

## **The Influence Of The Work Environment, Work Compensation On Turnover Intention Through Job Satisfaction At PT. Albadriyah Wisata**

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### **Abstract**

This research aims to analyze the impact of the work environment, work compensation on turnover intention from job satisfaction at PT Albadriyah Wisata. This research was conducted at PT Albadriyah Wisata involving 50 employees, using a sampling technique *purposive sampling*, ie selecting a sample according to certain criteria, namely only smartphone use. Data were analyzed in the SEM method on a PLS basis. The research results show that if The work environment has a positive impact on *turnover intention*. Work compensation has a positive impact on *turnover intention*. Job happiness is positively influenced by the workplace. Salary and intention to leave the company both have beneficial effects on job satisfaction. Through *turnover intention*, the workplace has an impact which benefits job satisfaction. Through *turnover intention*, the workplace has a beneficial impact on job satisfaction.

**Keywords:** *work environment, work compensation, turnover intention and job satisfaction.*

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## **INTRODUCTION**

Nowadays, company competition is getting tougher. To compete as well as endure in other organizations, businesses must be able to have excellence and be highly competitive (Irdawati, et.al, 2021). Organizational management of its human resources is very important. Good human resource management will provide the competitiveness of business organizations. The high level of competition and excellence certainly requires adequate resources. HR is a crucial resource. The existence of a company always depends on its human resources, which also helps the organization achieve its goals successfully and efficiently.

Companies need human resources that can be trusted and competent as a result. As a result, business needs able to manage and focus on their HR as effectively as possible. High turnover rate recently so significant problem for many businesses. The main aspect is human resources because they are the engine of the organization to achieve and fulfill the goals and objectives that have been set. Employees must always perform at the highest level because they are the main resource of the organization. High turnover is an HR problem where always shows up could have a negative impact on organizational effectiveness (Sari, Soe'loed, & Susilo, 2015). According to Dwiyanto & Sularso (2017), turnovers intention have impact for company like cost withdrawal

employees, training costs, as well possible company secrets leaked from employees Where has come out.

**Table 1.** Data Employee *Turnover* at PT. Al Tourism Badriah Year 2017 - 2022

Year	Amount employee early year (person) (1)	Amount employee year end (person) (2)	Flat- flat (3) = (1)+(2):2	Employee Enter (person) (4)	Employee go out (person) (5)	Percentage employee Enter (6) = (4):(3)x100%	Percentage employee go out (7) = (5):(3)x100%
2017	50	63	56.5	13	0	23.0%	0.0%
2018	62	62	62	9	9	14.5%	14.5%
2019	67	74	70.5	20	8	28.4%	11.3%
2020	64	62	63	0	12	0.0%	19.0%
2021	60	44	52	2	20	3.8%	38.5%
2022	46	53	49.5	22	12	44.4%	24.2%

Source : HRD PT. Al Badriyah Tour, 2022

Table 1. The level of turnover intention of PT albadriyah Wisata employees year 2017 – 2022 experience fluctuation. On year 2019 level turnovers intention experience decline as big 7.7% from year previously. Will but in 2021 the turnover rate has increased, and is a level the highest turnover throughout 2017 – 2022 of 38.5%. As they have to spend money to recruit new workers and provide them with training, PT Albadriyah Wisata will surely suffer from the turnover rate in 2021. As they have to spend money to recruit new workers and provide them with training, PT Albadriyah Wisata will surely suffer from the turnover rate in 2021.

An unreasonably large burden that is disproportionate to the compensation offered by the company is one of the most common reasons why employees decide to leave work. Employee behavior that ultimately results in the decision to leave the organization includes the intention to quit.

Knowing what makes employees want to leave the organization is one technique for controlling turnover intention. Thus, in order to prevent the impact of turnover intention, businesses need to control employee turnover intention. Knowing what makes employees want to leave the organization is one technique for controlling turnover intention. It is thought that a number of variables contribute to employees' reluctance to stay. The first consideration is the workplace. From Sedarmayanti (2011), the workplace is a location where various groups are located and there are various supporting infrastructures to fulfill organizational goals in line with the company's vision and goals.

The physical environment of employees which may have an impact on their ability to complete the tasks assigned by the organization is referred to as the work environment. But in general, the notion of work environment refers to the circumstances and settings in which individuals perform their duties and work to the fullest. Employee performance will be good if the work environment is good because it relates to the mood or work environment. The work environment can include interactions between colleagues or the physical environment of the workplace. Although the company's work environment does not directly affect the manufacturing process, the employees who carry out the production process are directly affected by it. One important consideration is the atmosphere of the workplace. Performance can be increased in an atmosphere that prioritizes the needs of workers. Conversely, a bad working atmosphere will reduce performance which will ultimately reduce job satisfaction.

