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THE EFFECT OF JOB SATISFACTION AND JOB ENVIRONMENT ON TURNOVER INTENTION EMPLOYEES IN ENGINEERING AND SERVICES CONSTRUCTION SERVICES

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Abstract: This research is to know the influence of job satisfaction and job environment toward turnover intention level. The object of this research is employees or employees who work in construction engineering services and services company in Jakarta. This research was conducted on 66 respondents by using descriptive approach quantitative. Therefore, the data analysis used is Partial Least Square (PLS) analysis. The result of this research shows that job satisfaction variable give negative and significant influence to turnover intention. The job environment has a negative and significant impact on the turnover intention of construction engineering and services company in Jakarta. This is evidenced from the results of hypothesis testing (t test) which shows the value of the syndication of independent variables.

Keywords: Job Satisfaction, work environment, turnover intention.

INTRODUCTION

Human Resources (HR) is a valuable asset to the company, especially as the perpetrator support the achievement of corporate goals. The existence of human resources needs to be managed well in order to contribute positively to the progress of the company. Conversely, if the HR is not managed properly, then the employee will be less enthusiasm in work and eventually resign from the company (turnover).

In many research results show that job satisfaction has a big impact on an organization. Many views explain how job satisfaction variables can have a positive impact on individual

performance either directly or indirectly. Satisfaction is defined as positive or negative feelings that appear in an employee as a form of pleasant or unpleasant feelings about the conditions of work encountered can cause encouragement in employees to behave certainly.

The work environment is one aspect that is not less important because the harmony between employees and security will affect to remain loyal in the work, so otherwise less conducive work environment will affect the desire of employees to move. This is in accordance with the statement of Haitman et al., (2011) that one of the factors that influence a person to want to change work due to work environment factors. A good working environment will provide motivation to work so well that would improve employee performance, one indicator of the working environment is good communication between employees according (Ali H, (2017).

Turnover intention is a person's desire to get out of the company, it happens after the individual concerned to evaluate the work or closely related to where he works. Attitudes that appear in the individual are in the form of a desire to look for other job vacancies, evaluating the possibility of finding a better job elsewhere. The occurrence of turnover begins with the emergence of a desire to change jobs by employees. This desire arises when employees are still working for the company and are influenced by many factors.

From the data obtained by the author of the company within the period of 1 year, the period April 2016 to April 2017. Show that the number of employee turnover that year at Construction Company shows the phenomenon of own turnover reached up to 6.06% of total 66 employees in April 2017. It is alleged that the factors of job satisfaction and work environment play a significant role significant that the desire to move a person is also closely related to turnover intention.

At PT X Indicates that employee turnover rates are quite high during the period of April 2016 to April 2017. However, with a large number of employees, the accumulation of employees coming out or coming in every year is also very high. The employees included the head of the company, Head Office staff, rental staff and service staff. This is evidenced by employee turnover data in 2016 and 2017, as seen in the following table.

**Table 1. Employee Turnover Data Construction Engineering and Services Company
Period of April 2016 - April 2017**

No.	Period of 2016 to 2017	Total	Percentage (%)
1.	April 2016	101	-
2.	May 2016	94	7,45 %
3.	June 2016	94	7,45 %
4.	July 2016	93	1,07 %
5.	August 2016	91	2,19 %
6.	September 2016	90	1,11 %
7.	October 2016	88	2,27 %
8.	November 2016	67	11,86 %
9.	December 2016	68	1,47 %
10.	January 2017	67	1,47 %
11.	February 2017	64	4,68 %
12.	March 2017	62	3,22 %
13.	April 2017	66	6,06 %

To be able to see the antecedents turnover intention that occurred, conducted pre-survey of 24 employees head office PT X as a sample. The pre-survey is conducted by spreading an open questionnaire about the factors that have the highest probability of influencing their intention to leave the company. The results of the pre-survey can be seen in the table:

Table 2. Factors Influencing Turnover Intention Employees of PT X

Factors that influence Turnover Intention	Response	%
Job satisfaction	11	45,8
Work environment	9	37,5
Organizational Commitment	3	12,5
Etc	1	4,2

From the pre-survey conducted on 24 employees of PT X in the previous head office related to the high turnover intention rate, the highest was job satisfaction with the response percentage of 45.8% and the working environment with the percentage of a response of 37.5%.

