed)	.003	.009	.018	.000		.000
	N	101	101	101	101	101	101
TOTAL_SKOR	Pearson Correlation	.693**	.628**	.648**	.720**	.658**	1

	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed)							

Source: primary data processed by SPSS v.25

The test technique used Pearson's Bivariate Correlation, with a significant level of 0.05. Based on the validity test that has been carried out on the Job Satisfaction variable (X1) and the validity test results for the five items of the Job Satisfaction questionnaire statement (X1) are obtained, the significance value is < 0.05 , which means that the question instrument is valid. This means that the measuring instrument in the form of a statement or question in the form of a questionnaire has a good level of validity and is feasible to be used later to be given to employees of PT. Honda Maju Motor Tanjung Api-Api as respondents in this study. So of the five statement items or questions declared valid.

b. Work Environment Variable (X2)

Table 2. Validity Test Results of Work Environment Variables (X2)

Correlations									
		LK1	LK2	LK3	LK4	LK5	LK6	LK7	TOTAL_SKOR
LK1	Pearson Correlation	1	.765	.651	.453	.547	.467	.305	.827
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.002	.000
	N	101	101	101	101	101	101	101	101
LK2	Pearson Correlation	.765	1	.508	.320	.529	.435	.357	.776
	Sig. (2-tailed)	.000		.000	.001	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
LK3	Pearson Correlation	.651	.508	1	.253	.351	.259	.245	.646
	Sig. (2-tailed)	.000	.000		.011	.000	.009	.013	.000
	N	101	101	101	101	101	101	101	101
LK4	Pearson Correlation	.453	.320	.253	1	.711	.578	.215	.687

	Sig. (2-tailed)	.000	.001	.011		.000	.000	.031	.000
	N	101	101	101	101	101	101	101	101
LK5	Pearson Correlation	.547	.529	.351	.711	1	.744	.287	.810
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.004	.000
	N	101	101	101	101	101	101	101	101
LK6	Pearson Correlation	.467	.435	.259	.578	.744	1	.072	.672
	Sig. (2-tailed)	.000	.000	.009	.000	.000		.472	.000
	N	101	101	101	101	101	101	101	101
LK7	Pearson Correlation	.305	.357	.245	.215	.287	.072	1	.571
	Sig. (2-tailed)	.002	.000	.013	.031	.004	.472		.000
	N	101	101	101	101	101	101	101	101
TOTAL_SKOR	Pearson Correlation	.827	.776	.646	.687	.810	.672	.571	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101	101	101
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

Source: primary data processed by SPSS v.25

The test technique used Pearson's Bivariate Correlation, with a significant level of 0.05. Based on the validity test that has been carried out on the Work Environment variable (X2) and the validity test results for the seven elements of the Work Environment questionnaire statement (X2), the significance value is < 0.05 , which means that the question instrument is valid. This means that the measuring instrument in the form of a statement or statement in the form of a questionnaire has a good level of validity and is suitable for use then to be given to employees of PT. Honda Maju Motor Tanjung Api-Api who were the respondents in this study. So of the seven question items or statements declared valid.

c. Variable Turnover Intention (Y)

Table 3. Validity Test Results of Turnover Intention (Y)

Correlations							
		TI1	TI2	TI3	TI4	TI5	TOTAL_SKOR
TI1	Pearson Correlation	1	.544	.615	.226	.341	.741
	Sig. (2-tailed)		.000	.000	.023	.000	.000
	N	101	101	101	101	101	101
TI2	Pearson Correlation	.544	1	.605	.223	.243	.697
	Sig. (2-tailed)	.000		.000	.025	.015	.000
	N	101	101	101	101	101	101
TI3	Pearson Correlation	.615	.605	1	.210	.435	.788
	Sig. (2-tailed)	.000	.000		.035	.000	.000
	N	101	101	101	101	101	101
TI4	Pearson Correlation	.226	.223	.210	1	.335	.615
	Sig. (2-tailed)	.023	.025	.035		.001	.000
	N	101	101	101	101	101	101
TI5	Pearson Correlation	.341	.243	.435	.335	1	.691
	Sig. (2-tailed)	.000	.015	.000	.001		.000
	N	101	101	101	101	101	101
TOTAL_SKOR	Pearson Correlation	.741	.697	.788	.615	.691	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Source: primary data processed by SPSS v.25

The test technique used Pearson's Bivariate Correlation, with a significant level of 0.05. The results of the validity test for the five items of the employee Turnover Intention (Y) questionnaire obtained a significant value < 0.05 , which means that the question instrument is

valid. This means that the measuring instrument in the form of a questionnaire statement has a good level of validity and the questionnaire is feasible to use.

