

**THE EFFECT OF WORK ENVIRONMENT AND ORGANIZATIONAL COMMITMENT
TOWARDS EMPLOYEES' TURNOVER INTENTION IN YAYASAN MEDIKA GMIM***PENGARUH LINGKUNGAN KERJA DAN KOMITMEN ORGANISASI TERHADAP NIAT
BERPINDAH KARYAWAN DI YAYASAN MEDIKA GMIM*

By:

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Abstract: Human resources or employees are necessary for every company or organization, whether the company is large or small, because every company needs human resources to carry out various activities related to the continuity of the company. Every company or organization regardless of its location, size or nature of the business has always given a key concern about employees' turnover intention, if the turnover occurs in a company, then the company will lose some of its employees and should replace them with the new ones. The objective of this research is to analyze the effect of work environment and organizational commitment on employees' turnover intention in Yayasan Medika GMIM. This research was conducted through quantitative approach and the multiple regression analysis was used to analyze the effect of the independent variables on the dependent variable. This research was also conducted using 100 employees of Yayasan Medika as the respondents for the questionnaire. The result of this research found that work environment and organizational commitment have significant and negative effect on employees' turnover intention simultaneously and separately.

Keywords: *work environment, organizational commitment, turnover intention*

Abstrak: Sumber daya manusia atau karyawan sangat diperlukan bagi setiap perusahaan atau organisasi, baik perusahaan besar maupun kecil, karena setiap perusahaan membutuhkan sumber daya manusia untuk menjalankan berbagai kegiatan yang berkaitan dengan kelangsungan perusahaan. Setiap perusahaan atau organisasi terlepas dari lokasi, ukuran atau sifat bisnisnya selalu memberikan perhatian utama tentang turnover intention karyawan, jika turnover terjadi di suatu perusahaan, maka perusahaan akan kehilangan sebagian karyawannya dan harus menggantinya dengan karyawan yang baru. Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan komitmen organisasi terhadap turnover intention karyawan di Yayasan Medika GMIM. Penelitian ini dilakukan melalui pendekatan kuantitatif dan analisis regresi berganda digunakan untuk menganalisis pengaruh variabel bebas terhadap variabel terikat. Penelitian ini juga dilakukan dengan menggunakan 100 karyawan Yayasan Medika sebagai responden untuk kuesioner. Hasil penelitian ini menemukan bahwa lingkungan kerja dan komitmen organisasi berpengaruh signifikan dan negatif terhadap turnover intention karyawan secara simultan dan terpisah.

Kata kunci: *lingkungan kerja, komitmen organisasi, niat berpindah karyawan*

INTRODUCTION

Research Background

Human resources or employees are necessary for every company or organization, whether the company is large or small, because every company needs human resources to carry out various activities related to the continuity of the company. One of the important factors in a company is the people who work in the company.

Without human resources, a company cannot run due to human resource being an important factor that will determine the continuity of the company. Human resources are the people that staff and operate an organization, as contrasted with the financial and material resources of an organization (Tracey.,2003).

Human Resources is also the organizational function that deals with the people and issues related to people such as compensation, hiring, performance management, and training. The importance of human resource to every organization cannot be denied. It becomes the backbone and the pillar of any successful organization. Managing employees in the organization is not an easy thing. It is because employees are view as a key resource that can attain competitive advantage. Indeed, the employees are the greatest asset of the organization as they are the most reliable resource that can keep away an organization from its rivals.

Every organization regardless of its location, size or nature of the business has always given a key concern about employee's turnover intention (Long et al., 2012). It means turnover can happen in every company. Yayasan Medika, which has existed for several years and has quite a number of employees, is not an exception in this issue. If the turnover occurs in a company, then the company will lose some of its employees and should replace them with the new ones. Yayasan Medika also recently changed its long-time leaders and administrators which resulted in changes to the work system and the environment of the company.

Research Objectives

The objectives of this research are:

1. To analyze the effect of work environment on employees' turnover intention in Yayasan Medika GMIM.
2. To analyze the effect of organizational commitment on employees' turnover intention in Yayasan Medika GMIM.
3. To analyze the simultaneous effect of work environment and organizational commitment on employees' turnover intention in Yayasan Medika GMIM.

