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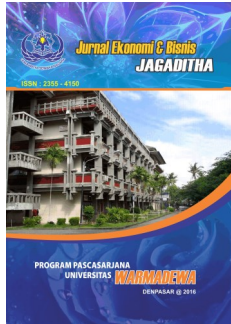
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Author Name(s): I Ketut Mudhiarta¹ | Ida Ayu Putu Widani Sugianingrat¹ |

Cokorda Gede Bayu Putra¹

1. Magister Program of the Faculty of Business Economics and Tourism, Universitas Hindu Indonesia

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*Correspondence regarding this article should be addressed to:

Ida Ayu Putu Widani Sugianingrat

Email: widanidayu47@unhi.ac.id

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The Influence of Work Motivation and Work Environment on Turnover Intention with Job Satisfaction as A Mediator Among Cleaning Service Employees at PT. Bringin Karya Sejahtera in Bali

I Ketut Mudhiarta¹ | Ida Ayu Putu Widani Sugianingrat¹ |
Cokorda Gede Bayu Putra¹

1. Magister Program of the Faculty of Business Economics and Tourism,
Universitas Hindu Indonesia

Abstract. The purpose of this research is to examine the relationship and influence between work motivation and work environment on turnover intention, with job satisfaction as a moderating variable. The subjects of this study are Cleaning Service workers at PT Bringin Karya Sejahtera, Denpasar branch. The total number of respondents is 68 individuals. The analysis techniques used are descriptive analysis and SEM-PLS analysis using Smart-PLS 4.0. The results of this study indicate that work motivation has a negative and significant effect on turnover intention, suggesting that the higher the work motivation of employees, the lower their desire to leave their jobs. The work environment does not have a significant effect on turnover intention, indicating that the work environment does not significantly influence employees' intention to quit their jobs. Work motivation has a positive and significant effect on job satisfaction, meaning that the higher the work motivation of employees, the greater their job satisfaction. The work environment also has a positive and significant effect on job satisfaction, indicating that a more comfortable work environment leads to higher employee satisfaction. Job satisfaction has a negative and significant effect on turnover intention, suggesting that the higher the level of job satisfaction among employees, the lower their desire to leave their jobs. Work motivation and the work environment have an indirect influence on turnover intention with job satisfaction as a mediating variable, indicating that low work motivation and a poor work environment indirectly increase employees' desire to quit.

Keywords: employee turnover intention; job satisfaction; work motivation; work environment.

Introduction

Effective Human Resource Management (HRM) is key to a company's success in retaining employees and enhancing productivity. However, many companies face challenges related to high turnover rates, which can diminish employee morale, productivity, and increase operational costs (Fahim, 2018; Sugianingrat et al., 2019). Turnover intention, or the desire to leave a job, is often influenced by various factors, including work motivation, job satisfaction, and the work environment (Farooq et al., 2022). Previous research indicates that high work motivation can reduce the likelihood of employees feeling frustrated and can

*Correspondence regarding this article should be addressed to:

Ida Ayu Putu Widani Sugianingrat, Magister Program of the Faculty of Business Economics and Tourism,
Universitas Hindu Indonesia
Email: widanidayu47@unhi.ac.id

enhance job satisfaction, thereby minimizing turnover intention. Nevertheless, many studies do not comprehensively consider the interaction between work motivation and the work environment (Hermina, 2024).

The theoretical framework used in this study refers to organizational psychology models, emphasizing the roles of work motivation and the work environment as determining factors in shaping job satisfaction (Wnuk, 2017). Previous research, such as that conducted by Pradipta et al. (2023) and Nurramdhani et al. (2024), has shown a significant relationship between work motivation and turnover intention but has not delved deeply into how the work environment interacts with motivation and affects job satisfaction. A study by Zhang & Li (2020) on a service company in China identified the effectiveness of job satisfaction in mediating the relationship between job crafting and turnover intention. Kartika & Purba (2018) also highlighted the importance of job satisfaction for employees in their decision to commit to a company.

