
**THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND
WORK ENVIRONMENT ON TURNOVER INTENTION AT PT. HASJRAT ABADI
SUDIRMAN**

*PENGARUH KEPUASAN KERJA, KOMITMEN ORGANISASIONAL, DAN LINGKUNGAN KERJA
TERHADAP TURNOVER INTENTION PADA PT. HASJRAT ABADI SUDIRMAN*

By:

Ephifania S. L. Bagau¹

Paulus Kindangen²

Ferdinand J. Tumewu³

¹²³International Business Administration, Management Department
Faculty Economics and Business
Sam Ratulangi University Manado

Email:

¹faniabagau@gmail.com

²pkindangen@unsrat.ac.id

³tumewufj@unsrat.ac.id

Abstract: The purpose of this study was to know the effect of job satisfaction, organizational commitment, and work environment on turnover intention at PT. Hasjrat Abadi Sudirman. This study uses a population as a sample, where the total number of respondents is 86 employees. This research was carried out using quantitative methods and data collection techniques by distributing questionnaires. The research results show that job satisfaction has a significant negative effect on turnover intention, organizational commitment has a significant negative effect on turnover intention, while the work environment has no effect on turnover intention. Simultaneously job satisfaction, organizational commitment, and work environment have an influence on employee turnover intention at PT. Hasjrat Abadi Sudirman.

Keyword: turnover intention, job satisfaction, organizational commitment, work environment

Abstrak: Penelitian ini dilakukan untuk mengetahui pengaruh kepuasan kerja, komitmen organisasi, dan lingkungan kerja terhadap turnover turnover pada PT. Hasjrat Abadi Sudirman. Penelitian ini menggunakan populasi sebagai sampel, dimana jumlah responden sebanyak 86 karyawan. Penelitian ini dilakukan dengan menggunakan metode kuantitatif dan teknik pengumpulan data dengan menyebarkan kuesioner. Hasil penelitian menunjukkan bahwa kepuasan kerja berpengaruh negatif signifikan terhadap turnover intention, komitmen organisasi berpengaruh negatif signifikan terhadap turnover intention, sedangkan lingkungan kerja tidak berpengaruh terhadap turnover intention. Secara simultan kepuasan kerja, komitmen organisasi, dan lingkungan kerja mempunyai pengaruh terhadap keinginan berpindah karyawan pada PT. Hasjrat Abadi Sudirman.

Kata Kunci: turnover intention, kepuasan kerja, komitmen organisasional, lingkungan kerja

INTRODUCTION

Research Background

Turnover intention is a phenomenon that occurs in every organization. Turnover intentions can be defined as an individual's intention to voluntarily leave an organization or profession (Sharma and Syal, 2022:283). Individual judgments of the continuation of the relationship with the organization that have not materialized in explicit steps to quit the company are referred to as turnover intention. This is often caused by the inconsistency of employee expectations with the existing company policy. According to Suartana (2000), employee turnover rate has a substantial influence on both the firm and the individual involved.

The employee turnover rate is often used as a benchmark and an indication of problems within a company. Turnover intention will have an impact on other employees who are still in the company, such as impacts employee productivity. The more employees leave, the more it makes the remaining employees in the company restless,

unenthusiastic and encourages the intention to take part in looking for opportunities outside the organization. Turnover intention also can cause losses for the company, especially if those who wish to leave are competent employees. In addition, employee recruitment and training costs also lead to increased expenses. All this shows the importance of the turnover intention to be kept in mind in every organization so as not to increase and cause losses to the organization itself.

Several variables impact the company's turnover intention, including job satisfaction, organizational commitment, and work environment. Job satisfaction and employee turnover intention are closely linked, where employee satisfaction in an organization can be a measure for them to remain loyal and diligent with their work, so it can prevent excessive turnover intention. Organizational commitment also relates to employee turnover intention, where engaged employees will tend to maintain their work and strive to the organization's goals, so there is no intention to leave the organization. Thus, higher organizational commitment tends to result in lower turnover intention. Likewise with the work environment, preserving and maintaining a good organizational working environment can make employees feel comfortable to be in the workplace, this sense of comfort that makes employees can survive with the organization where they work, thereby preventing employees from leaving the organization.