In the study Taufiqurrohman, Fathoni, And Result (2018), say if the work environment has a significant impact as well as negative f on turnover intention. Same result demonstrated in Fuaidah's research, Sunuharyo, and Aini (2018), Halimah, Fathoni, and Minarsih (2016),

Irvianti and Verina (2015), Pranowo (2016), Yunita And Son (2015). This means that a positive work environment will reduce the desire of workers to leave the organization. Different in the research of Dwiyanto and Sularso (2017), It is stated if the desire to change jobs (turnover intention) is greatly affected with significant way as well positive about the workplace.

Results The same also shown in the study Ariswati (2019), Goddess, Minarsih, And Wahyono (2018). In other words, a positive work environment neither increases nor reduces the urge to quit; on the contrary, it only strengthens it. The impact of the workplace environment on intention to leave work remains inconsistent despite the reasons stated above.

In this phenomenon, salary affects *turnover intention* other than at work. From Hasibuan (2016) All income that employees receive with the direct or indirect way in the form of money, products, or both as payment for services rendered to the company is referred to as compensation. Negative salary perceptions among employees will result in lower job satisfaction and higher turnover rates. High turnover indicates that workers may not be fully committed to their jobs. Providing remuneration in accordance with the workload borne by employees is the strategy used in increasing employee satisfaction and reducing the number of turnover. Compensation can be utilized by businesses to attract and retain personnel.

Workers have the right to compensation as payment for their work, and employers have this obligation as a source of workers. Study others regarding turnovers the intention already held Widayati, C., & Yunia, Y. (2016), where on his research obtained If Job satisfaction is positively correlated with salary, while *turnover intention* is negatively correlated with salary. Study come on, D. G., & Mayliza R (2019), state If compensation impact positive on turnovers intention. Then Sulastri's research (2012) states if satisfaction as well work compensation no impact on turnover intention.

Giving job satisfaction to each of its employees is a consideration that must be considered by businesses to retain personnel. Job satisfaction is a negative reaction or a person's positive attitude to their job, and whether that reaction is positive or negative depends on the difference between the incentives employees receive and the benefits they think they should receive.

More consideration should be given to job satisfaction. Because employees who leave their jobs are known to be caused by dissatisfaction. There are several factors at work that cause workers to leave their current position. Part factor namely dissatisfaction. Inadequate pay, uncomfortable work environment, and difficulty interacting and talking with others at work are some of the things that cause unhappiness (Nasir A et al., 2022).

A number of studies show a relationship between job happiness and intention to leave a company (Youcef, Ahmed, & Ahmed, 2016) where shows a strong relationship between job satisfaction and turnover intention, Then study Takase, Teraoka, & Kousuke (2015) say satisfaction Work Can estimate turnovers intention. Regarding the relationship between job satisfaction and turnover intention, the findings of research conducted in Indonesia support the research findings discussed above, which found that job satisfaction has a significant effect and negative on turnover intention. Thus, high employee job satisfaction can reduce employee intentions to quit their job, (Amri, Marzuki, & Riyanto, 2017; Paradise, 2017; Mahardika & Authority, 2015; Sutanto & Gunawan, 2013; Waspodoet al. 2013) In contrast to the research above, several research findings from 2017 show that turnover intention is not affected of job satisfaction. Yuda & Ardana (2017) carry out study to employee Hotel Holiday Inn Express and represents job satisfaction has no impact significant on turnovers intention. Although job satisfaction and turnover intention are negatively correlated, the impact is not strong enough to cause someone to leave their position. In accordance also from Setiyanto & Hidayati (2017) where carry out research on employees work in manufacturing companies in the Panbil area of the city Batam shows that the desire to leave work is not much influenced by job satisfaction.

## LITERATURE REVIEW

### Work Environment

The term "work environment" can refer to a variety of things, including equipment as well as equipment n used, the setting in which a person works, their work procedures, as well as group and individual work arrangements (Sedarmayanti, 2011). According to some of the experts mentioned above, the work environment can be defined as: all things surround employees and potentially affect how they carry out the responsibilities assigned to them by the organization. But in general, the notion of work environment refers to the circumstances and settings in which individuals perform their duties and work to the fullest.