Table 1. Employee Turnover Data for PT. BKS KC, Denpasar, Bali, from 2021 to 2023

Year	Initial Employee Count	Join	Resign	Final Employee Count	(%) Turnover Rate
2021	215	13	16	212	7.49%
2022	212	6	12	206	5.74%
2023	206	9	3	212	1.44%

Source: Secondary Data HC BKS KC, Denpasar, 2024

Based on data from PT. Bringin Karya Sejahtera in Denpasar (Table 1), the turnover rate among cleaning service employees shows fluctuations, although it has generally decreased from 2021 to 2023. Nonetheless, high turnover remains a concern as it can impact the company's image in the eyes of clients, particularly PT. BRI as a service user. This study focuses on cleaning service employees in Bali, considering the challenges related to motivation and the work environment that influence turnover intention. A major limitation of previous research lies in the lack of focus on the specific context of the service industry, such as cleaning services, which have unique challenges regarding motivation and the work environment.

Therefore, this study aims to fill that gap by analyzing the impact of work motivation and the work environment on turnover intention, with job satisfaction as a mediating variable. Through this approach, it is hoped that new insights can be provided to management for formulating more effective strategies to enhance job satisfaction and reduce turnover at PT. Bringin Karya Sejahtera. Thus, the objectives of this research are to analyze the effects of work motivation and the work environment on turnover intention among cleaning service employees at PT. BKS, as well as to explore the role of job satisfaction in that relationship. This study is expected to make a significant scientific contribution and provide practical recommendations for management in improving employee retention.

Concept and Hypothesis

Management

Management is a crucial process in organizations aimed at achieving goals through planning, organizing, leading, and controlling resources (Bubenik et al., 2022). According to Ahmad & Van Looy (2020), it involves setting objectives, organizing activities, staffing, motivating employees, and overseeing implementation. Human resource management specifically focuses on managing the workforce to support organizational objectives (Pace et al., 2021). Its functions include workforce planning, employee organization, direction, control, procurement, development, compensation, integration, maintenance, discipline, and

termination. These functions aim to create synergy between company interests and employee needs, facilitating effective contributions to organizational goals (D'Angelo et al., 2022).

Turnover Intention

Intention refers to an individual's desire to act, while turnover signifies an employee's voluntary departure from their job (Elthoriq, 2024). Turnover intention, therefore, indicates an employee's inclination to leave their job voluntarily (Ahmad & Van Looy, 2020). Factors influencing turnover include external elements like the labor market, working conditions, and personal characteristics such as intelligence, attitude, gender, age, and tenure (Ahmad & Van Looy, 2020). Categorize turnover intentions into avoidable and unavoidable voluntary turnover, reflecting an individual's desire to seek better opportunities. This includes thoughts of quitting and evaluating job alternatives. Turnover can be voluntary, driven by job appeal and alternatives, or involuntary due to employer decisions. Employee turnover is a significant organizational issue with potential positive and negative impacts, leading to costs and lost opportunities. Turnover intention is a key indicator of actual turnover, influenced by job motivation, work environment, and job satisfaction. Indicators include increased absenteeism, job dissatisfaction, and discontent with supervisors, colleagues, or company policies (Uğural et al., 2020).

Work Motivation

Motivation is a resource that drives individuals to engage in activities, generating energy that creates impulses and enthusiasm. Work motivation serves to direct employees' abilities to take responsibility and have enthusiasm for their work. It becomes a foundation for employees to provide motivation while completing tasks (Vo et al., 2022). Motivation can arise from within the individual or from external factors, encouraging employees to collaborate productively in achieving goals. Work motivation reflects the psychological pressure that comes from within employees, determining their behavior and level of effort. This motivation can be seen as an energy drive to work diligently towards certain goals. In this context, the higher the work motivation, the more likely employees are to feel satisfied with their jobs. Motivated employees tend to be more engaged and feel valued, which in turn enhances job satisfaction (Khalil Mohammed, 2024). Work motivation plays a crucial role in influencing performance, job satisfaction, and the intention to leave the job. Indicators of work motivation include:

Achievement: Satisfaction derived from reaching goals.

Recognition: Appreciation for efforts and achievements.

The Job Itself: Motivation derived from the characteristics of the job.

Responsibility: Motivation related to the level of responsibility.

Employees with high work motivation tend to feel more satisfied with their jobs. They feel more engaged, valued, and have opportunities to achieve their desired goals. This indicates that work motivation not only drives employees to reach targets but also directly enhances their job satisfaction. When employees feel satisfied, they are more likely to remain committed to the organization. Research in the telecommunications sector in Pakistan has shown that work motivation significantly and negatively affects employees' intentions to leave their jobs (Basalamah & As'ad, 2021). From this analysis, the following hypotheses can be formulated:

H1: There is a significant negative effect of work motivation on turnover intention.