Based on the pre-survey results, the factors that have the most influence on turnover intention is the indication of employee job satisfaction. Related indications of job satisfaction are, the job itself, salary, relationships with co-workers, supervision, and promotion. Many employees who actually have a loyal behavior and have a high dedication to the company, but in terms of both financial and non-financial rewards are very unattractive when compared with other companies.

Based on the pre-survey results, the factors that have the greatest influence on turnover intention is the work environment is one of the factors that most determine the success of the company. Employees can perform tasks and work is influenced by many factors, so there are employees who are passionate and less eager to work. In addition, the relationship between employees and relationships with superiors is an important factor in the convenience of employees at work.

Based on the background that has been described above the researcher interested to review again on the problems, which are translated through the following research issues: (1) Does job satisfaction affect the turnover intention employees ?; (2) Does the job environment affect the employee turnover intention ?; (3) The formulation of the research problem resulted in the research objectives undertaken at the Construction Engineering and Services Company; (4) To know and analyze the effect of job satisfaction on employee turnover intention on construction engineering service and services company; (5) To know and analyze the effect of work environment on the intenton turnover rate of employees in Construction Engineering and Services Company.

LITERATURE REVIEW

Job Satisfaction

Danang Sunyoto (2015), Job Satisfaction (Job Satisfaction) is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects one's feelings toward one's work. This is seen in the employee's positive attitude to the job and everything that is faced in his work environment. The personnel or management department should always monitor job satisfaction because it affects absenteeism, labor turnover, job

satisfaction, and other important issues. Job Satisfaction develop indicators used to measure job satisfaction refers to, namely:

1. **Work itself.** Aspects that measure job satisfaction on matters relating to the work itself, such as opportunities for creativity and variety of duties, opportunities for self-employment, increased knowledge, responsibility, job enrichment autonomy and the complexity of work. Job satisfaction itself is a reflection of the employee's sense of the current job conditions assigned, including whether the job is challenging, engaging, respectful, and skill-driven, as opposed to an uncomfortable repetition. Relationship of a person with his work is an important thing that must be considered because it can affect the success or failure of the individual concerned in carrying out his work. The suitability of work with itself affects job satisfaction.
2. **Salary.** Salary is a system of monetary rewards received by individuals as a reward for their involvement in the achievement of organizational goals and performance. Salaries earned from work provide answers to individual and family needs. This is the reason why employees have a high performance in their work if the salary problem (appropriate) can be met by the company. This aspect measures employee satisfaction with respect to the salary it receives and the increase in salary, ie the amount of salary received in accordance with the level that is considered equivalent. Wages and salaries do have an effect on job satisfaction.
3. **Relationship with co-workers.** This aspect measures job satisfaction with respect to relationships with colleagues. Coworkers who provide support for their other recent, as well as a comfortable working atmosphere can increase job satisfaction. The main factors related to job satisfaction are conflict resolution in the workplace, relationships with colleagues, and organizational structure.
4. **Promotion opportunities.** This aspect measures the extent of employee satisfaction with respect to promotional policies and opportunities for promotion. Promotion or opportunity to improve career also give influence to employee job satisfaction. A good promotional system can affect job satisfaction where the nurse feels the same opportunity to occupy a new position of higher position and promotion to follow up studies.
5. **Supervision.** This aspect measures a person's job satisfaction with his attributes. Employees prefer to work with superiors who are supportive, warm and friendly, rather than working with an indifferent, rude leader and focusing on the job.

Job Environment

The working environment of Danang Sunyoto (2015) is a very important part of the component when employees perform work activities. By paying attention to a good working environment or creating working conditions that are able to provide motivation to work, it will bring influence to the enthusiasm or spirit of employees in the work. In measuring the working environment can use some indicators as follows: (1) Circulation and the air temperature of the room, namely the provision of a working environment that has a good air circulation and room temperature comfortable to work; (2) Spatial work, the arrangement of a comfortable workspace so that employees are able to work optimally; (3) The safety level of the workplace, the workplace is safe from harmful equipment or with the provision of security guards to safeguard workers' safety; (4) Noise level of the work environment that is

the unrest in work; (5) Lighting, i.e. employees need adequate lighting, especially if the work is done requires precision; (6) Employee relations, namely the emotional atmosphere of employees with their colleague's superiors with subordinates or the opposite.