THEORETICAL FRAMEWORK

Human Resource Management

Tracey (2003) defines Human Resources as the people that staff and operate an organization"; as contrasted with the financial and material resources of an organization. Human Resources is also the organizational function that deals with the people and issues related to people such as compensation, hiring, performance management, and training. Dessler (2015:36) defined Human Resource Management as a process of acquiring, training, appraising, and compensating employee, and of attending to their labor relations, health and safety, and fairness concerns.

Work Environment

Kohun (1992) defines working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and productivity. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. According to Sedarmayanti (2007), work environment is the whole of the tools and materials in the surrounding environment where employees work to support good performance as individuals or as a team. The work environment in general will be divided into two parts: Physical Work Environment and Non-Physical Work Environment.

Organizational Commitment

Organizational commitment is a level at which the individuals identify and involved with the organization and/or do not want to leave (Greenberg and Baron, 2003:187). Organizational commitment is also defined as "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (Meyer and Allen, 1991:67).

Employee Turnover

Turnover is the opposite of retention, refers to percentage of employees leaving the organization for whatsoever reasons. Total turnover is total number of employees leaving the organization during a given period divided by average number of employees during that period. (Phillips and Edward, 2009). Employee turnover is

the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi and Hollman, 2000).

Turnover Intention

Turnover intention is the tendency or intensity of individuals to leave the organization for various reasons and including the desire to get a better job (Sukwandi and Meliana, 2014). According to Mobley, Horner, and Hollingsworth (1978), turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice.

Previous Research

Alkahtani (2015) investigated factors that influence employees' turnover intention. This paper proposed a theoretical framework that shows the variables that explain the phenomenon of turnover intention. Based on the research, seven common factors are found to be related to turnover; namely, organizational commitment, job satisfaction, training, perceived organizational support, perceived supervisor support, organizational climate, employees' benefits and opportunities and organizational justice. These factors have to be taken care of by the organizations to ensure that they can retain their employees especially those that can contribute significantly to the well-being of the organizations.

Wahyono and Riyanto (2020) aimed to find out how organizational commitment, job stress, and job satisfaction affect turnover intention. This research was conducted at PT Satya Ardhia Angkasa (Outsourcing PT Angkasa Pura II Persero) in Terminal 1, Terminal 2, and Terminal 3 of Soekarno-Hatta Airport. This type of research is included in quantitative research with a total population of all employees working at PT Satya Ardhia Angkasa located in Terminal 1, Terminal 2, and Terminal 3 of Soekarno-Hatta Airport with a Sample of 100 employees. This research data collection technician uses interviews and questioners. The analysis method uses classic assumption testing, data validity, and reality testing as well as hypothesis testing with multiple linear regression analysis techniques processed using SPSS 23.0 for windows. Based on the results of determination coefficient tests resulting in an Adjusted R Square value of 0.433 or 43.3%, this shows the effect of Organizational Commitment, Job Stress, and Job Satisfaction on Turnover Intentions. The remaining 56.7% influenced the results found in this study of Organizational Commitment, Job Stress and Job Satisfaction have a simultaneous and significant effect on turnover intentions

Prasmana and Ariyanto (2020) measured and analyzed the effect of job satisfaction and work environment on turnover intention at PT CSI. Materials and Methods: This research was conducted using a qualitative approach with survey method. The population of all employees at the Jakarta head office using probability sampling techniques is known that the sample studied was 120 employees selected based on the proportionate stratified random sampling method by determining the number of samples using the Slovin formula. Results: Data were analyzed using multiple linear regression. The results of this study indicate that job satisfaction and work environment variables partially and simultaneous have a negative and significant effected on employee turnover intention, meaning that if the job satisfaction and work environment variables increase, and the value of turnover intention will decrease.

Conceptual Framework

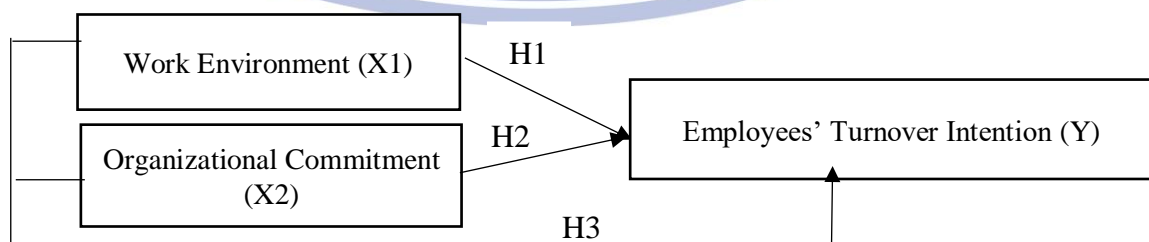


Figure 1. Conceptual Framework

Source: Literature Review

Research Hypothesis

H1: Work Environment has significant and negative effect on Employees' Turnover Intention.