H3: There is a significant positive effect of work motivation on job satisfaction.

Thus, work motivation not only encourages employees to achieve their goals but also enhances job satisfaction and reduces the intention to leave the job.

Work Environment

The work environment refers to the conditions or surroundings surrounding employees in their daily work activities. The work environment serves as a framework for work activities, encompassing all aspects of human actions and reactions (Burbar, 2021). Key elements of the work environment include lighting, temperature, space capacity, privacy, cleanliness, and social relationships. A good work environment facilitates employees' adaptation to the company's values and enhances their creativity. Conversely, poor conditions—such as high temperatures, inadequate lighting, and noise—can negatively impact performance (Tangkudung et al., 2017). Some indicators of the work environment include:

Lighting: The quality and intensity of light that affects comfort.

Color: Colors in the workplace that influence mood.

Air Quality: Including ventilation and temperature that affect health.

Noise: The level of noise that can disrupt concentration.

A conducive work environment can enhance job satisfaction, while a poor environment may increase turnover intention. Research indicates that the work environment positively affects job satisfaction and negatively impacts turnover intention (Andriani et al., 2023). Therefore, the following hypotheses can be formulated:

H2: There is a significant negative effect of the work environment on turnover intention.

H4: There is a significant positive effect of the work environment on job satisfaction.

Job Satisfaction

Job satisfaction is an essential factor for employees when choosing a workplace. It is individual in nature, meaning that one employee's satisfaction can differ from another's (Lee & Kim, 2024). Employees who are dissatisfied tend to seek other jobs. Job satisfaction is a general attitude toward work measured by comparing the rewards received to the effort expended. It involves assessments of the work environment, type of work, compensation, and relationships with colleagues. Memon et al. (2023) conceptualize job satisfaction as a positive emotional state arising from the evaluation of one's job. This reflects employees' positive feelings toward their work and impacts absenteeism, turnover rates, and work motivation.

Indicators of job satisfaction include:

Compensation: Fairness and competitiveness of salary, as well as satisfaction with benefits.

Promotion: Opportunities for advancement and a fair promotion process.

Colleagues: Interpersonal relationships and collaboration with coworkers.

The Job Itself: Characteristics and conditions of the job, including work-life balance.

High job satisfaction can reduce the intention to leave. Employees who are satisfied with their pay, promotion opportunities, and working conditions tend to be more loyal. Research shows that job satisfaction negatively impacts turnover intention (Rembang & Wijono, 2023). Thus, the following hypothesis can be formulated:

H5: There is a significant negative effect of job satisfaction on turnover intention.

High work motivation can enhance job satisfaction, which in turn reduces the intention to leave. Research indicates a significant relationship between work motivation and turnover intention through job satisfaction (Wahyudi et al., 2023). Therefore, the hypothesis can be formulated as:

H6: There is a significant effect of work motivation on turnover intention through job satisfaction as a mediator.

A good work environment can increase job satisfaction and reduce turnover intention. Employees who feel comfortable in their physical environment are likely to be more satisfied, while poor conditions may prompt them to seek other jobs. Studies show that a healthy and conducive work environment enhances job satisfaction, thereby decreasing the desire to leave (Andriani et al., 2023b). Wang et al. (2024) in their research on public service employees in Yunnan Province, China, found that job satisfaction successfully mediated the influence of public service motivation on employee turnover intention. Based on this, the hypothesis can be formulated as:

H7: There is a significant effect of the work environment on turnover intention through job satisfaction as a mediator.