Job Satisfaction is described as a good attitude toward one's job resulting from evaluation of its characteristics (Robbins and Judge, 2008:66). Basically, job satisfaction is a system that is closely related between one unit and another in a company. Job satisfaction is a reflection of the feelings of employees when carrying out their work. Satisfied employees will be more loyal to their organization. Conversely, dissatisfied employees will look for jobs that they think are better and have more potential for their career development. When job satisfaction increases, employee loyalty tends to develop in a positive direction. Therefore, companies should pay attention to their employees to deepen their job satisfaction so that employees have no intention of leaving the organization. Tania and Sutanto (2013) suggested that the higher the level of job satisfaction, the greater the level of organizational commitment.

Another factor that has an effect on turnover intention is Organizational Commitment. Blau and Boal (1987) state that the degree to which an employee identifies with a certain organization and its aims and aspires to remain a member of the organization is referred to as organizational commitment. Employees with a lack of commitment tend to be indifferent to organizational progress, their motivation is not so strong at work that they do not carry out company rules as they should. Employees who have a strong commitment will show their loyalty to the company through work efforts to develop themselves and improve good performance.

It is undeniable that in the world of work, the Work Environment is quite influential in the continuity of work implementation. When individuals work in settings that meet their physical and mental abilities, they achieve the best fit between the individual and the job task (Sarode and Shirsath, 2014:2735). The work environment includes physical, psychological and social aspects that characterize working conditions. Organizations that manage their work environment well can foster enthusiasm and motivation for employees. An effective work environment encourages employees to enjoy their work which ultimately affects the growth of the organization.

Turnover Intention is becoming a more serious matter nowadays, it must be prevented before it harms the organization, especially in big companies like PT. Hasjrat Abadi Sudirman Manado as the distributor of Toyota four-wheeled vehicles and Yamaha two-wheeled vehicles in Indonesia. PT. Hasjrat Abadi Sudirman currently has 86 employees who work actively. The number of employees who left the organization voluntarily at PT. Hasjrat Abadi Sudirman was recorded more frequently than employees who were dismissed by the company. Employees who have made the decision to leave the organization, meaning that they have gone through careful thought after having that intention. There are so many factors that influence employees' intentions to leave the organization, some of which are job satisfaction, organizational commitment, and the work environment which will be examined in this study.

This research is important because turnover intention is an important issue that has an impact on every company, where companies will lose their workers so that it can cause losses such as increased expenses. By linking Job Satisfaction, Organizational Commitment, and Work Environment as several factors that influence turnover intention, this research becomes more focused. Researching and understanding this can help companies prevent high levels of turnover intention and improve things that are still considered lacking in companies, for example in fulfilling employee job satisfaction.

Research Objectives

From the formulation of the problem above, the purpose of this study is

1. To know the effect of job satisfaction on turnover intention of employees at PT. Hasjrat Abadi Sudirman.
2. To know the effect of organizational commitment on turnover intention of employees at PT. Hasjrat Abadi Sudirman.
3. To know the effect of work environment on turnover intention of employees at PT. Hasjrat Abadi Sudirman.
4. To know the effect of job satisfaction, organizational commitment, and work environment on turnover intention of employees at PT. Hasjrat Abadi Sudirman.

THEORITICAL FRAMEWORK

Human Resource Management

Human resource management is the process of hiring, training, evaluating, and rewarding workers, as well as addressing their labor relations, health and safety, and fairness issues (Dessler, 2017:3). According to Noe, et al. (2018:2) the policies, practices, and procedures that impact employees' behaviour, attitudes, and performance are referred to as human resource management. Human Resource Management is the ongoing development and management of members/employees to achieve company/organizational goals.

Turnover Intention

Turnover intention is the phenomenon or state in which employees of a company intend to leave to work for another company on their own initiative or under circumstances in which the company intends to terminate its working relationship with these employees due to the employees' poor performance (Meirina et al., 2018: 3). Some other possibilities an employee intends to leave the organization are because they do not receive proper pay, are dissatisfied with their job, work pressure, have a less good relationship with colleagues, or want to find a job that feels better.

