

The Influence Of Work Environment And Rewards On Turnover Intention With Job Satisfaction As An Intervening Variable At PT. LEN Industri (Persero)

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Abstract.

Effective human resource management is crucial to achieving organizational success, especially in the face of escalating competition. With the intervening variable, job satisfaction, this study aims to explore how the work environment and pay affect employees' inclinations to leave. A quantitative approach was used, taking turnover intention as the dependent variable and job satisfaction as the mediating factor, and work environment and rewards as the independent factors. PT LEN Industri's permanent employees (PKWTT) made up the study population, and 184 of them were selected through non-probability purposive sampling. The validity and reliability of the research instruments were assessed using SmartPLS 4.0, and the data were descriptively analyzed using a continuum line and validated using structural equation modeling (SEM). The results show that incentives and the work environment both greatly increase job satisfaction, which is crucial for reducing the desire to leave.

Keywords: Work Environment; Reward; Job Satisfaction and Turnover Intention.

I. INTRODUCTION

An organization or company must regard its workforce as one of its most valuable assets, requiring careful and strategic management. It is this resource that can make other resources work [1]. Amid the growing intensity of business competition, companies need to ensure that their employees work optimally and contribute maximally to achieving company goals. Hence, due to the vital role of human resources, it is essential to establish a work system that fosters a sense of comfort within the organization, thereby preventing employees from developing the intention to resign or switch jobs. Turnover can be said to be the opportunity for a staff member to leave his current job and searching to work elsewhere. The term "turnover intention" describes an employee's motivation to look for work with a different organization because they are motivated to get a job that is more feasible than the job they are currently doing [2]. As a large company, PT LEN has various divisions and projects that require many employees with specialized skills. With this, the company faces challenges to retain employees, mainly due to various factors such as career opportunities elsewhere and the company's need for diverse human resources. This can contribute to a high turnover rate, where departing employees need to be replaced immediately to maintain the company's smooth operations. Many factors can lead to job turnover, including job dissatisfaction, various forms of diminished work motivation, work-life conflict, and decreased perceptions of fairness that drive individuals to leave their jobs [3]. One of the elements that may influence a staff member's choice to resign the company is job satisfaction, turnover intention can be driven, but job satisfaction has always been recognized as an important predictor, on the other hand dissatisfaction arises when an employee considers leaving a job in the hope of finding a job that is more satisfying than before [4].

Turnover intention and work happiness are significantly correlated, meaning that as job satisfaction rises, employees are less likely to wish to quit the company [5]. Moreover, job satisfaction can function as an intermediary variable in the context of turnover intention as higher levels of satisfaction can help decrease employees' desire to leave and ease the issue of workforce shortages [6]. When workers are content and at ease in their jobs, they are said to be satisfied with their jobs. An individual's emotional reaction to their employment, the workplace, and other factors is reflected in their level of job satisfaction and interactions with colleagues [7]. When a company engages its employees and values their contributions toward organizational performance, employees tend to feel more fulfilled in their roles, recognizing that their efforts

support the achievement toward the organization's vision, mission, and long-term objectives. As a result, employee satisfaction contributes to enhancing overall organizational performance. Additionally, rewards represent another influential factor that can affect turnover intention. Turnover can be influenced by rewards because they can make employees feel uncomfortable because they are the basic needs of employees, both emotionally and materially [8]. Turnover can also be reduced by implementing a reward system within the company [9]. Reward is something given to someone for doing something [10]. Rewards are considered important in the employee-employer relationship, which can attract attention [11]. There are the results of interviews with employees of PT LEN Industri who say that the rewards at PT LEN are based on the best on performance annual performance appraisals such as at the same level but the size of the salary increase is different. In the coefficient every year there is a considerable salary gap from the assessment of excellent, very good, etc.

So that employees compete to get the best on performance assessment. So that employees are competing to get the best performance. Another factor that can affect turnover intention besides rewards is the work environment. The work environment can affect turnover intention, this happens when employees feel that the work environment is not conducive [12]. Job satisfaction in a company can be influenced by a good, comfortable, clean, and pleasant work environment [13]. The work environment encompasses direct interactions with individuals at various hierarchical levels, including superiors, peers, and subordinates [14]. The work environment also includes everything around employees that affects individuals in carrying out their assigned tasks, such as the presence of air conditioning, good lighting, etc [15]. This work environment can encourage employees to enhance job satisfaction, which in turn helps lower turnover intention.