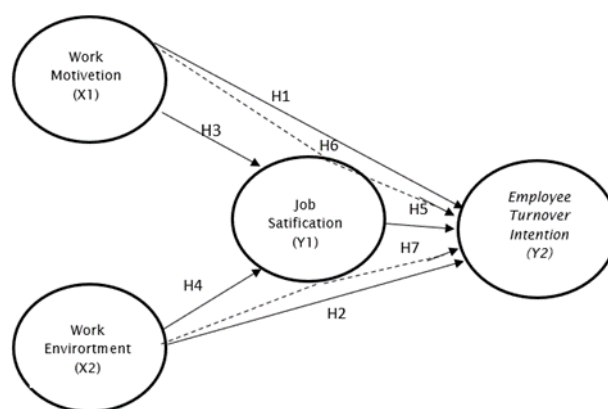


Figure 1. Conceptual Framework.
Source: Researcher's Thoughts, 2024

Method

Population and Sample

This research was conducted using a quantitative approach. The population consists of all cleaning service employees at PT. BKS KC Denpasar in Bali for the year 2023, totaling 212 individuals. The researcher employed a sample determined using Slovin's formula, resulting in a total sample size of 68 respondents with a margin of error of 10%. The decision to use a 10% margin of error was based on practical considerations, as this margin is acceptable in exploratory social research, where the goal is to obtain a general overview of the phenomenon being studied. Furthermore, limitations in time, cost, and accessibility to respondents make a smaller margin of error less realistic, as it would require a larger sample size. Therefore, a 10% margin of error is considered the appropriate choice to maintain a balance between population representativeness and data collection efficiency. The sampling technique utilized is proportionate stratified random sampling, which provides an equal opportunity for each member of the population to be selected. In this method, the population is categorized into strata based on characteristics such as age, city, gender, religion, education, and income (Karlina, 2011). Based on the calculations, questionnaires will be distributed to the 68 respondents selected from various districts in Bali.

Data Analysis Technique

The analysis method employed in this study aims to analyze and interpret data to draw conclusions from the Structural Equation Model (SEM). This approach utilizes Partial Least Squares (PLS) to model the structure and components involved in the analysis. The purpose of using SEM-PLS is to identify key determinant variables or to predict research constructs (Dhanias, 2022). PLS can be used to explain the correlations among variables. The author utilizes SmartPLS for data management and analysis in this research due to the complexity of the model and the limited sample size. SmartPLS employs a bootstrapping

method, which involves random duplication. The bootstrap sampling and random multiplication used in SmartPLS eliminate the need to apply normality assumptions (Ghadi et al., 2012)

Result and Discussion

The characteristics of respondents from the Cleaning Service employees at PT. BKS KC Denpasar in Bali indicates that the majority are male, with 57 individuals (83.8%) compared to 11 females (16.2%). In terms of age, most respondents fall within the 20–40-year range, with 23 individuals (33.8%) aged 20-25, followed by 16 individuals (23.5%) aged 31-35. Regarding education, 60 respondents (88.2%) have a high school diploma (SMA/SMK), while only 4 individuals (5.9%) hold a Diploma or a Bachelor's degree (S1). Concerning work experience, the majority, 35 respondents (51.5%), have worked for 1-5 years, indicating that many are relatively new to this job. Overall, the respondents are predominantly young males with a high school education and relatively short work experience.

In this research, the analysis method employed is Partial Least Squares (PLS) using the SmartPLS 4.0 tool. The PLS analysis is divided into two phases: evaluating the measurement model (outer model) and assessing the structural model (inner model). The evaluation of the measurement model focuses on convergent validity, discriminant validity, and reliability. As stated by Ghadi et al. (2012), a construct is considered valid if it meets the thresholds of a loading factor exceeding 0.70 and an Average Variance Extracted (AVE) greater than 0.50. Additionally, a construct is regarded as reliable if both Cronbach's Alpha and Composite Reliability values are above 0.70. Below are the results of the outer model assessment.

Table 2. Outer Model

Item	Outer Loading	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
X1.1	0,901	0,741	0,950	0,958
X1.2	0,864			
X1.3	0,870			
X1.4	0,865			
X1.5	0,904			
X1.6	0,760			
X1.7	0,848			
X1.8	0,866			
X2.1	0,888	0,753	0,953	0,960
X2.2	0,860			
X2.3	0,859			
X2.4	0,737			
X2.5	0,900			
X2.6	0,904			
X2.7	0,869			
X2.8	0,912			
Y1.1	0,748	0,684	0,933	0,945
Y1.2	0,854			
Y1.3	0,883			
Y1.4	0,879			
Y1.5	0,901			
Y1.6	0,778			
Y1.7	0,750			
Y1.8	0,810			
Y2.1	0,778	0,684	0,934	0,945
Y2.2	0,800			
Y2.3	0,811			
Y2.4	0,847			
Y2.5	0,873			
Y2.6	0,820			
Y2.7	0,823			
Y2.8	0,859			

Source: Smartpls 4.0, 2024

According to Table 2, the outer model demonstrates strong convergent validity, as all item values exceed 0.70 and the Average Variance Extracted (AVE) is greater than 0.50. Additionally, each research construct is considered reliable, with both Cronbach's Alpha and Composite Reliability values surpassing 0.70.