H2: Organizational Commitment has significant and negative effect on Employees' Turnover Intention.

H3: Work Environment and Organizational Commitment have significant and negative effect on Employees' Turnover Intention simultaneously.

RESEARCH METHOD

Research Approach

This research is causal research within quantitative approach to analyze the effect of work environment and organizational commitment on employees' turnover intention. Quantitative research is survey research studies about large and small population (or universe) by selecting and studying samples chosen from the population to discover the relative incident, distribution, and interrelations of sociological (Sugiyono, 2013).

Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran, 2003). The population of this research is all employees in Yayasan Medika GMIM, with a total of 1461 employees. Sample is a subset of the population, the sample is part of the number and characteristics have by the population (Sekaran, 2003). The sampling technique used in this research is purposive sampling and the sample in this research is 100 respondents who are employees of Yayasan Medika GMIM and have worked there for at least 1 year. The sample size technique used in this research is the method of Slovin, where the characteristics of the population are unknown, but the size of the population is known.

Data Collection Method

The data was collected through questionnaire that was distributed to respondents to get accurate data in accordance with the objectives of this study.

Data Analysis Method

Analytical Methods that will be used in this research are Validity and Reliability Test, Multiple Linear Regression Analysis, Classical Assumption Test, Correlation Coefficient and Coefficient of Determination, F-test and T-test.

Multiple Linear Regression

Multiple linear regression (multiple linear regression analysis) is a statistical analysis used to determine the effect of several independent variables on the dependent variable. The common regression equation is as follows:

$$Y = \alpha + \beta_1.X_1 + \beta_2.X_2 + e$$

Where:

- Y = Employees' Turnover Intention
- α = Constant
- β_1, β_2 = The regression coefficient of each variable
- X_1 = Work Environment
- X_2 = Organizational Commitment
- e = Standard error

RESULT AND DISCUSSION

Result

Reliability and Validity Test

Reliability Test

Table 1. Reliability Test

Variable	Cronbach's Alpha	N of Items	Status
X1	0.628	5	Reliable
X2	0.793	5	Reliable
Y	0.790	5	Reliable

Source: SPSS, 2022

Based on the table above, the Cronbach's Alpha of these 3 variables are reliable because the value of Cronbach's Alpha of every variable is above 0.60.

Table 2. Validity Test

Variable	Indicators	Pearson Correlation	Sig. (2-tailed)	N	r table	Status
Work Environment (X1)	X1.1	0.411	0.000	100	0.197	Valid
	X1.2	0.513	0.000	100	0.197	Valid
	X1.3	0.355	0.000	100	0.197	Valid
	X1.4	0.245	0.014	100	0.197	Valid
Organizational Commitment (X2)	X1.5	0.272	0.006	100	0.197	Valid
	X2.1	0.487	0.000	100	0.197	Valid
	X2.2	0.438	0.000	100	0.197	Valid
	X2.3	0.493	0.000	100	0.197	Valid
	X2.4	0.399	0.000	100	0.197	Valid
Employees' Turnover Intention (Y)	X2.5	0.390	0.000	100	0.197	Valid
	Y1.1	0.202	0.044	100	0.197	Valid
	Y1.2	0.288	0.004	100	0.197	Valid
	Y1.3	0.253	0.011	100	0.197	Valid
	Y1.4	0.228	0.022	100	0.197	Valid
	Y1.5	0.202	0.044	100	0.197	Valid

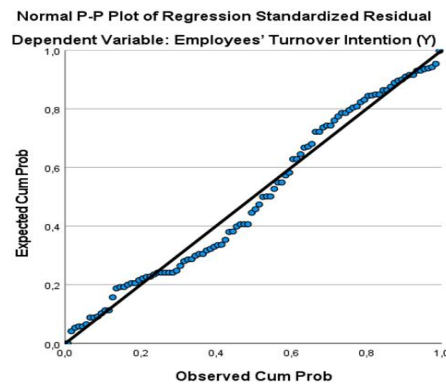
Source: SPSS, 2022

Table above shows the validity data test, where r table value is 0.197 and the significant value is 5% or 0.05. It means all the statements or indicators used in the questionnaire for this research are valid.