Based on the background described above, the research problem can be stated as follows:

1. What is the condition of the work environment at PT LEN Industri?
2. How is the application of rewards at PT LEN Industri?
3. What are the current job satisfaction conditions among employees at PT LEN Industri?
4. What is the level of turnover intention among employees at PT LEN Industri?
5. In what way does the work environment influence turnover intention at PT LEN Industri?
6. How do rewards impact turnover intention at PT LEN Industri?
7. What is the effect of job satisfaction on turnover intention at PT LEN Industri?
8. How does the work environment influence job satisfaction at PT LEN Industri?
9. How do rewards influence job satisfaction at PT LEN Industri?
10. What is the impact of the work environment on turnover intention when mediated by job satisfaction at PT LEN Industri?
11. How do rewards affect turnover intention when mediated by job satisfaction at PT LEN Industri?

In accordance with the problem formulation, the following objectives of the research can be established:

1. To identify and analyze the current state of the work environment at PT LEN Industri
2. To examine and assess the implementation of rewards at PT LEN Industri
3. To evaluate and analyze the prevailing conditions of job satisfaction at PT LEN Industri
4. To explore and analyze the level of turnover intention among employees at PT LEN Industri
5. To determine and analyze the impact of the work environment on turnover intention at PT LEN Industri
6. To determine and analyze the impact of rewards on turnover intention at PT LEN Industri
7. To assess and analyze the effect of job satisfaction on turnover intention at PT LEN Industri
8. To examine and analyze the influence of the work environment on job satisfaction at PT LEN Industri
9. To determine and analyze the influence of rewards on job satisfaction at PT LEN Industri
10. To assess and analyze the effect of the work environment on turnover intention through the mediating role of job satisfaction at PT LEN Industri
11. To evaluate and analyze the effect of rewards on turnover intention through the mediating role of job satisfaction at PT LEN Industri

II. METHODS

2.1 Human Resource Management

Resource management involves a series of processes such as hiring, training, evaluating, and rewarding employees, along with overseeing labor relations, workplace health and safety, and ensuring fairness within the organization [16]. Human resource management involves various processes with the aim of achieving organizational goals through cooperation between employees and other organizational resources [17]. Therefore, human resource management refers to a set of activities designed to effectively manage and optimize the potential of individuals within an organization.

2.2 Organizational Behavior

Organizational behavior research seeks to enhance overall organizational effectiveness by analyzing how individuals, groups, and structures interact and influence workplace dynamics in which people, groups, and organisational structures influence behaviour in the workplace [18]. Organizational behavior is a scientific discipline that investigates individuals with the aim of understanding their behavioral patterns, behavior, ways of working, and the various influences of individual involvement in an organization [19]. Hence, organizational behavior is a field of study focused on examining how individuals and groups within an organization influence its overall performance and effectiveness through their actions and interactions.

2.3 Work Environment

The organizational or corporate work environment plays a crucial role because it affects the morale of employees, which in turn can benefit the company over time [20]. The work environment is a working condition that includes physical and non-physical aspects such as work space, work environment security, supporting facilities and technology, and interpersonal relationships between employees and with superiors [21]. In addition, the work environment encompasses all surrounding elements—both physical and non-physical, direct and indirect—that can influence employees and their job performance during working hours [22]. In this work environment using the dimensions of safety, a proper place, and people in the work environment [23].

2.4 Reward

Reward is a reward for the achievements of the company to the workforce, because labor expends effort and mindset dedicated to driving the company's advancement toward its established objectives [24]. Reward is defined as an incentive that links pay on the basis of increasing productivity in employees in order to achieve a competitive advantage [25]. This reward uses the dimensions of incentives, welfare, career development, and psychological rewards [26].