Turnover Intention

Dharma (2013); Irbayuni (2012); states Turnover Intention is the degree of propensity attitudes of employees to find new jobs elsewhere or plans to leave the company within the next three months, six months to come, one year to come, and two next year. According to Dharma (2013) turnover intention indicators which include: (1) The thought of going out is someone's idea to get out of the company caused by various factors; (2) The desire to look for vacancies is to reflect individuals wanting to find work for other organizations; (3) There is a desire to leave the organization in the coming months. The desire of employees to try to split up to other organizations.

Conceptual Framework and Development of Hypotheses

Based on the above theoretical study, the framework developed in this research can be described in a simple research model as follows:

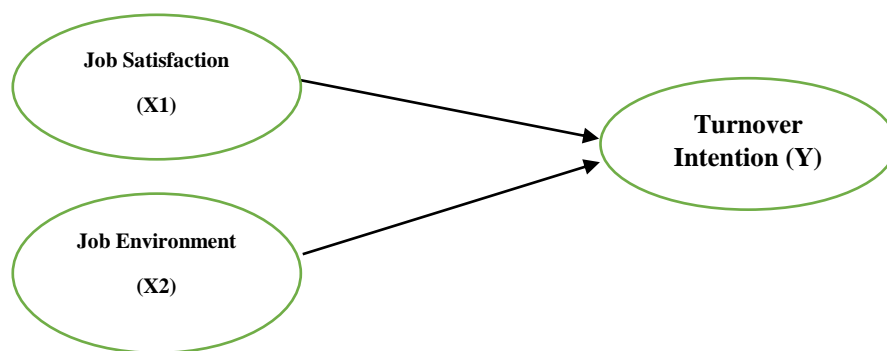


Figure 1. Conceptual Framework

Based on the background of the problem, problem formulation, theoretical basis, and previous research can be proposed hypothesis that proposes a relationship between variables used in this research, namely:

H₁: Job Satisfaction has a significant effect on the level of moving desire on employees of "Construction Services Company".

H₂: Work Environment has a significant effect on turnover intensity level at employees of "Construction Services Company"

RESEARCH METHODS

Time and Place of the Research

This research takes place at a Construction Services Engineering and Services company. The study was conducted for six months. The method used in this research is the method of causal-comparative research (causal-comparative research) is the type of research with the characteristics of the problem of causality between two variables or more. Mudrajat Kuncoro (2013) says the advantage of comparative causal research is to allow researchers to

examine a number of variables that can not be studied experimentally and facilitate the identification of variables.

Research Design

This research is a causal-comparative research (causal-comparative research) that is a type of research with problem characteristic of causality between two variables or more. Mudrajat Kuncoro (2013); Rahmat, and Widayati, (2016) says the advantage of comparative causal research is to allow researchers to examine a number of variables that can not be studied experimentally and facilitate the identification of variables.

Variable Measurement

In this research, job satisfaction, job environment, and turnover intention variables use likert scale measurement method. The Likert scale provides information about the number of different characteristics possessed by a particular object or individual. Usually the answer of quisioner using likert scale used to measure attitude, for example, to express agree or disagree to a question or statement of Noor (2011).

Research Population

According to Sugiyono (2016), the population is a generalization region consisting of objects or subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions. In this study, the population is taken is all employees of Engineering Services Company Construction Services which amounted to 66 employees. However, this study is not all populations studied but only a fraction of the population studied is expected that the results obtained illustrate the nature of the population concerned.

Research Sample

According to Sugiyono (2016) sample is part of the number and characteristics possessed by the population. In this study, the sample used is all the population contained in Construction Engineering and Services Company in PT. X. In this case, the authors take the sample by using purposive sampling technique. According to Sugiyono (2016), purposive sampling is a technique for determining the sample by deliberately based on purpose and certain considerations. Objectives and consideration of the taking of the subject / sample of this research is the sample knowing job satisfaction and work environment to turnover intention in Construction Engineering Services Company and Services.