Table 3. Cross-Loading of Construct

	X1	X2	Y1	Y2
X1.1	0,901	0,743	0,833	-0,858
X1.2	0,864	0,745	0,790	-0,794
X1.3	0,870	0,790	0,819	-0,825
X1.4	0,865	0,789	0,771	-0,793
X1.5	0,904	0,832	0,812	-0,830
X1.6	0,760	0,689	0,694	-0,700
X1.7	0,848	0,791	0,826	-0,846
X1.8	0,866	0,836	0,824	-0,826
X2.1	0,761	0,888	0,878	-0,862
X2.2	0,756	0,860	0,865	-0,864
X2.3	0,797	0,859	0,886	-0,848
X2.4	0,740	0,737	0,710	-0,712
X2.5	0,823	0,900	0,824	-0,812
X2.6	0,793	0,904	0,794	-0,806
X2.7	0,772	0,869	0,766	-0,777
X2.8	0,833	0,912	0,809	-0,822
Y1.1	0,716	0,637	0,748	-0,700
Y1.2	0,765	0,789	0,854	-0,827
Y1.3	0,769	0,899	0,883	-0,864
Y1.4	0,781	0,877	0,879	-0,884
Y1.5	0,807	0,870	0,901	-0,864
Y1.6	0,805	0,682	0,778	-0,754
Y1.7	0,724	0,676	0,750	-0,775
Y1.8	0,770	0,780	0,810	-0,825
Y2.1	-0,759	-0,645	-0,721	0,778
Y2.2	-0,837	-0,722	-0,810	0,800
Y2.3	-0,754	-0,707	-0,774	0,811
Y2.4	-0,796	-0,803	-0,829	0,847
Y2.5	-0,865	-0,847	-0,837	0,873
Y2.6	-0,755	-0,782	-0,845	0,820
Y2.7	-0,713	-0,838	-0,823	0,823
Y2.8	-0,747	-0,854	-0,858	0,859

Source: Samartpls 4.0, 2024

To evaluate the discriminant validity of the study, the results from the cross-loading test are examined. Saeed Mohamed et al. (2020) state that a construct is deemed to have discriminant validity when the cross-loading values for each construct from its indicators/variables are higher than those with other constructs. According to Table 3, all research constructs satisfy the discriminant validity criteria, with each construct's cross-loading value exceeding those of the other constructs.

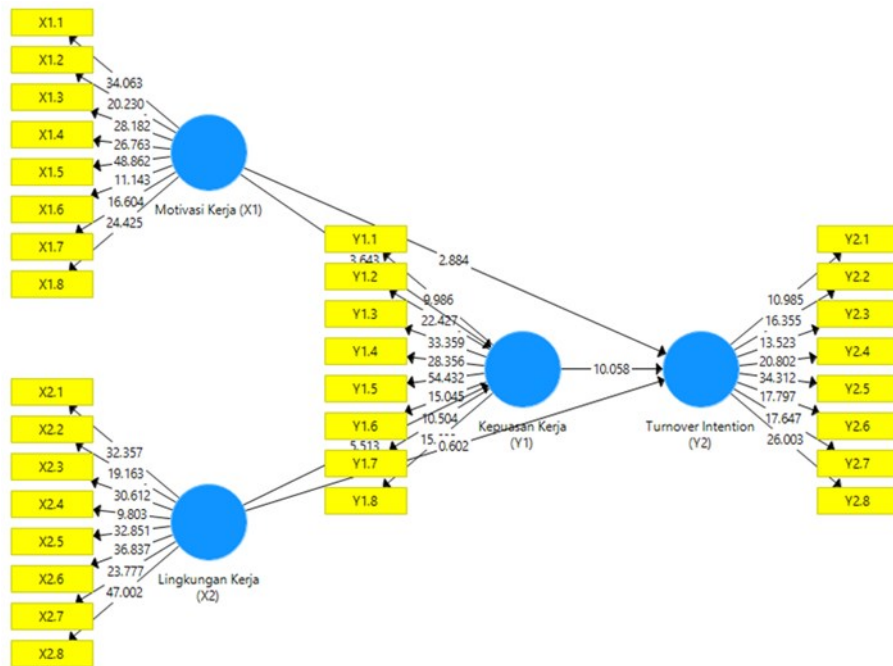


Figure 2. Structural Model

Source: Smartpls 4.0, 2024

The purpose of the structural model is to explore the interactions between variables in a study and to address the research hypotheses. This model involves analyzing R-square, Q-Square, and Path Coefficient.