Job Satisfaction

Robbins and Judge (2008:66) states that Job Satisfaction can be defined as “a positive feeling about one’s job resulting from evaluation of its characteristics”. It is an attitude or emotional reaction to one's work as well as the social and physical circumstances of the workplace (Schermerhorn, Hunt, and Osborn, 2005:162). According to Luthans (1995), job satisfaction is a statement of employee pleasure about how their work may assist the organization, showing that work outputs fulfil critical requirements.

Organizational Commitment

Blau and Boal (1987) stated organizational commitment is “the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization”. Organizational commitment is a work ethic that manifests as a strong desire, will, devotion, loyalty, and/or trust and expresses the desire to constantly join the organization by accepting its values and objectives and working for its success (Gabriella and Suryalena, 2018).

Work Environment

According to Putra and Rahyuda (2016:834), the work environment is a location or condition where people accomplish their duties efficiently if the atmosphere seems pleasant, safe, and clean, which can subsequently affect a company's performance. A conducive work environment can grow employee work creativity (Indrayanto, et al., 2018). Safety and security for employees is an important thing to maintain so that these employees are not concerned about the risks they face at work (Purwati and Maricy, 2021).

Previous Research

Sazili et al. (2022) determined the effect of the work environment and job satisfaction on turnover intention. The research methodology is causal associative with a quantitative approach. Respondents in this study amounted to 98 employees. The method of data analysis in this study uses multiple regression. The research results are 1). The work environment has a positive influence on turnover intention, 2). Job satisfaction has a positive influence on turnover intention, 3). Work environment and job satisfaction, together affect turnover intention by 2.7% and 97.3% are influenced by variables outside the study.

Zhu, Wang, and Jiang (2022) explored the impact of organizational commitment on turnover intention of substitute teachers in public primary schools in Xuzhou, and applied psychological capital as a mediator variable to establish a research model. A questionnaire was conducted with 400 substitute teachers using convenience sampling. The results show that organizational commitment has a negative yet significant effect on turnover intention. It also shows positive impact on psychological capital. Furthermore, psychological capital is shown to negatively impact turnover intention, while having a mediating effect between organizational commitment and turnover intention.

Gayatri and Muttaqiyathun (2020) determined the influence of job insecurity, workload, job satisfaction and organizational commitment on the turnover intention of millennial employees. The respondents in this study were contract employees at the XX Yogyakarta office. The total number of employees is 65 people so a saturated sampling technique was used. The instruments used in this research have passed validity and reliability testing. Then test the hypothesis using regression analysis. The results of this study conclude that job insecurity has no significant effect on turnover intention, workload has a significant negative influence on turnover intention, job satisfaction has no significant influence on turnover intention and organizational commitment has a positive and significant influence on turnover intention. Simultaneous test results show that the four independent variables have a significant effect on turnover intention.

Conceptual Framework

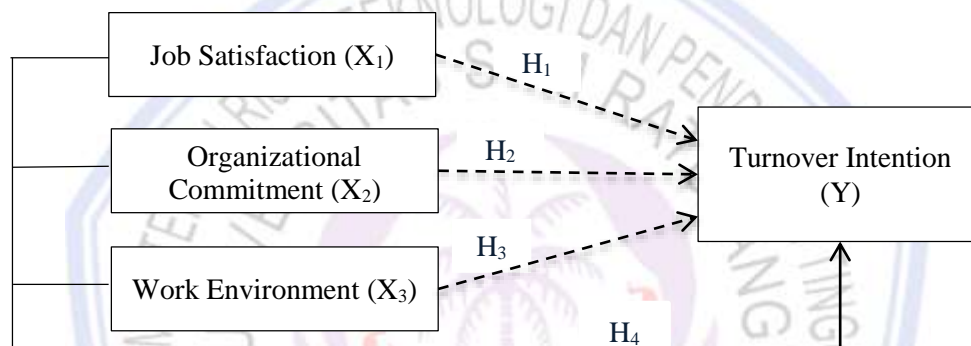


Figure 1. Conceptual Framework

Source: *Theoretical Review (2023)*

Research Hypothesis

Based on the discussion of the relationship between variables, the hypotheses proposed for this study are as follows.