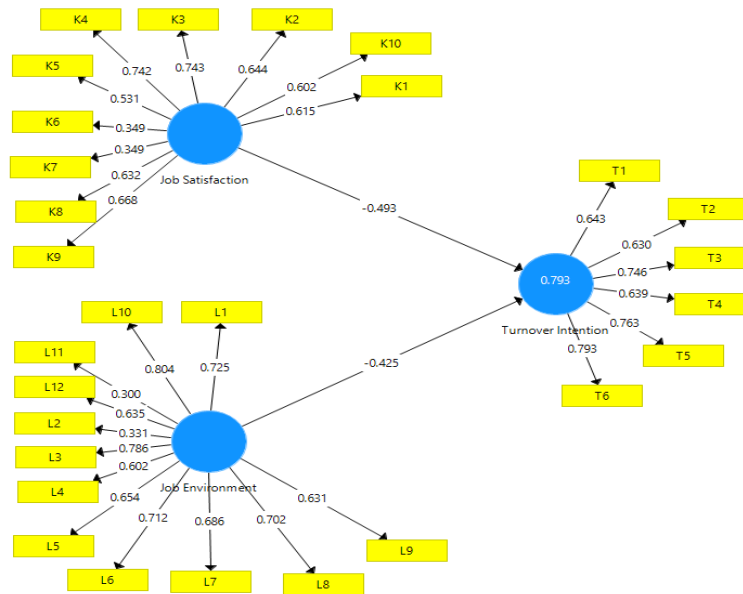
Analysis Method

Data analysis method used in this research is Component or Variance Based Structural Equation Model where in data processing using Partial Least Square Program (PLS-PLS) version 3.0 PLS. PLS (Partial Least Square) is an alternative model of covariance-based SEM. PLS can be used to confirm the theory, but it can be used to explain whether or not the relationship exists between latent variablesregion which always emphasizes the pattern of the battle to win the competition with blood.

FINDINGS AND DISCUSSION**Measurement (outer) Model Evaluation****Table 3. Convergent Validity test results**

Variables	Indicators	Outer Loading	Information
Job Satisfaction	K1	0,615	Valid
	K2	0,644	Valid
	K3	0,743	Valid
	K4	0,742	Valid
	K5	0,531	Invalid
	K6	0,349	Invalid
	K7	0,349	Invalid
	K8	0,632	Valid
	K9	0,668	Valid
	K10	0,602	Invalid
Job Environment	L1	0,725	Valid
	L2	0,331	Invalid
	L3	0,786	Valid
	L4	0,602	Invalid
	L5	0,654	Valid
Job Environment	L6	0,712	Valid
	L7	0,686	Valid
	L8	0,702	Valid
	L9	0,631	Valid
	L10	0,804	Valid
	L11	0,300	Invalid
	L12	0,635	Valid
Turnover Intention	T1	0,643	Valid
	T2	0,630	Invalid
	T3	0,746	Valid
	T4	0,639	Valid
	T5	0,763	Valid
	T6	0,793	Valid

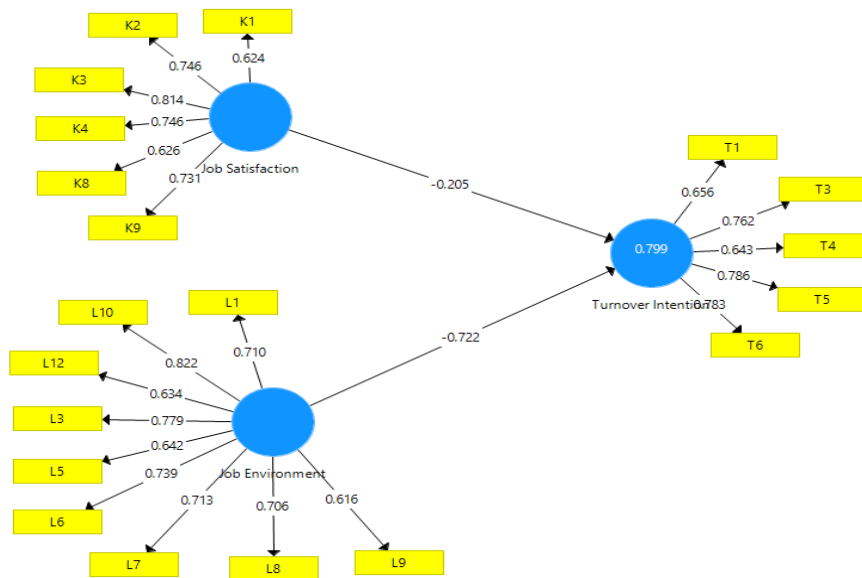
Source: PLS output



Based on the Figure above, it can be seen that K5, K6, K7, K10, L2, L4, L11, and T2 have less than 0.5-factor loading factor. Therefore, the indicator will be omitted from the model.