2.5 Job Satisfaction

Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of different elements of their job [18]. In addition, job satisfaction fosters a sense of fulfillment, motivation for growth, and recognition, and when employees' expectations are met, their satisfaction enhances performance and aids in the attainment of the organization's goals [27]. Job satisfaction is measured through several dimensions, encompassing the type of job itself, pay, prospects for growth, level of supervision, and interactions with coworkers [28].

2.6 Turnover Intention

Employee turnover intention refers to their awareness or thoughts about leaving their current job [29]. An employee's intention to leave is known as turnover from the workplace to another workplace, high turnover intention indicates that employees feel uncomfortable or unsettled working within the company [30]. The dimensions of turnover intention are used in turnover intention encompasses the inclination to resign, the intention to depart from the organization, and the aspiration to seek alternative employment [31].

2.7 The relationship between work environment and job satisfaction

The relationship between the work environment and employee outcomes is positively and significantly mediated by job satisfaction [32]. In addition, the work environment has a significant effect directly or indirectly through the mediation of job satisfaction [33].

2.8 The relationship between work environment and turnover intention

A good work environment is associated with a lower desire to change workplaces, but only applies if job satisfaction is high [34]. In addition, turnover intention is negatively impacted by the workplace, however this effect is statistically negligible [35].

2.9 The relationship between reward and job satisfaction

Rewards exert a positive and significant influence on employee job satisfaction [36]. Furthermore, rewards also exhibit a significant positive relationship with turnover intention when mediated by job satisfaction [37].

2.10 The relationship between rewards and turnover intention

Rewards have a negative influence on employees' desire to change jobs [38]. In addition, financial and non-financial rewards have a negative influence on the desire to change jobs [39].

2.11 The relationship between job satisfaction and turnover intention

Job satisfaction has a negative effect on turnover intention [6], as increased employee satisfaction tends to reduce turnover rates and alleviate staffing shortages. Furthermore, job satisfaction acts as a mediating variable within this relationship.

2.12 Framework of Thought

This study was carried out to examine the influence of the independent variables—work environment and rewards—on the dependent variable, turnover intention, with job satisfaction at PT LEN Industri serving as the intervening variable. Based on this theoretical foundation, the conceptual framework can be illustrated as follows:

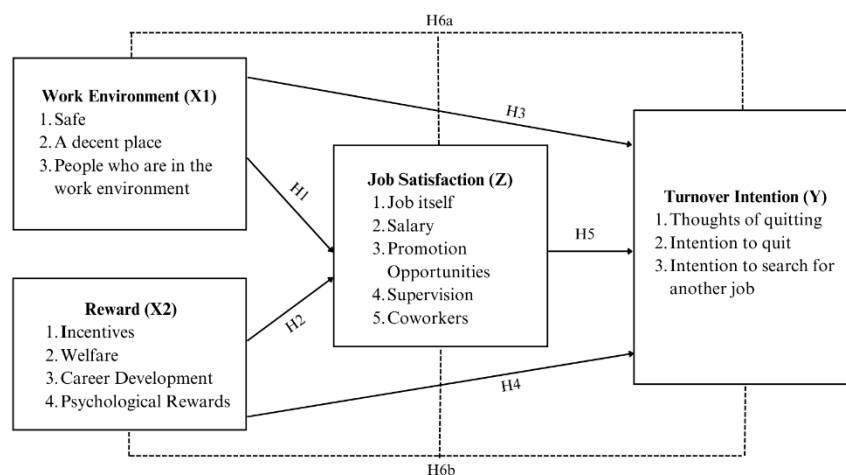


Fig 1. Framework of Thought

Based on the subject matter and objectives of this study, the hypothesis of this study is as follows:

H1 : Work Environment (X1) has a positive effect on Job Satisfaction (Z)

H2 : Reward (X2) has a positive effect on Job Satisfaction (Z)

H3: Work Environment (X1) has a negative effect on Turnover Intention (Y)

H4: Reward (X2) has a negative effect on Turnover Intention (Y)

H5: Job Satisfaction (Z) negatively affects Turnover Intention (Y)

H6a : Work Environment (X1) affects Turnover Intention (Y) through Job Satisfaction (Z) as an intervening variable.