4.2 Reliability Test

Based on the reliability test that has been carried out on the three variables, namely Job Satisfaction, Work Environment and Turnover Intention, the following results are obtained:

a. Job Satisfaction Variable (X1)

Table 4. The Results of the Reliability Test for Job Satisfaction Variables (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.691	5

The results of the reliability test presented in the table above indicate that the reliability value of the Job Satisfaction variable (X1) is obtained at 0.691. The value is greater than 0.6. It can be concluded that the questionnaire statement as a measuring tool for the research variables used is Reliable.

b. Work Environment Variable (X2)

Table 5. Reliability Test Results of Work Environment Variables (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.819	7

Reliability test results are presented in the table above shows that the reliability value of the Work Environment variable (X2) is obtained at 0.819. The value is greater than 0.6. It can be concluded that the questionnaire statement as a measuring tool for the research variables used is reliable.

c. Variable Turnover Intention (Y)

Table 6. Turnover Intention (Y) Variable Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.733	5

Reliability test results are presented in the table above shows that the reliability value of the Turnover Intention (Y) variable is obtained at 0.733. The value is greater than 0.6. It can be

concluded that the questionnaire statement as a measuring tool for the research variables used is reliable and feasible to use.

4.3 Normality Test

Based on the normality test that has been carried out, the following results are obtained:

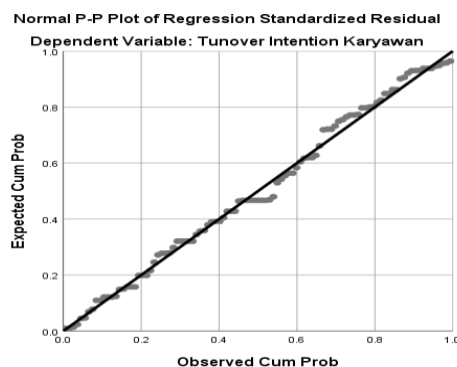


Figure 2. Figure of Normal P-Plot Graph

Based on the picture above, it can be concluded that the Normal Plot graph provides a distribution pattern according to normality and is feasible to use.

4.4 Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.831	2.095		4.692	.000
	JobSatisfaction	.162	.102	.159	1.587	.116
	WorkEnvironment	.261	.065	.401	4.000	.000

a. Dependent Variable: Turnover Intention Karyawan

The regression equation model that can be written from these results is in the form of multiple linear regression equations as follows:

$$Y = 9.831 + 0.162X_1 + 0.261X_2$$

Y = Turnover Intention

X₁ = Job Satisfaction

X₂ = Work Environment

- The regression coefficient of the Job Satisfaction variable is 0.162, a positive value indicates a unidirectional relationship between the Job Satisfaction variable and the

Employee Turnover Intention variable, which means that if the Job Satisfaction variable value increases by 1, the employee Turnover Intention value will decrease by 0.162.

- The regression coefficient for the Work Environment variable is 0.261, a positive value indicates a unidirectional relationship between the Work Environment variable and the Employee Turnover Intention variable, which means that if the Work Environment variable value increases by 1, the employee Turnover Intention value will decrease by 0.261.

4.5 Partial (T-Test)

Table 8. Partial Test Results (T-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.831	2.095		4.692	.000
	JobSatisfaction	.162	.102	.159	1.587	.116
	WorkEnvironment	.261	.065	.401	4.000	.000
a. Dependent Variable: Employee Intention Turnover						

Based on the partial test results obtained from the results of using SPSS v.25, it can be explained as follows:

1. The results of this study indicate that Job Satisfaction has no effect on Turnover Intention of employees. It is proven by the results obtained by the T-count value of 1.587 <from the F-Table 1.984 with a significance value of 0.116> 0.05. The results of this study are the same as the results of research conducted by Adawiyah, Siti Robiatul (2019) entitled The Effect of Job Satisfaction and Work Environment on Turnover Intention of UD Employees. Hasby Mlarak Ponorogo, the result shows that job satisfaction does not have a significant effect on turnover intention.
2. The results of this study indicate that the work environment partially has a positive and significant effect on Turnover Intention. Evidenced by the results obtained by the T-count value of 4,000> from the T-table 1.984 with a significance value of 0.000 <0.05. The results of this study are the same as the results of research conducted by Tiara Efentris and Stefani Chandra in 2019 entitled The Effect of Work Environment on Job Satisfaction, Organizational Commitment, and Turnover Intention at PT. Araminta Light Pekanbaru. The results show that there is a positive influence on the work environment on turnover intention.