Table 4. Test results Convergent Validity (modification)

Variables	Indicators	Outer Loading	Information
Job Satisfaction	K1	0,624	Valid
	K2	0,746	Valid
	K3	0,814	Valid
	K4	0,746	Valid
	K8	0,626	Valid
	K9	0,731	Valid
Job Environment	L1	0,710	Valid
	L3	0,779	Valid
	L5	0,642	Valid
	L6	0,739	Valid
	L7	0,713	Valid
	L8	0,706	Valid
Turnover Intention	L9	0,616	Valid
	L10	0,822	Valid
	L12	0,634	Valid
	T1	0,656	Valid
	T3	0,762	Valid
	T4	0,643	Valid
Turnover Intention	T5	0,786	Valid
	T6	0,783	Valid



Source: PLS output

Results of PLS Algorithm (modification)

The result of modification of convergent validity test in Table and Figure can be seen that all indicators have fulfilled convergent validity because it has a value of factor loading above 0,50.

Discriminant Validity Test Results

Discriminant validity test that is reflective indicator can be seen on cross loading between indicators with its construct. An indicator can be declared valid if it has the highest loading factor to the designated construct compared to the loading factor to another construct. Thus, latent constructs predict the indicators on their blocks are better than those in other blocks

Table 5. Discriminant Validity Test Results (Cross loadings)

	Job Satisfaction (X1)	Job Environment (X2)	Turnover Intention (Y)
K1	0,624	0,539	-0,533
K2	0,746	0,527	-0,485
K3	0,814	0,633	-0,634
K4	0,746	0,640	-0,644
K8	0,626	0,522	-0,479
K9	0,731	0,547	-0,549
L1	0,71	0,710	-0,604
L3	0,581	0,779	-0,669
L5	0,400	0,642	-0,514
L6	0,427	0,739	-0,659
L7	0,603	0,713	-0,661

L8	0,612	0,706	-0,661
L9	0,67	0,616	-0,513
L10	0,617	0,822	-0,762
L12	0,480	0,634	-0,564
T1	-0,429	-0,549	0,656
T3	-0,617	-0,822	0,762
T4	-0,517	-0,522	0,643
T5	-0,574	-0,597	0,786
T6	-0,674	-0,672	0,783

Source: PLS output

From the table, it can be seen that the correlation of the job satisfaction construct with the indicator (K1 of 0.624, K2 of 0.746, K3 of 0.814, K4 of 0.746, K8 of 0.626, and K9 of 0.731) is higher than the correlation of job satisfaction indicator with another construct, then construct correlation job environment with the indicator (L1 is 0.710, L3 is 0.779, L5 is 0.642, L6 is 0.739, L7 is 0.713, L8 is 0.706, L9 is 0.616, L10 is 0.822 and K12 is 0.634) higher than the correlation of job environment indicator with construct the correlation of the turnover intention construct with the indicator (T1 of 0.656, T3 of 0.762, T4 of 0.634, T5 of 0.786 and T6 of 0.783) is higher than the correlation of the indicator of turnover intention with other constructs.

Another method to look at discriminant validity is to look at the square root of average variance extracted (AVE) value of each construct with the correlation between constructs with other constructs in the model, then it can be said to have a good discriminant validity value.

Table 6. AVE Test Result

Variables	AVE
Job Satisfaction (X1)	0,515
Job Environment (X2)	0,504
Turnover Intention (Y)	0,531

Sumber: Output PLS

Table 7. Discriminant Validity Test Result (Fornell Lacker Criterion)

Variables	Job Environment	Job Satisfaction	Turnover Intention
Job Environment	0,710		
Job Satisfaction	0,797	0,718	
Turnover Intention	-0,885	-0,781	-0,729

Source: PLS output

From the table it can be concluded that the square root of the average variance extracted (for each construct is greater than the correlation between the one construct and the other

constructs in the model) AVE value based on the above table, it can be concluded that the constructs in the estimated model meet the criteria of discriminant validity.

Test Results Composite Reliability and Cronbach's Alpha

Testing of composite reliability and Cronbach's alpha- aims to test the reliability of the instrument in a research model. If all latent variables have composite reliability or Cronbach's alpha ≥ 0.7 it means that the construct has good reliability or the questionnaire used as a tool in this research has been reliable or consistent.