H6b : Reward (X2) affects Turnover Intention (Y) through Job Satisfaction (Z) as an intervening variable.

III. RESULT AND DISCUSSION

This study involved 184 respondents of PT LEN Industri PKWTT employees. The characteristics of the respondents were mostly aged 31-40 years, with a total percentage of 51.1%, followed by age 20-30 years, with a total percentage of 38.6%, followed by age 41-50 years, with a total percentage of 6.5%, while age >50 years, with a total percentage of 3.8%. The majority of respondents were male, accounting for

66.8%, while female respondents made up 33.2%. The characteristics of respondents based on the most recent education are Bachelor's degree, with a total percentage of 73.9%, followed by the last diploma education, with a percentage of 13%, followed by the last high school education, with a total percentage of 8.7%, and followed by the last Masters education, with a percentage of 4.3%. Based on length of service, the highest proportion of respondents had more than 10 years of service at 29.2%, followed by those with 3–5 years at 24.5%, 6–10 years at 23.9%, and less than 2 years at 21.7%.

3.1 Evaluation of the Measurement Model (Outer Model)

The following are the outer model results from this study:

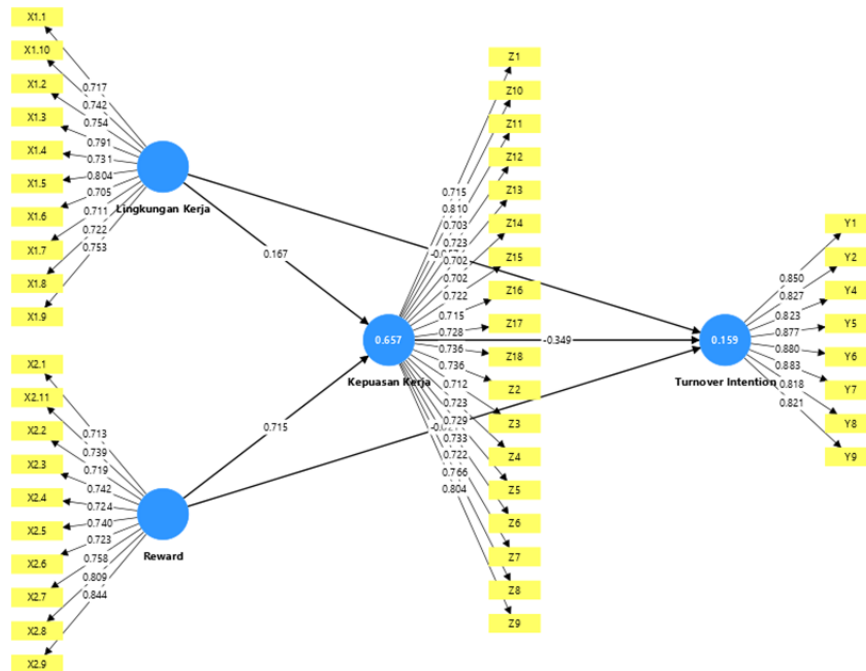


Fig 2. PLS Model

Table 1. Convergent Validity Results

Variable	Indicator	Factor Loading	Critical Value	Model Evaluation
Work Environment	X1.1	0.717	>0.700	Valid
	X1.2	0.754	>0.700	Valid
	X1.3	0.791	>0.700	Valid
	X1.4	0.731	>0.700	Valid
	X1.5	0.804	>0.700	Valid
	X1.6	0.705	>0.700	Valid
	X1.7	0.711	>0.700	Valid
	X1.8	0.722	>0.700	Valid
	X1.9	0.753	>0.700	Valid
	X1.10	0.742	>0.700	Valid
Reward	X2.1	0.713	>0.700	Valid
	X2.2	0.719	>0.700	Valid
	X2.3	0.742	>0.700	Valid
	X2.4	0.724	>0.700	Valid
	X2.5	0.740	>0.700	Valid
	X2.6	0.723	>0.700	Valid
	X2.7	0.758	>0.700	Valid
	X2.8	0.809	>0.700	Valid
	X2.9	0.844	>0.700	Valid
	X2.11	0.739	>0.700	Valid
Turnover Intention	Y1	0.850	>0.700	Valid
	Y2	0.827	>0.700	Valid
	Y4	0.823	>0.700	Valid
	Y5	0.877	>0.700	Valid
	Y6	0.880	>0.700	Valid
	Y7	0.883	>0.700	Valid