H1: Job Satisfaction partially has a negative effect on Turnover Intention at PT. Hasjrat Abadi Sudirman.

H2: Organizational Commitment partially has a negative effect on Turnover Intention at PT. Hasjrat Abadi Sudirman.

H3: Work Environment partially has a negative effect on Turnover Intention at PT. Hasjrat Abadi Sudirman.

H4: Job Satisfaction, Organizational Commitment, and Work Environment have a simultaneous effect on Turnover Intention at PT. Hasjrat Abadi Sudirman.

RESEARCH METHOD

Research Approach

A quantitative-associative technique is used in this research. Sugiyono (2013:8) defines quantitative research methods as "research methods based on the philosophy of positivism, used to examine specific populations or samples, collecting data using research instruments, data analysis is quantitative statistics, with the goal of testing hypotheses that have been set". Associative study seeks to establish the association between two or more variables. The variables studied in this study are Turnover Intention, Job Satisfaction, Organizational Commitment, and Work Environment.

Population, Sample, and Sampling Technique

This study's population consists of all employees from PT. Hasjrat Abadi Sudirman with the total of 86 employees. This study uses the population as a sample. Thus, the total sample used in this study amounted to 86 respondents who were employees of PT. Hasjrat Abadi Sudirman. The sample in question is all employees working at PT. Hasjrat Abadi Sudirman include lower-level management to middle level management, including; branch heads, department heads, division heads and their members, salesman, and all employees of PT. Hasjrat Abadi Sudirman.

Data Collection Method

This research uses a questionnaire as a research instrument. Questionnaires are closed or open questions that are delivered to respondents directly in order to establish a reasonably decent environment in which respondents would willingly supply objective and timely data. The questionnaire includes two parts that must be completed by respondents. First, the identity of the respondent, and questions related to the variables are asked in the second part.

Operational Definition of Research Variables

Table 1. Operational Definition of Research Variables

Variable	Definition	Indicator
Turnover Intention (Y)	Carmeli and Weisberg (2006) defined turnover intention as an individual's intention to voluntarily quit his or her position in a company soon.	<ol style="list-style-type: none"> 1. Thoughts to leave the job 2. Searching another job 3. The intention to leave the organization
Job Satisfaction (X1)	According to Schermerhorn, Hunt, and Osborn (2005:143) job satisfaction is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace.	<ol style="list-style-type: none"> 1. The work itself 2. Quality of supervision 3. Relationship with co-workers 4. Promotion opportunities 5. Pay
Organizational Commitment (X2)	Organizational Commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Blau and Boal, 1987).	<ol style="list-style-type: none"> 1. Strong desire as a member 2. Desire to try hard at work 3. Acceptance of organizational values 4. Acceptance of organizational goals
Work Environment (X3)	The work environment is everything that is around employees, both physical and non-physical. Work environment is a location or condition where people accomplish their duties efficiently if the atmosphere seems pleasant, safe, and clean, which can subsequently affect a company's performance (Putra and Rahyuda, 2016:834).	<ol style="list-style-type: none"> 1. Good environmental performance. 2. Awareness to improve the environment quality. 3. The working atmosphere provides a sense of comfort and security at work. 4. Availability of equipment and tools at work to facilitate work performance. 5. Good relations between co-workers and superiors.

Source: Data Processed (2023)

Data Analysis Method

This study uses the Multiple Linear Regression Analysis technique. Cooper and Schindler (2001:479) define multiple regression analysis as "observing more than one X value to estimate or predict the corresponding Y value."

Validity and Reliability Test

Validity is defined as the degree of precision between the data collected on the study object and the power that can be stated by the researcher. A reliability test was carried out to determine the dependability of the measurement instrument, which was created in the form of a questionnaire.