H1 : Environment Work impact direct as well as significant on PT Albadriyah Wisata turnover intention

### *Connection Compensation Work to turnovers Intentions*

According to Sedarmayanti (2011), salary is a way for companies to show appreciation to their employees for the work they do for their company. The main driver for recruiting new personnel is compensation. Fair pay increases the likelihood that qualified and competent workers will be recruited, developed, motivated and retained (Quartey, 2013).

In reality, there are various forms of wages given to workers. Indriyanti (2009) emphasized that there are three kinds of compensation: 1) Direct compensation (direct financial payment) is in the form of intensive as well as salary or whatever commissions / bonuses. 2) Indirect compensation (direct payment) in the form of insurance as well as allowance. 3) Compensation non financial for example O'clock flexible work as well office prestigious.

H2: Compensation influential in a manner direct And significant on PT Albadriyah Wisata turnover intention.

### *Connection Environment Work to Satisfaction Work*

Environment Work ie all matter Where There is around workers/employees referred to as "work environment" i.e all matter where there are around workers/employees where can have an impact on their job satisfaction carry out their work in order to achieve the best possible results. A work environment that has facilities to assist workers in completing assigned tasks is considered to improve employee performance in an organization. organization and let every employee feel encouraged (motivated) to work comfortably (Nuraini, 2013).

The general attitude towards one's job where stating the differences in incentives received by workers and the amount they feel they should receive is called satisfaction (Robbins, 2003); (Latiep, 2023). Everyone hopes that their work will make them happy.

Productivity, which managers expect, will be affected by job satisfaction. Because of this, managers must be aware of what must be done to ensure that their staff members are satisfied with their jobs (Wibowo, 2010).

The results of the study were carried out by Wuwungan, RY, Taroreh, RN, & Uhing, Y. (2017), say that Considering that other variables are fixed or constant and the work environment variable (X1) has a regression coefficient of 0.356 which indicates a positive impact on the job satisfaction variable (Y), then if the work environment variable (X1) increases by one unit, so that the job satisfaction variable ( Y) can also increase by 0.356 units.

H3: Environment Work impact direct as well as significant to job satisfaction at PT Albadriyah Tourism.

### ***Connection Between Compensation to Satisfaction Work***

Employees are intended to receive both financial and non-financial remuneration in an effort to improve their quality of life. Because it is a reflection or measure of the value of the workforce itself, remuneration is very important for employees as individuals.

Rivai (2009) claims that compensation is what workers earn in return for their services to the company. All forms of individual awards are given as compensation for the completion of organizational tasks, and compensation is one of the HRM activities carried out.

Human desires vary greatly in both type and intensity, and appear to be essentially limitless. In other words, needs are always evolving, and people are constantly trying to satisfy them (Rivai, 2009).

These results also support Ridolof W.Batilmurik (2010), Suryati (2011) and Rizwan Qaiser Danish (2010) through his research where take conclusion If there is a significant relationship compensation for satisfaction Work.

H4 : Compensation impact in a manner direct And significant to job satisfaction PT Albadriyah Wisata

### ***Connection Between turnovers Intention to Satisfaction Work***

Turnover, namely employee turnover, namely the process of workers leaving the company as well need to be replaced (Mathis And jackson, 2006). The desire of individuals to leave the company and look for new jobs outside is reflected in their turnover intention. Mello (2011) got If turnover is a situation where individuals leave the company on their own initiative or at the request of the business due to disruptions in operations, team cohesion, or unit performance.

Job satisfaction is the extent to which an individual feels joy or hatred towards the workplace and co-workers after considering all relevant factors. Job satisfaction in the study was measured by indicators: (i) Salary satisfaction received, (ii) Coworker

satisfaction, (iii) Satisfaction work endiri, (iv) Satisfaction leader, (v) Satisfaction on award generated company.

H5: turnovers influential in a manner direct And significant to job satisfaction PT Albadriyah Wisata

#### ***Connection Environment Work to Satisfaction Work through turnovers Intention***

The physical work environment and the non-physical work environment are the 2 main categories of workplaces. Non-physical work environment ie everything that happens is related regarding work relationships, including superiors, co-workers, or subordinates. The physical work environment is defined as the whole physical conditions in the vicinity of the workplace where could impact employees well with direct or indirect way (Sedarmayanti, 2009).

turnovers intention ie circumstances in which employees deliberately or often look for alternative positions in different organizations (Abdillah, 2012). Career prospects, salary satisfaction, job satisfaction, job connections, work environment, and workload are all strong correlates of people's desire to move (Zefane, 1994).