Job Satisfaction	Y8	0.818	>0.700	Valid
	Y9	0.821	>0.700	Valid
	Z1	0.715	>0.700	Valid
	Z2	0.736	>0.700	Valid
	Z3	0.712	>0.700	Valid
	Z4	0.723	>0.700	Valid
	Z5	0.729	>0.700	Valid
	Z6	0.733	>0.700	Valid
	Z7	0.722	>0.700	Valid
	Z8	0.766	>0.700	Valid
	Z9	0.804	>0.700	Valid
	Z10	0.810	>0.700	Valid
	Z11	0.703	>0.700	Valid
	Z12	0.723	>0.700	Valid
	Z13	0.702	>0.700	Valid
	Z14	0.702	>0.700	Valid
	Z15	0.722	>0.700	Valid
	Z16	0.715	>0.700	Valid
	Z17	0.728	>0.700	Valid
	Z18	0.736	>0.700	Valid

The table above shows the findings of factor analysis for the variables considered in this study: work environment (X1), reward (X2), turnover intention (Y), and job satisfaction (Z). These findings reflect the strength of the association between each variable and its corresponding indicators. According to the SmartPLS output, all 48 indicators are considered valid, as evidenced by factor loading values exceeding 0.70.

Table 2. Discriminant Validity Results

Item	Work Environment (X1)	Reward (X2)	Turnover Intention (Y)	Job Satisfaction (Z)
X1.1	0.717	0.266	-0.081	0.248
X1.2	0.754	0.400	-0.251	0.371
X1.3	0.791	0.450	-0.235	0.451
X1.4	0.731	0.328	-0.067	0.381
X1.5	0.804	0.426	-0.224	0.501
X1.6	0.705	0.435	-0.130	0.336
X1.7	0.711	0.404	-0.157	0.360
X1.8	0.722	0.241	-0.224	0.361
X1.9	0.753	0.300	-0.243	0.394
X1.10	0.742	0.379	-0.154	0.370
X2.1	0.273	0.713	-0.068	0.539
X2.2	0.236	0.719	-0.218	0.577
X2.3	0.311	0.742	-0.238	0.597
X2.4	0.425	0.724	-0.207	0.526
X2.5	0.429	0.740	-0.317	0.545
X2.6	0.402	0.723	-0.325	0.569
X2.7	0.383	0.758	-0.269	0.624
X2.8	0.397	0.809	-0.189	0.609
X2.9	0.357	0.844	-0.258	0.674
X2.11	0.467	0.739	-0.321	0.694
Y1	-0.230	-0.259	0.850	-0.345
Y2	-0.301	-0.285	0.827	-0.394
Y4	-0.189	-0.256	0.823	-0.314
Y5	-0.155	-0.267	0.877	-0.268
Y6	-0.263	-0.289	0.880	-0.348
Y7	-0.126	-0.315	0.883	-0.335
Y8	-0.190	-0.350	0.818	-0.325
Y9	-0.193	-0.188	0.821	-0.320
Z1	0.433	0.487	-0.269	0.715
Z2	0.334	0.530	-0.306	0.736
Z3	0.409	0.554	-0.214	0.712

Z4	0.498	0.573	-0.286	0.723
Z5	0.319	0.679	-0.268	0.729
Z6	0.343	0.709	-0.292	0.733
Z7	0.278	0.695	-0.280	0.722
Z8	0.296	0.735	-0.299	0.766
Z9	0.389	0.680	-0.350	0.804
Z10	0.383	0.665	-0.199	0.810
Z11	0.362	0.662	-0.233	0.703
Z12	0.348	0.491	-0.388	0.723
Z13	0.330	0.467	-0.405	0.702
Z14	0.366	0.476	-0.363	0.702
Z15	0.422	0.486	-0.313	0.722
Z16	0.509	0.526	-0.213	0.715
Z17	0.458	0.482	-0.241	0.728
Z18	0.445	0.472	-0.305	0.736

The construct loading values are higher than their cross-loadings, and each latent variable shows a stronger correlation with its own indicators than with other latent variables, indicating good discriminant validity with values exceeding 0.7.