Multiple Linear Regression Analysis

The Multiple Linear Regression model is used to determine the effect of numerous independent factors on a dependent variable. The equation model of multiple regression analysis employed in this study may be written as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Whereas: Y = Turnover Intention, α = Intercept, β_1 = The regression coefficient of X1, X₁ = Job Satisfaction, β_2 = The regression coefficient of X2, X₂ = Organizational Commitment, β_3 = The regression coefficient of X3, X₃ = Work Environment, e = Error.

RESULT AND DISCUSSION

Result

Validity Test and Reliability Test

Validity testing was carried out with the help of a computer using the IBM SPSS Version 29 program. Making a decision based on r-count (Corrected ItemTotal Correlation) > r-table of 0.213. All the questions for every variable has a valid status, because the value of r-count (Corrected Item-Total Correlation) > r-table of 0.213. Cronbach's alpha is a reliability coefficient that indicates how well the items measuring a concept are positively correlated to one another; the questionnaire is reliable if the value of Cronbach's Alpha is greater than 0.6. All the items have the value greater than 0.6 it means that the questionnaire is reliable and can be distributed to respondents for use as a research instrument.

Classical Assumption Test

Normality Test

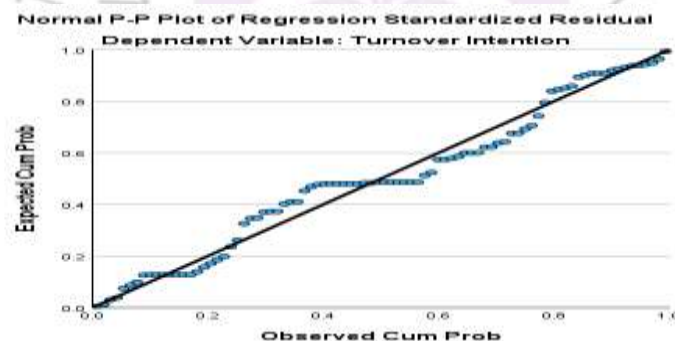


Figure 2. Normality Test Output
Source: SPSS output (2023)

Based on the figure 2, the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is complete.

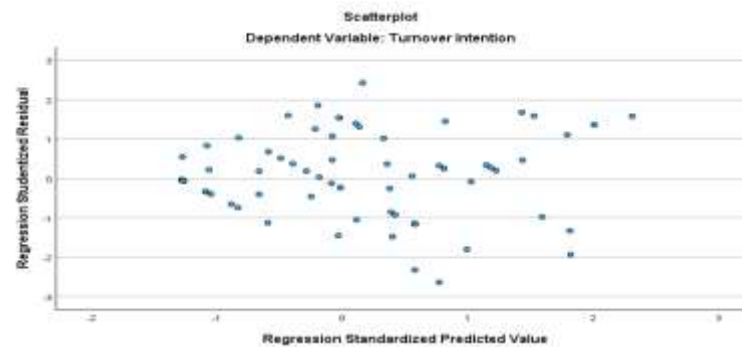
Multicollinearity Test

Table 2. Multicollinearity Test Output

Variable	Tolerance	VIF
Job Satisfaction	.344	2.907
Organizational Commitment	.381	2.628
Work Environment	.507	1.974

Source: Data Processed (2023)

According to the results of the multicollinearity test above, it shows that the variables of job satisfaction (X1), organizational commitment (X2), and work environment (X3) each have a tolerance value of > 0.100 and a VIF value of <10.00. So, it can be concluded that in the regression model there is no multicollinearity or no correlation between independent variables.

Heteroscedasticity Test**Figure 3. Heteroscedasticity Test Output***Source: SPSS output (2023)*

Based on Figure 3, it can be seen that the Scatterplot graph displays points that spread randomly and no patterns are formed, and based on the distribution of these points spread down and up the number 0 on the Y axis, it can be concluded that there is no heteroscedasticity in the model.