Table 4. R-Square

Variable	R-Square
Job Satisfaction (Y1)	0,921
Turnover Intention (Y2)	0,975

Source: SmartPLS 4.0, 2024

The R-Square value for job satisfaction is 0.921, indicating that 92.1% of the variation in job satisfaction is influenced by motivation and work environment, while 7.9% is affected by other factors. For turnover intention, the R-Square of 0.975 means that 97.5% of the variation is influenced by motivation, environment, and job satisfaction, with 2.5% from other factors. This result is then calculated using the Q-Square formula to predict the contribution of each variable to the dependent variable.

$$Q^2 = 1 - [(1 - R^2) (1 - R^2)]$$

$$Q^2 = 1 - [(1 - 0,921) (1 - 0,975)]$$

$$Q^2 = 1 - ((0,079) (0,025))$$

$$Q^2 = 1 - 0,00198$$

$$Q^2 = 0,998$$

The Q-Square (Q2) value of 0.998 suggests that 99.8% of the variation in the endogenous construct can be explained by the variation in the exogenous constructs. This means that the exogenous constructs play a major role in influencing the variability of the endogenous construct.

Table 5. Path Analysis

Construct Model	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1 à Y2	-0,205	-0,194	0,071	2,884	0,004
X2 à Y2	-0,041	-0,056	0,068	0,602	0,547
X1 à Y1	0,398	0,394	0,109	3,643	0,000
X2 à Y1	0,585	0,590	0,106	5,513	0,000
Y1 àY2	-0,755	-0,752	0,075	10,058	0,000
X1 à Y1 àY2	-0,301	-0,298	0,092	3,254	0,001
X2 à Y1 àY2	-0,442	-0,442	0,082	5,368	0,000

Source: SmartPLS 4.0, 2024

Based on the hypothesis testing results, it was found that Work Motivation has a t-statistic of 2.884 and an original sample value of -0.205 concerning Turnover Intention. These results indicate that H0 is rejected and H1 is accepted, meaning that work motivation has a negative and significant influence on employees' desire to leave their jobs. The higher the work motivation of employees, the lower their intention to quit, and vice versa. Work motivation is an important factor influencing the desire of cleaning service workers at PT Bringin Karya Sejahtera to leave their jobs. Therefore, the company must enhance programs that can boost work motivation to reduce turnover intention. Management should also evaluate policies that may decrease employee motivation. The indicators of work motivation used, such as achievement, recognition, the work itself, and responsibility, should be more emphasized in program development. This research aligns with the findings of Farooq et al. (2022) in the telecommunications sector, which also showed that work motivation has a negative and significant impact on turnover intention.

Based on the hypothesis testing, the work environment has a t-statistic of 0.602 (less than 1.96) and an original sample value of -0.041. This indicates that H0 is accepted and H2 is rejected, meaning that the work environment does not have a significant influence on turnover intention. Turnover intention is the desire of employees to leave their current jobs and can be influenced by internal factors (such as work motivation and job satisfaction), organizational factors (such as compensation and workplace culture), and external factors (such as job opportunities elsewhere). However, not all of these factors have the same impact, and each organization has a different combination of factors that affect turnover intention. In this case, the stable work environment at PT. Bringin Karya Sejahtera leads to employees' intention to leave being driven more by other aspects such as compensation and career opportunities. These results align with the research conducted by Nindhita et al. (2022), which showed that the work environment does not significantly influence turnover intention. In contrast, Antara et al. (2024) found that the work environment has a negative and significant impact. This research demonstrates that results can vary depending on the objects and subjects being studied, even when using the same indicators.