Classical Assumption Test

Normality Test

This research uses Normal Probability Plot to test whether the data is normally distributed or not.

**Figure 2. Normality Test**

Source: SPSS, 2022

Figure above shows that the dots spread near the line and follow the diagonal line. It means that the data is distributed normally.

Multicollinearity Test

Table 3. Multicollinearity Test

Model	Collinearity Statistics		Status
	Tolerance	VIF	
Work Environment (X1)	0.934	1.071	No Multicollinearity
Organizational Commitment (X2)	0.934	1.071	No Multicollinearity

Source: SPSS, 2022

Based on the result above, the VIF value of Work Environment (X1) and Organizational Commitment (X2) are 1.071 and the Tolerance value of Work Environment (X1) and Organizational Commitment (X2) are 0.934. The value of VIF < 10 and the Tolerance > 0.10 are the standards to find out whether there is multicollinearity or not. It means there is no connection between the independent variables and free from multicollinearity.

Heteroscedasticity Test

This research uses Scatterplot to test whether there is heteroscedasticity or not.

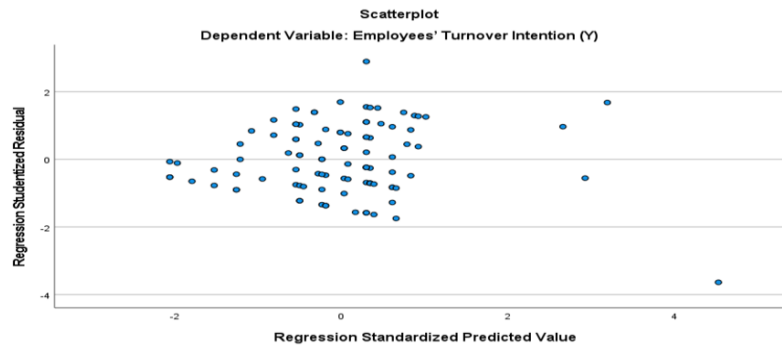


Figure 3. Heteroscedasticity Test

Source: SPSS, 2022

Based on the result above, it can be seen that there is no heteroscedasticity because the dots spread above, below and around the number 0. The dots also do not form certain patterns like wave, triangle and others.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	20.225	2.746		7.366	<.001
	Work Environment (X1)	-.269	.115	-.225	-2.352	.021
	Organizational Commitment (X2)	-.315	.103	-.249	-3.069	.003

a. Dependent Variable: Consumer Preference

Source: SPSS, 2022

The result from this table above can be shown through the regression equation as follows:

$$Y = 20.225 - 0.269X1 - 0.315X2$$

From the multiple linear regression equation above it can be interpreted as follows:

1. The constant value in the multiple linear regression equation above is 20.225, it means if the value of Work Environment (X1) and Organizational Commitment (X2) are 0 (zero), then the value of Employees' Turnover Intention (Y) is 20.225.
2. The Work Environment (X1) regression coefficient is - 0.269, it means Work Environment (X1) has negative effect on Employees' Turnover Intention (Y) and if Work Environment (X1) increases by one unit while Organizational Commitment (X2) is assumed to be constant, then Employees' Turnover Intention (Y) will decrease by 0.269.
3. The Organizational Commitment (X2) regression coefficient is - 0.315, it means Organizational Commitment (X2) has negative effect on Employees' Turnover Intention (Y) and if Organizational Commitment (X2) increases by one unit while Work Environment (X1) is assumed to be constant, then Employees' Turnover Intention (Y) will decrease by 0.315.

Coefficient of Correlation (R) and Coefficient of Determination (R²)**Table 5. Coefficient of Correlation (R) and Coefficient of Determination (R²)**

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413 ^a	.171	.154	2.249

Source: SPSS, 2022

In this research, the correlation coefficient (R) between the independent variables (X1 and X2) and the dependent variable (Y) is 0.413, it means the relationship between the independent variables and the dependent variable is moderate. The determination coefficient (R²) is 0.171, it means Work Environment (X1) and Organizational Commitment (X2) affect Employees' Turnover Intention (Y) at 0.171 or 17.1%, while the rest 82.9% is affected by other variables.