Multiple Linear Regression Analysis**Table 3. Multiple Linear Regression Output**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.439	2.027		16.003	<.001
	Job Satisfaction	-.498	.115	-.442	-4.351	<.001
	Organizational Commitment	-.583	.127	-.444	-4.606	<.001
	Work Environment	-.014	.101	-.012	-.142	.888

Source: SPSS output (2023)

From the result in the table 2 can be shown through the regression equation as follows:

$$Y = 32.439 - 0.498X_1 - 0.583X_2 - 0.014X_3 + e$$

The explanation of the equation:

1. This shows that if constant is the value of Y, when job satisfaction (X1) is 0, organizational commitment (X2) is 0, and work environment is 0, then the value of turnover intention (Y) is 32,439. The constant is 32,439 if all the independent variables are 0.
2. The regression coefficient value for the job satisfaction variable (X1) is -0.498. This value shows a negative effect (opposite direction) between job satisfaction and turnover intention variables. This means that if the job satisfaction variable increases by 1%, then on the contrary the turnover intention variable will decrease by 0.498. Assuming that other variables remain constant.
3. The regression coefficient value for the organizational commitment variable (X2) is -0.583. This value shows a negative effect (opposite direction) between organizational commitment and turnover intention variables. This means that if the organizational commitment variable increases by 1%, then on the contrary the turnover intention variable will decrease by 0.583. Assuming that other variables remain constant.
4. The regression coefficient value for the work environment variable (X3) is -0.014. This value shows a negative effect (opposite direction) between work environment and turnover intention variables. This means that if the work environment variable increases by 1%, then on the contrary the turnover intention variable will decrease by 0.014. Assuming that other variables remain constant.

Coefficient of Determination (R²)

Based on table 4, it is known that the value of R Square is 0.710 it means that Job Satisfaction, Organizational Commitment, and Work Environment are able to influence Turnover Intention as much as 71%, while the rest 29% is other factors not included in this research.

Table 4. Coefficient of Determination (R^2)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.842 ^a	.710	.699	1.718	1.607

a. Predictors: (Constant), Work Environment, Organizational Commitment, Job Satisfaction

b. Dependent Variable: Turnover Intention

Source: SPSS output (2023)

Hypothesis Testing

T-Test

Table 5. T-Test Result

Variable	t_{count}	t_{table}	Description
Job Satisfaction (X_1)	-4.351	1.667	Accepted
Organizational Commitment (X_2)	-4.606	1.667	Accepted
Work Environment (X_3)	-0.142	1.667	Rejected

Source: Data Processed (2023)

The explanation of the result:

1. The Sig value for the effect of X_1 on Y is $0.001 < 0.05$ and $t_{\text{count}} -4.351 > t_{\text{table}} 1.667$ so it can be concluded that hypothesis 1 is accepted which means that there is a significant influence X_1 on Y (X_1 has a negative effect on Y).
2. The Sig value for the effect of X_2 on Y is $0.001 < 0.05$ and the value of t_{count} is $-4.606 > t_{\text{table}} 1.667$, so it can be concluded that hypothesis 2 is accepted which means that there is an influence of X_2 on Y (X_2 has a negative effect on Y).
3. The Sig value for the effect of X_3 on Y is $0.888 > 0.05$ and $t_{\text{count}} -0.142 < t_{\text{table}} 1.667$, so it can be concluded that H_0 is accepted and hypothesis 3 is rejected, which means that there is no effect of X_3 on Y.

F-Test

Table 6. F-test Output

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	591.079	3	197.026	66.760	<.001 ^b
	Residual	242.002	82	2.951		
	Total	833.081	85			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Work Environment, Organizational Commitment, Job Satisfaction

Source: SPSS output (2023)

Based on the output above, it is known that the significance value for the effect of X_1 , X_2 , and X_3 simultaneously on Y is $0.001 < 0.05$ and the calculated F value is $F_{\text{count}} (66.760) > F_{\text{table}} (2.70)$. Since F_{count} is greater than F_{table} , H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that hypothesis 4 is accepted, which means that X_1 , X_2 , and X_3 simultaneously have a significant effect Y.