Table 8. Composite Reliability Test Results

Variables	Composite Reliability	Information
Job Satisfaction (X1)	0,863	Reliable
Job Environment (X2)	0,901	Reliable
Turnover Intention (Y)	0,849	Reliable

Source: PLS output

Table 9. Testing Results Cronbach's Alpha

Variables	Cronbachs Alpha	Information
Job Satisfaction (X1)	0,809	Reliable
Job Environment (X2)	0,875	Reliable
Turnover Intention (Y)	0,778	Reliable

Source: PLS output

Based on the Table that the results of composite reliability testing and Cronbach's alpha show satisfactory value, because all latent variables have composite reliability value and Cronbach's alpha ≥ 0.70 . This means that all latent variables are said to be reliable.

Testing Structural Model or Hypothesis Testing (Inner Model)

Inner model testing is the development of the concept and theory-based models in order to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. The testing steps of the structural model (inner model) are as follows:

Test Results R-squared value

By seeing the value of R-square which is a goodness-fit test model.

Table 10. R² Value of Endogenous Variable

Variabel Endogenous	R Square
Turnover Intention (Y)	0.799

Source: PLS output

The structural model indicates that the model on the Turnover Intention variable can be said to be moderate. The influence of independent latent variable (Job Satisfaction and Job Environment) toward Turnover Intention gives the R-square value of 0.799 which can be interpreted that Turnover Intention's construct variability can be explained by Job Satisfaction

and Job Environment variability variation of 79.9% while 20.1% is explained by variables other than those studied.

a. Test Result of Goodness of Fit Model

The goodness of Fit Testing The structural model of the inner model uses the predictive-relevance (Q^2) value. A larger Q-square value of 0 (zero) indicates that the model has a predictive relevance value. R-square value of each endogenous variable in this study can be seen in the following calculation, the predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R1) (1 - R2)$$

$$Q^2 = 1 - (1 - 0.799)$$

$$Q^2 = 1 - 0,201$$

$$Q^2 = 0,799$$

The above calculation results show the predictive-relevance value of 0.799 is greater 0 (zero). That means that 79.9% of the Turnover Intention variable (dependent variable) is explained by the independent variable used. Thus the model is said to be worthy of having a relevant predictive value.

b. Hypothesis Testing Results (Line Coefficient Estimation)

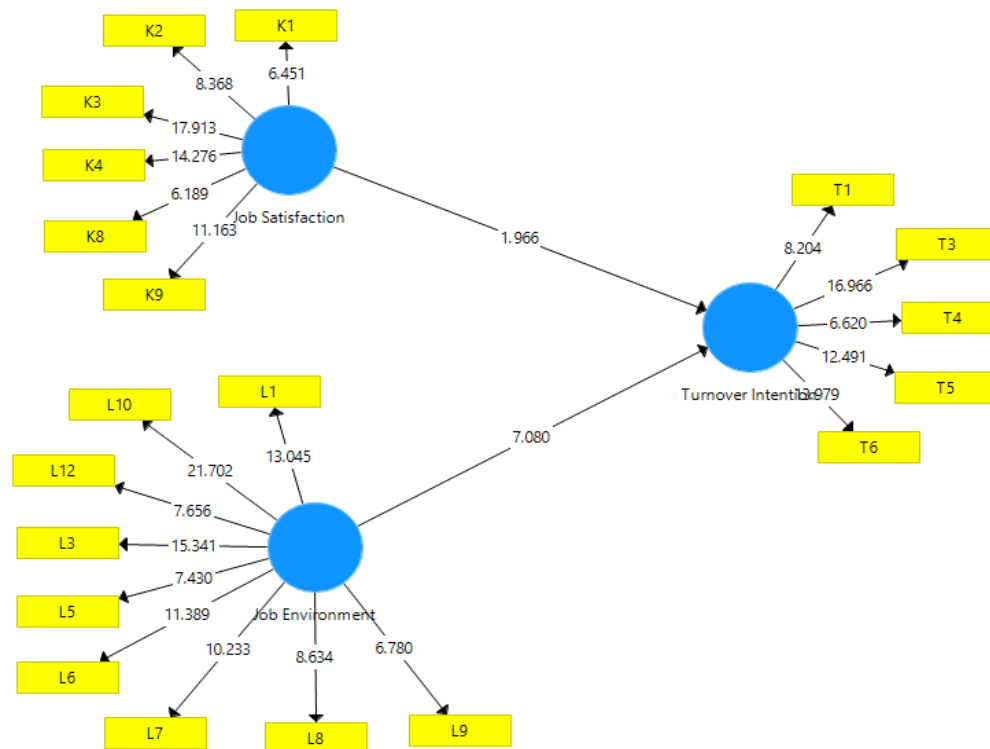
Estimation value for path relation in the structural model should be significant. The significance value in this hypothesis can be obtained by bootstrapping procedure. See significance on the hypothesis by looking at parameter coefficient value and T-statistical significance value on bootstrapping report algorithm. To know significant or not significant seen from T-table at alpha 0,05 (5%) = 1,96, then T-table compared with T-count (T-statistic).