F-Test and T-test**Table 6. F-Test Result**

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.039	2	50.519	9.987	<.000 ^b
	Residual	490.671	97	5.058		
	Total	591.710	99			

a. Dependent Variable: Employees' Turnover Intention (Y)

b. Predictors: (Constant), Organizational Commitment (X2), Work Environment (X1)

Source: SPSS, 2022

The table above shows the calculated F value of 9.987 with the significant level of 0.000. The significant level is less than 0.05 ($0.000 < 0.05$) and the F count is greater than F table ($9.987 > 3.09$), it means Work Environment (X1) and Organizational Commitment (X2) have significant and simultaneous effect on Employees' Turnover Intention (Y). Therefore, H3 is accepted.

T-Test**Table 7. T-Test Result**

Model	T	t table	Sig.	Status
Work Environment (X1)	-2.352	1.984	.021	Accepted
Organizational Commitment (X2)	-3.069	1.984	.003	Accepted

Source: SPSS, 2022

Based on the result, the independent variables (X1 and X2) have significant and negative effect on the dependent variable (Y) separately. Therefore, H1 and H2 are accepted.

Discussion**Work Environment on Employees' Turnover Intention**

The result shows that the work environment's regression coefficient is -0.269 and the T value is -2.352 , it means that the work environment has significant and negative effect on employees' turnover intention. This result is also supported by the previous research from Prasmana and Ariyanto (2020). According to their research, every company must pay attention to the environment of their employees so the employees will be comfortable and not have intention to quit their job. Working environment as an entirely which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and productivity. So it can be said that if the work environment that is felt by each employee is good, it will be more comfortable and better for the employees when they are doing their job. The work environment in a company is quite important to be optimized, because the work environment has a direct influence on employees who carry out their work on daily basis. By doing that the turnover intention will get reduced which means there will be a reduction in turnover rate although some factors that can increase the turnover intention cannot be prevented such as unintentional dispute between the employees. This means that the work environment has a significant effect on the turnover intention on Yayasan Medika Gmim, because an uncomfortable and bad working environment will

increase the desire of employees to leave. Yayasan Medika Gmim has to keep and maintain their physical environment such as doing renovation every year, they also have to pay attention to their non-physical environment such as creating event that can increase the employees' teamwork. Thus, to decrease employee's turnover intention, it is necessary to increase work environment both physically and non-physically in the forms of adequate support facilities, good physical environment, good management practices.

Organizational Commitment on Employees' Turnover Intention

The result shows that organizational commitment's regression coefficient is -0.315 and the T value is -3.069 , it means that the organizational commitment has significant and negative effect on employees' turnover intention. This result is also supported by the previous research from Wahyono and Riyanto (2020). According to their research, employees with high level of organizational commitment are less likely to leave the organization. Strong organizational commitment shapes organizational culture that promotes a sense of belonging among employees. So it can be said that the reason behind this is employees with high level of organizational commitment are more satisfied, productive and compatible because they work with greater responsibility and loyalty and thus cost less to the organization. But there are some factors that can bring down the level of their commitment and can make the employees uncomfortable and have the intention to leave the organization. Those factors are like many problems in the organization that can change their original culture, vision, and mission, changing of the leadership structure, and unclear goals or future of the organization. Every organization including Yayasan Medika should keep their culture, vision, mission consistent and make their goals or plans visible and clear so all of their employees will be more committed to the organization and feel more attached because of the organization's openness to their employee.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusions of this research are as follows :

1. Work environment has significant and negative effect on employees' turnover intention. When work environment increase, then employees' turnover intention will decrease.
2. Organizational commitment has significant and negative effect on employees' turnover intention. When organizational commitment increase, then employees' turnover intention will decrease.
3. Work environment and organizational commitment have significant and negative effect on employees' turnover intention simultaneously in Yayasan Medika. When work environment and organizational commitment get better or the values increase, then the employees turnover intention will decrease.

Recommendation

The management of Yayasan Medika must keep paying attention or even improve the work environment and do something that can make the employees feel more committed to the organization. Yayasan Medika has to keep and maintain their physical environment such as doing renovation every year, they also have to pay attention to their non-physical environment such as creating event that can increase the employees' teamwork. They should keep their culture, vision, mission consistent and make their goals or plans visible and clear so all of their employees will be more committed to the organization and feel more attached because of the organization's openness to their employees. Even though there are factors other than work environment and organizational commitment that also influence turnover intention, Yayasan Medika and every organization should never ignore and rule put those factors above. By doing that, Yayasan Medika and other organizations might be able to reduce the employees turnover intention.

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