Discussion

Job Satisfaction on Turnover Intention

Based on the results of the tests that have been carried out in this study, it shows that job satisfaction partially has a significant effect on turnover intention. This means that H_1 which states job satisfaction (X_1) partially has a negative effect on turnover intention (Y) is accepted. The value of job satisfaction on turnover intention in b is -0.498 , means if there is one unit increasing in X_1 while other variables are constant then Y is predicted to decrease by 0.498 . It shows that variable Job Satisfaction (X_1) has negative influence on Turnover Intention in PT Hasjrat Abadi Manado Sudirman. This means that if there is an increase in job satisfaction, then turnover intention will decrease, and if job satisfaction decreases, then turnover intention will increase. Employees who are satisfied with their work will always work well and maintain their membership in the company. On the other hand, the impact of job dissatisfaction is a decrease in employee productivity at work which causes huge losses to the company, one of which is the level of employee responsibility which will decrease so that employees

start to be lazy about working, and start to put aside work matters. This is also supported by Schermerhorn, Hunt, and Osborn (2005:163) which states that job satisfaction can affect turnover, or decisions by people to terminate their employment. In this process the individual will consider what will happen if he or she leaves the job. Job satisfaction is an important element in an organization because job satisfaction has an influence on employee morale, dedication, loyalty, motivation and level of discipline. Increasing job satisfaction will reduce employee turnover rates at PT. Hasjrat Abadi Sudirman and vice versa, if job satisfaction decreases, the level of turnover intention will increase. The results of this study are in accordance with previous research conducted by Zhang X et al. (2022) which states that job satisfaction has a negative impact on turnover intention.

Organizational Commitment on Turnover Intention

Based on the results of the tests that have been carried out in this study, it shows that organizational commitment partially has a significant effect on turnover intention. This means that H2 which states organizational commitment (X2) partially has a negative effect on turnover intention (Y) is accepted. The value of organizational commitment on turnover intention in b is -0.583 , means if there is one unit increasing in X2 while other variables are constant then Y is predicted to decrease by 0.583. It shows that variable Organizational Commitment (X2) has negative influence on Turnover Intention in PT Hasjrat Abadi Sudirman. This means that if there is an increase in organizational commitment, then turnover intention will decrease, and if there is a decrease in organizational commitment, then turnover intention will increase. Employee organizational commitment of PT. Hasjrat Abadi Sudirman is quite high. Organizational commitment is needed so that employees have the will to strive for the achievement of organizational interests, and the desire to maintain their position as members of the organization. This is also supported by Irawati (2020:176) stating employees with a strong commitment to their company exhibit trust and acceptance, a willingness to strive toward achieving organizational goals, and a strong desire to maintain their position as members of the organization. Increasing organizational commitment will reduce employee turnover rates at PT. Hasjrat Abadi Sudirman and vice versa, if organizational commitment decreases, the level of turnover intention will increase. The results of this study are in accordance with previous research conducted by Handaru, Rahman, dan Parimita (2021) which states that there is a negative and significant effect between organizational commitments on turnover intention. Employees with high organizational commitment to the company have a high contribution, where these employees will be loyal to the company and can work well to achieve company goals.

Work Environment on Turnover Intention

Based on the results of the tests that have been carried out in this study, it shows that work environment partially has no significant effect on turnover intention. This means that H3 which states work environment (X3) partially has a negative effect on turnover intention (Y) is rejected. The value of work environment on turnover intention in b is -0.014 , means if there is one unit not increasing in X1 while other variables are constant then Y is predicted to increase by 0.014. It shows that variable Work Environment (X3) has no influence on Turnover Intention in PT Hasjrat Abadi Manado Sudirman. This work environment is important to note in increasing the comfort of employees at work. According to (Indrayanto, et al., 2018), a pleasant work atmosphere can foster employee innovation. A working environment that is safe and comfortable and has adequate supporting facilities is needed by employees at work, on the other hand an environment that does not support employees at work will have a negative impact on the comfort of these employees. This shows that this theory does not support the results of this study which states that the work environment has no effect on turnover intention. The results of this study indicate that the work environment has no effect on turnover intention at PT. Hasjrat Abadi Sudirman. The results of this study are in accordance with previous research conducted by Tulangow, Saerang, dan Rumokoy (2018) which state that work environment did not have a significant effect on turnover intention, and contrary to the results of Meriandayani and Subudi's research (2019) which states that the work environment has a negative and significant effect on employee turnover intention. Employees who work in good working circumstances will be excited about their jobs, but employees who do not have enough working facilities and have a negative working relationship will find it tough, and they will want to quit or leave the organization. However, the results of this study indicate that the work environment has no effect on turnover intention. Although, this should not be a reason for companies not to pay attention to their work environment. Having a good work environment shows that the company cares about the comfort and safety of its employees, so that employees will feel appreciated.