4.6 Simultaneous (F-Test)

Table 9. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.071	2	44.036	16.109	.000 ^b
	Residual	267.889	98	2.734		
	Total	355.960	100			
a. Dependent Variable: Tunover Intention Employee						
b. Predictors: (Constant), Work Environment, Job Satisfaction						

Based on the simultaneous test results obtained from the results of using SPSS v.25, it can be explained that the results of this study indicate that Job Satisfaction and Work Environment simultaneously have a positive and significant effect on employee Turnover Intention. Evidenced by the results obtained, the F-count value is $16.109 > F\text{-Table } 3.089$ with a significance value of $0.000 < 0.05$.

4.7 Correlation Coefficient (R)

Table 10. Correlation Coefficient Test Results (R)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 ^a	.247	.232	1.653
a. Predictors: (Constant), Work Environment, Job Satisfaction				
b. Dependent Variable: Tunover Intention Employee				

Based on the results obtained, the R number obtained is 0.497, which means that the correlation between Job Satisfaction and Work Environment variables on employee Turnover Intention is 0.497. This means that there is a close relationship between Job Satisfaction and Work Environment variables on Turnover Intention with a value of 49.7%.

4.8 Determination Coefficient (R^2)

Table 11. Test Results of the Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 ^a	.247	.232	1.653
a. Predictors: (Constant), Work Environment, Job Satisfaction				
b. Dependent Variable: Turnover Intention Employee				

The R^2 value of 0.247 means that the percentage contribution of the influence of the Job Satisfaction and Work Environment variables on employee Turnover Intention is 24.7%, while the rest is influenced by other variables of 75.3% which are not included in this research.

5. Conclusion and Suggestions

5.1 Conclusion

1. Based on the Multiple Linear Regression Analysis test, the positive Job Satisfaction variable is 0.162 and the positive Work Environment variable is 0.261, which means that each one-unit increase in the Job Satisfaction and Work Environment variables will reduce the Turnover Intention rate by 0.162 for Job Satisfaction and 0.261. for the Work Environment.
2. The results of the study partially show that the Job Satisfaction variable (X_1) has no effect on the Turnover Intention variable.
3. The results of the study partially show the Work Environment variable (X_2) has a positive and significant effect on Turnover Intention.
4. The results of the research simultaneously variable Job Satisfaction and Work Environment have a positive and significant effect on Employee Turnover Intention of PT. Honda Forward Motor Tanjung Api-Api.
5. From the research results, the value of the Correlation Coefficient (R) is 0.497, which means that the correlation between the Job Satisfaction and Work Environment variables on Turnover Intention is 0.497, this means that there is a relationship of 49.7%.
6. The results obtained by the value of the coefficient of determination (R^2) of 24.7%, this shows that the magnitude of the influence of Job Satisfaction and Work Environment on Turnover Intention is 24.7% while the rest is influenced by other variables of 75.3% which are not included in this research.

5.2 Suggestions

Based on the conclusions obtained from the results of this study, there are several suggestions that the authors provide related to Job Satisfaction, Work Environment and Turnover Intention, which are as follows:

1. The company should pay more attention to the aspects of the work environment of employees, especially on the comfort and safety of the employees themselves while working, then from the aspect of facilities and infrastructure for employees to work in order to assist employees in carrying out and completing their duties. By ensuring the

- safety of employees who work in the field and in the workshop, adding facilities and infrastructure that can make it easier and help employees.
2. The company should improve again regarding how to provide job satisfaction to employees, even though what the company is doing now is good but it would be even better if the company increases the job satisfaction of employees again, so that employees do not want to leave the company. By giving bonuses or incentives to employees, then managers provide motivation to employees, the company fulfills the rights that should be received by employees.
 3. Companies should pay attention to why there is turnover in the company and find out why, maybe the results of this research can be an input for the company why there is a turnover in the company.
 4. For further research, it is necessary to carry out further research using other variables such as discipline, compensation, rewards and others that may have an influence on turnover intention.

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