The hypothesis testing results indicate that Work Motivation has a t-statistic of 3.643 and an original sample value of 0.398 concerning Job Satisfaction. This means that H0 is rejected and H3 is accepted, indicating that work motivation has a positive and significant influence on job satisfaction at PT Bringin Karya Sejahtera. Job satisfaction encompasses all aspects experienced by employees, which can affect their performance. This study emphasizes the need to enhance work motivation through appropriate programs, as higher motivation leads to greater job satisfaction. These findings align with the research by Egenius et al. (2020), which also found that increased work motivation positively impacts employee job satisfaction.

The hypothesis testing results show that the Work Environment has a positive original sample value of 0.585 and a t-statistic of 5.513 regarding Job Satisfaction. This means H0 is

rejected and H4 is accepted, indicating that the work environment significantly influences job satisfaction. A comfortable work environment leads to higher job satisfaction, while an uncomfortable one results in lower satisfaction. Besides work motivation, the work environment, both physical and non-physical, affects employee job satisfaction and should be optimized for a conducive atmosphere. These findings align with those of Farooq et al. (2022), who confirmed that a positive work environment enhances job satisfaction.

The hypothesis testing results indicate that job satisfaction has a t-statistic of 10.058 and a negative sample value of -0.755 regarding turnover intention. This means H0 is rejected and H5 is accepted, indicating that job satisfaction negatively and significantly affects turnover intention. The lower the job satisfaction of employees at PT Bringin Karya Sejahtera, the higher their desire to leave. Job satisfaction is measured through indicators such as salary, promotion, coworkers, and job type. PT Bringin Karya Sejahtera needs to enhance compensation and promotion programs to reduce turnover intention. These findings are consistent with research by Rembang & Wijono (2023), which indicates that dissatisfied employees tend to seek other job opportunities.

The results of the hypothesis testing indicate that work motivation significantly affects turnover intention through job satisfaction, with a t-statistic of 3.254. This means H0 is rejected and H6 is accepted. High work motivation and good job satisfaction will reduce employees' desire to leave. The management of PT Bringin Karya Sejahtera needs to enhance work motivation with a focus on job satisfaction. These findings are consistent with the research by Wahyudi et al. (2023), which emphasizes the need for efforts such as job understanding, appreciation, fair compensation, promotion, improvement of work systems, and providing entertainment to lower turnover intention.

The results of the hypothesis testing indicate that the work environment affects turnover intention through job satisfaction, with a t-statistic of 5.368. This means H0 is rejected and H7 is accepted. Low job satisfaction resulting from a poor work environment will increase employees' desire to leave. Although there is no significant direct effect, an uncomfortable environment will still drive employees to exit. These findings align with the research by Andriani et al. (2023), which states that a positive work environment enhances job satisfaction, thereby reducing turnover intention.

Conclusion

Work motivation has a negative and significant impact on turnover intention. This means that the higher the work motivation of employees, the lower their desire to change jobs or leave their positions. In other words, motivated employees tend to be more loyal to the company. The work environment does not have a direct influence on turnover intention. This means that although the work environment is important, it does not directly affect employees' decisions to quit. Employees may choose to stay even if the work environment is less than ideal.

Work motivation has a positive and significant effect on job satisfaction. This indicates that when employees feel motivated, they are likely to feel more satisfied with their jobs. High motivation enhances employees' perception of their roles. The work environment has a positive and significant influence on job satisfaction. If the work environment is comfortable and supportive, employee job satisfaction will increase. Employees who feel comfortable at work are more likely to feel satisfied.

Job satisfaction has a negative and significant impact on turnover intention. The higher the job satisfaction experienced by employees, the lower their desire to leave. Satisfied employees tend to want to remain with the company.

Through the mediation of job satisfaction, employee work motivation has an indirect effect on turnover intention. This means that high motivation will increase job satisfaction, which in turn reduces the desire to quit. Therefore, enhancing work motivation will also

positively impact employee retention. The work environment has an indirect effect on turnover intention through job satisfaction as a mediating variable. A good work environment can improve job satisfaction, which will reduce employees' desire to leave the company. In other words, creating a comfortable work environment will lead to greater employee satisfaction and a lower intention to quit.

Based on the research results, the management of PT Bringin Karya Sejahtera needs to improve programs that encourage employee work motivation, such as awards, opportunities for achievement, and the development of responsibilities. Furthermore, the company must create a comfortable work environment, both physically and non-physically, to increase job satisfaction. Ultimately, increased motivation and job satisfaction will reduce turnover intention, allowing the company to maintain workforce stability.

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