Job Satisfaction, Organizational Commitment, Work Environment on Turnover Intention

Based on the results of the tests that have been carried out in this study, it shows that job satisfaction, organizational commitment, and work environment simultaneously affect turnover intention. This means that H4 which states job satisfaction (X1), organizational commitment (X2), and work environment (X3) have a simultaneous effect on turnover intention (Y) is accepted. The value of R Square is 0.710, means that the influence of variables X1, X2, and X3 simultaneously on variable Y is 71%. A high turnover rate in a company indicates that employees don't feel comfortable working in a company which can be caused by several factors that employees feel. According to Hussein (2015: 154) job satisfaction is one of the factors that influences turnover intention. Organizational commitment and work environment are factors that are known to influence turnover intention according to Alam and Asim (2019: 165). Job satisfaction reflects how employees feel about their work. Employees who are satisfied with their jobs will strengthen their commitment to the organization so that organizational goals can be achieved. In addition, the work environment is also a factor that supports employees in carrying out their work. This shows that job satisfaction, organizational commitment, and work environment need to be improved so that turnover intention does not occur. The results of this study reveal the importance of company management paying attention to how much job satisfaction, organizational commitment, and work environment affect the level of turnover intention in employees at PT. Hasjrat Abadi Sudirman. Turnover intention arises due to employees' dissatisfaction with their work and company, for this reason management needs to increase employee job satisfaction by paying closer attention to the value of salaries paid out, giving promotions based on performance, and raising employee awareness that they play a crucial role in achieving the company's goals. To form a strong commitment between the organization and its employees, the company or management must be able to support employee creativity, establish good communication about company goals and strategies, and be able to mutually appreciate the achievements of fellow company members. In order to create a good work environment, management must pay more attention to the conditions needed by staff members to do their jobs and to maintain workplace standards.

CONCLUSION AND RECOMMENDATION**Conclusion**

1. Job Satisfaction partially has a negative influence on turnover intention of employees at PT. Hasjrat Abadi Sudirman. Which means the lower the job satisfaction, the higher the level of employee turnover intention.
2. Organizational Commitment partially has a negative influence on turnover intention of employees at PT. Hasjrat Abadi Sudirman. Which means the higher the organizational commitment, the lower the level of employee turnover intention.
3. Work Environment partially has no influence on turnover intention of employees at PT. Hasjrat Abadi Sudirman partially. Which means the high or low of a work environment does not affect employee turnover.
4. Job satisfaction, Organizational Commitment, and Work Environment simultaneously influence employee turnover intention at PT. Hasjrat Abadi Sudirman.

Recommendation

1. There is always space for research improvement. In this research, there are several limitations, which can be improved in next study. Future researchers can use qualitative methods for more detailed and realistic results. The use of different independent variables and objects that have not been used in this study, so that it can explain turnover intention more perfectly.
2. Every company has its own way of maintaining its employees, which is great when turnover is low, but it becomes a risk when an organization does not make continual improvements to its employees. The results of the study indicate that there is an effect of job satisfaction on turnover intention and organizational commitment on turnover intention, requiring PT. Hasjrat Abadi Sudirman to improve employee job satisfaction and strengthen employee organizational commitment so that turnover intention does not increase.
3. Acceptance of the hypothesis put forward in this study can be used as reference material or comparative material, especially regarding job satisfaction, organizational commitment, and work environment on employee turnover intention. The results of this study can also add insight and become literature related to human resource management.

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