Table 11. Hypothesis Testing Results

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	Ket	Kesimpulan
Job Satisfaction -> Turnover Intention	-0,205	0,116	1.966	Negatif – signifikan	Hipotesis Diterima
Job Environment -> Turnover Intention	-0,722	0,102	7.080	Negatif - signifikan	Hipotesis Diterima

Source: PLS output

Bootstrapping test results



Source: PLS output

Discussion of the Research Results

1) The influence of Job Satisfaction on Turnover Intention

Based on the hypothesis test in this study obtained the results of the T-statistic value of 1966 and the original sample value of -0.205. The t-statistic value greater than T-table value 1.96 and original sample value showed negative value, this result shows that job satisfaction has the negative and significant effect to turnover intention. The results show that job satisfaction influences turnover intention. The results of this hypothesis are reinforced by research conducted Dwiningtyas (2015) and Renny Rakhman Tsani (2016) which proves job satisfaction negatively and significantly influence the turnover intention. This becomes one indication that employees have dissatisfaction with the salary it earns. From it can be concluded if employee job satisfaction is low then turnover faced by employees will increase. Conversely, if employee job satisfaction is high then the turnover faced by employees will decrease.

2) The influence of the Job Environment on Turnover Intention

Based on the hypothesis test in this study obtained the results of the T-statistic value of 7.080 and the original sample value of -0.722. The t-statistic value greater than T-table value 1.96 and original sample value showed negative value, this result shows that job environment has the negative and significant effect to turnover intention. From these results show that the job environment influence turnover intention. The result of this hypothesis is reinforced by research done by Retno Khikmawati (2015); Ridwan Suryo Pranowo (2016) and Widayati and Yunia (2016), which proves that job environment has a

negative and significant effect on turnover intention. From this, it can be concluded if employee job environment is low then the turnover faced by employees will increase. Conversely, if the employee job environment is high then the turnover faced by employees will decrease.

CONCLUSION AND SUGESTION

Conclusion

This research tries to analyze the variables related to job satisfaction, job environment, and turnover intention. The results of this study obtained from research on employees of PT X. From the results of calculations in this study, it can be drawn conclusions as follows:

- 1) Job satisfaction gives a negative and significant impact on turnover intention. This means that a good job satisfaction will decrease the intention's turnover, otherwise, poor job satisfaction will improve turnover intention. This can be seen from the job satisfaction indicator itself is the job itself, salary, relationships with co-workers, promotion and supervision opportunities.
- 2) The job environment gives a negative and significant influence on the turnover intention of PT X. This means that a good job environment will decrease the intention's turnover, otherwise a bad job environment will increase intention turnover. It can be seen from job satisfaction indicator itself that is circulation and room air temperature, work plan, workplace safety level, noise level, lighting and employee relationship itself.

Suggestions

- 1) Company should always give awards to employees who have a good achievement. Companies should reward employees for employees to feel valued for their results and hard work for the company if all employees are met loyal and reduce the turnover that occurs within the company. So HRD must always declare the points in each task that are given, for example, providing bonuses in return for services if the achievement of targets. For PT X, there should be no annoying noise that makes employees feel uncomfortable in the work. In order for No noisy sound to interfere with the attitude that needs to be taken, employees need to increase comfort in working by not making loud noises in the work environment, such as installing the rules and put a ban on not making noise.
- 2) Suggestions for Further Researchers
Suggestions for future researchers, who will conduct research in the same field and use this thesis as a reference, it would need to be reviewed again because it does not close the possibility there are statements that have not been appropriate, because I as the writer feel there are many shortcomings and limitations in completing thesis this. Researchers should be able to develop again with variables that have not been used in this study, which can add work stress variables, organizational culture, workload, and so forth.

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