Job satisfaction can be experienced at work, outside of work, and in a mix of the two (Hasibuan, 2008). Koesmono (2005), state If Can mentioned become Job satisfaction is the achievement of a number of desires and desires from work or work -related activities. Job satisfaction is an assessment, feeling, or attitude of a person or employee at work and is related to the work environment.

H6: the work environment has no impact direct as well as significant on job satisfaction through turnover intention PT Albadriyah Wisata

#### ***Connection Compensation to Satisfaction Work through turnovers Intention***

Compensation is a way for companies to show appreciation to their employees for the contributions they make to the business. The main driver for recruiting new personnel is compensation. Fair wages increase the likelihood that qualified and competent workers will be recruited, developed, motivated and retained (Quartey, 2013). From Rivai (2005) compensation ie everything \_ which is given to employees as a payment or reward for their contribution to the company's service needs. Basically, the main reason people work is to earn money to make a living his family and himself.

Then Gibson et al (2012) stated If as a motivational factor, job satisfaction. The level of happiness of organizational members can be correlated through their productivity and output and their incentives and punishments. Due to the attitudes of members, absenteeism, tardiness, and complaints which are widespread in an organization, it is possible to determine the level of job satisfaction of employees in that organization. (Brahmasari & Agus, 2008).

Putrianti, et al (2014) explained *turnover intention* be the degree or intensity of the desire to leave the organization; Among the many factors contributing to this intention

is the desire to find a better job. This point of view is also largely consistent with the previous one, according to which the intention to leave or leave a company is what constitutes *turnover intention*. Employees may have *turnover intention*, namely the tendency or intention to voluntarily switch from their own job or stop working there. Furthermore Price, et al in Wijaya (2010) The movement of organizational personnel across borders or out of the organization is the definition of work *turnover intention*.

H7 : impact compensation does direct as well as significant on job satisfaction through turnover intention PT Albadriyah Wisata

## RESEARCH METHODS

Which method used quantitative methods on primary data and used a Likert scale of 1-5 from strongly agree to disagree. This data was distributed using a questionnaire during this research. The population in this study are employees of PT Albadriyah Wisata which amounted to 50 samples. the sample collection technique that is purposive sampling is the technique is based on certain criteria, namely only employees of PT Albadriyah Wisata. This study uses data analysis techniques to test validity and reliability and uses Structural Equational Modeling (SEM) on SmartPLS software version 3.2.7. PLS is a structural equational model (SEM) based on variants or components.

## RESULT AND DISCUSSION

### Hypothesis test

In this study, statistical results were used for each channel of partial direct effects to evaluate the hypotheses.

**Table 2. Hypothesis testing**

	<i>Correlation (Connection)</i>	<i>Direct Effects &amp; Indirect Effects</i>			<i>Conclusion (Conclusion)</i>
		<i>Original Sample</i>	<i>T- Statistic s</i>	<i>P- Value (1- Tailed)</i>	
<b>H1</b>	Work environment => <i>turnover intention</i>	0.352	2,473	0.007	<b>H1 Accepted</b>
<b>H2</b>	Work compensation => <i>turnover intention</i>	0.320	2,630	0.004	<b>H2 Accepted</b>
<b>H3</b>	Work environment => job satisfaction	0.659	5,168	0.000	<b>H3 Accepted</b>
<b>H4</b>	Compensation => job satisfaction	0.283	2,053	0.020	<b>H4 Accepted</b>
<b>H5</b>	<i>Turnover intention</i> => job satisfaction	0.308	2,478	0.007	<b>H5 Accepted</b>
<b>H6</b>	Work environment => job satisfaction => <i>turnover intention</i>	0.087	1,870	0.031	<b>H6 Accepted</b>

<b>H7</b>	Work compensation => job satisfaction => <i>turnover intention</i>	0.203	2.103	0.018	<b>H7 Accepted</b>
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Note: \*\*Significant at 5% level, \*Significant at 10% level

Source: *Results processed by Smart PLS*

### **Effect of work environment on *turnover intention***

According to results statistical data processing, influencing variables \_ place Work impact on intent employee For leave his job. Consequently, theory the consistent with findings research that has done. Hypothesis 1 is accepted. this \_ state If environment Work have impact Enough big as well as favorable on turnover intention, ie the more large turnover intention then environment Work will the more profitable, and vice versa.

Research results in accordance researchers ( Sedarmayanti, 2011) if Environment physique possible employees \_ impact on abilities they For finish tasks assigned by the organization called as environment work. However in a manner general, ideas about environment Work refers to the circumstances and settings in which individuals the do duties and work maximum maybe.