Table 3. Heterotrait-Monotrait Ratio (HTMT) Results

Variable	Job Satisfaction	Work Environment	Reward	Turnover Intention
Job Satisfaction				
Work Environment	0.551			
Reward	0.838	0.531		
Turnover Intention	0.413	0.252	0.345	

The table above indicates that the HTMT values for the variables work environment, reward, turnover intention, and job satisfaction are all below 0.9, signifying that the HTMT criteria for discriminant validity in this study have been met.

Table 4. Results of Composite Reliability and Cronbach Alpha

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.949	0.954	0.537
Work Environment	0.910	0.925	0.553
Reward	0.914	0.928	0.566
Turnover Intention	0.944	0.953	0.719

All of the variables—work environment, reward, turnover intention, and job satisfaction—possess Cronbach's alpha scores exceeding 0.7, as shown in the above table, suggesting that they are trustworthy. Each variable also falls into the high reliability group since its composite reliability values are more than 0.7. Since each variable has an AVE larger than 0.50, it can be said that they have good validity. The AVE (Average Variance Extracted) is used to evaluate construct validity.

3.2 Structural Model Evaluation (Inner Model)

Table 5. R-Square Results

Variable	R Square	R Square Adjusted
Turnover Intention (Y)	0.159	0.145
Job Satisfaction (Z)	0.657	0.653

As shown in the table above, the job satisfaction variable has an R-Square value of 0.657, which is classified as moderate because it exceeds 0.50. In contrast, the turnover intention variable has an R-Square value of 0.159, placing it in the weak category.

Table 6. Q-Square Predictive Relevance Results

Variable	Q ²
Turnover Intention	0.090
Job Satisfaction	0.641

The table above shows that the Q-Square (Predictive Relevance) values for turnover intention and job satisfaction are larger than 0, suggesting that the model can accurately predict these variables..

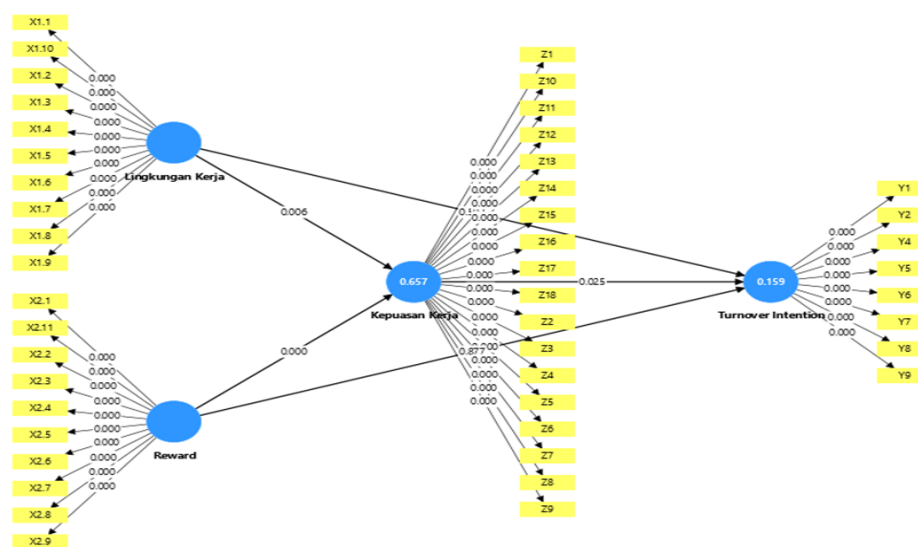
Table 7. Goodness of Fit Test Results with SRMR

<i>Model Fit</i>	<i>Model Saturated</i>	<i>Model Estimasi</i>
SRMR	0.089	0.089

The table above shows that the Goodness of Fit (GoF) index value obtained from the SRMR value is $0.089 < 0.10$, which shows that the model is good so that it can be said that the results of the fit model fit test are good.