### **Effect of work compensation on *turnover intention***

Through results statistical data processing seen If variable remuneration Work impact on *turnover intention* employee. Consequently, theory the consistent with findings research that has done. Theory second accepted. This show that possibility rotation influenced in a manner significant and profitable by salary work ; in other words, increasingly big compensation work, increasingly tall possibility turnover occurs, and vice versa.

Research results in accordance researcher Indriyanti (2009) there are 3 type compensation, ie : 1) Compensation form of direct financial payment intensive as well as wages or commissions / bonuses. 2) Compensation No direct payment form insurance as well as allowance. 3) Compensation non financial ( non financial rewards) for example O'clock Work where flexible as well as office prestigious

### **Effect of work environment on job satisfaction**

Based on results statistical data processing Where Already run, look clear If characteristics environment Work impact on satisfaction work. Consequently, theory the consistent will findings study Where has done. Hypothesis 3 is accepted. This state If environment place Work in a manner significant as well as profitable influence satisfaction work ; in other words, increasingly pleasant place work, increasingly big satisfaction work, as well otherwise.



Research results This in accordance will researcher Wuwungan, RY, Taroreh, RN, & ugh, Y. (2017), say that Environment work (X1) have coefficient regression worth 0.356 where show exists impact positive on the variable satisfaction work (Y).

### **Effect of work compensation on job satisfaction**

Through results statistical data processing run, proven If variable remuneration Work impact on satisfaction work. Consequently, theory the consistent with findings research that has done. 4 is established hypothesis. \_ this \_ state If remuneration Work have impact Enough big and profitable on satisfaction work ; in other words, more Lots satisfaction Work correlated with compensation Work Where more big as well as vice versa.

Research results This in line will researcher Ridolof W. Batilmurik (2010), Suryati (2011) and Rizwan Qaiser Danish (2010) based findings his studies If there is connection substantial salary and happiness work.

### **Effect of *turnover intention* on job satisfaction**

Results of statistical data processing state If variable turnover intention has an impact on satisfaction work. this \_ showed with findings turnover intention variable. Consequently, theory the consistent with the findings study Where has carried out. Hypothesis 5 is accepted. this \_ showing that *turnover intention* own influence significant and positive will satisfaction work, in meaning others more *turnover intention* so satisfaction Work more tall also vice versa.

Research results This in line with researcher Mello (2011) said jk turnovers ie situation in which the individual leave company on initiative they Alone or on request business Because disturbance in operation, compactness team, or unit performance.

### **The influence of the work environment on job satisfaction through *turnover intention***

Through results statistical data processing Where Already run, factor environment Work influence satisfaction Work through impact pda possibility go out from company. Consequently, theory the consistent with findings research that has done. hypothesis sixth accepted. this \_ show that possible turnover \_ significant and profitable influenced by place work on satisfaction work.

Research results This in line with researcher Koesmono (2005), say If can say If satisfaction Work ie achievement a number desire as well as desire through work or related activities \_ with job. Satisfaction Work is judgments, feelings, or attitude somebody or employee to work and relationships with environment work.

### **Effect of work compensation on job satisfaction through *turnover intention***

Through results statistical data processing Where Already run, factor environment Work influence satisfaction Work through impact on probabilities go out from company. Consequently, theory the consistent with findings research that has done.

hypothesis seventh accepted. this research show that possible turnover significant as well as profitable influenced place work on satisfaction work.

Research results in line researcher Price, et al in Wijaya (2010) Movement personnel organization traverse limit or go out through something organization is definition *turnover intention* job.

## CONCLUSIONS

Through research results if The work environment has a positive impact on turnover intention. On the intention to leave work, work remuneration has a beneficial effect. Job happiness is positively influenced by the workplace. Salary and intention to leave the company both have beneficial effects on job satisfaction. Through turnover intention, the workplace has a beneficial impact on job satisfaction. Through turnover intention, the workplace has a beneficial impact on job satisfaction.

This study provides suggestions for management that the work environment variable states that there are still employees who do not work professionally so that it is necessary to re-evaluate the relationship between family and work. variable of work compensation which states that there are still employees who are not given leave rights so it is hoped that the company will be able to provide employee rights. variable of job satisfaction which states that there are still employees who do not get the opportunity to get a job promotion so it is necessary to do ability and skill training from their superiors. the variable turnover intention which states that there are still employees who think about leaving the company so that it is necessary to increase job satisfaction, work environment and also compensation. Future researchers can increase the number of respondents where Can so the sample is so that it reflects the entire population and expands the research variables besides the work environment variables, job compensation and job satisfaction as well as turnover intention.

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