Table 8. Hypothesis Test Result

	Original Sample	T Statistics (O/STDEV)	P Values	Decision
JS→TI	-0.349	2.247	0.025	Accepted
WE→JS	0.167	2.776	0.006	Accepted
WE→TI	-0.057	0.671	0.503	Rejected
R→JS	0.715	15.182	0.000	Accepted
R→TI	-0.021	0.154	0.877	Rejected

**Fig 3.** Bootstrapping Results

Discussion

3.3 The Effect of Job Satisfaction on Turnover Intention

The hypothesis test findings show that at PT LEN Industri, work satisfaction significantly reduces the desire to leave. This implies that although poor work satisfaction tends to raise the risk of employee turnover, high levels of job satisfaction are generally associated with a reduced likelihood of employees leaving the organization. These findings align with previous studies that demonstrate a negative correlation between job satisfaction and turnover intention [6].

3.4 The Effect of Work Environment on Job Satisfaction

The findings of this hypothesis test show that PT LEN Industri's work environment significantly improves employee job satisfaction. This suggests that workers' degree of job satisfaction rises when they believe their workplace to be favourable. On the other hand, a subpar workplace results in lower levels of satisfaction. These results are in line with other studies that have demonstrated the beneficial and substantial impact of the workplace on job satisfaction, especially as a mediating element in the link between the workplace and employee outcomes [32].

3.5 The Effect of Work Environment on Turnover Intention

According to the results of this hypothesis test, the work environment at PT LEN Industri has a negative but statistically insignificant effect on employees' intentions to leave the organization. This implies that while better working circumstances could make employees less likely to want to quit, the association between the two is not statistically significant. These results are in line with other research that found a negligible and detrimental impact of the workplace on the intention to leave [35].

3.6 The Effect of Reward on Job Satisfaction

The findings of this hypothesis test show that PT LEN Industri employees' work satisfaction is positively and significantly impacted by incentives. This suggests that employee work satisfaction tends to increase when the organisation offers higher rewards, both monetary and non-monetary. On the other hand, smaller reward levels are linked to lower levels of satisfaction. These results are consistent with other studies showing that incentives have a large beneficial impact mediated by work satisfaction and that they favourably and significantly influence employee job satisfaction [36] and rewards have a significant positive influence mediated by job satisfaction [37].

3.7 The Effect of Reward on Turnover Intention

According to the findings of this hypothesis test, PT LEN Industri's turnover intention is negatively and negligibly impacted by incentives. This implies that offering incentives has no direct impact on workers' intentions to quit the organisation. These results are in line with earlier studies showing that while rewards may negatively impact employees' desire to seek other job opportunities, the effect is not statistically significant [38].

IV. CONCLUSION

According to the findings of the descriptive study, the work environment's state fell into the 80.35% conducive group. Descriptive analysis-based incentive implementation falls into the 77.22% good category. According to descriptive research, 77.18% of workers are pleased with their jobs. Additionally, the descriptive analysis-based degree of turnover intention falls into the 60.41% highly high group. In addition to the negative and negligible impact of rewards on turnover intention, there is a negative and negligible impact of the work environment. On the other hand, turnover intention is significantly and negatively impacted by work satisfaction. In addition, job satisfaction is positively and significantly influenced by the work environment, as well as by rewards. Furthermore, job satisfaction strongly mediates both the relationship between rewards and turnover intention, and the relationship between the work environment and turnover intention.

Suggestions from the academic aspect, future research is encouraged to incorporate additional factors that were beyond the scope of this research. To improve the generalisability of the results, researchers are advised to carry out studies with larger populations in broader or distinct sectors. From a practical aspect, companies can evaluate and improve the available work facilities to meet the standards of comfort and modernity. In addition, companies can also clearly socialize the criteria and mechanisms for providing rewards to reduce misunderstandings, companies need to communicate a clear promotion system to ensure employees can understand it, and companies can increase employee retention efforts through improvements that can affect employee job satisfaction.

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