

Determinant Of Turnover Intention Of Employees With Work Environment As The Intervening Variable

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ABSTRACT

An organization's incapacity to keep workers may contribute to high level of turnover intention, which will be detrimental to the business. Good employees who are not given the opportunity to progress in the company cause employees to resign from their jobs. This study aims to analyze and examine the influence of transformational leadership, career development and job satisfaction on turnover intention with work environment as an intervening variable at Sinar Bahagia, East Lombok. Regression analysis and quantitative methods are used in this research. The data was collected using questionnaires distributed to all employees Sinar Bahagia. The sampling method used is census sampling technique with a total population of 55 employees. The data analysis with Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results of this study indicate that the transformational leadership, career development and job satisfaction have a significant effect on turnover intention, while work environment not have a significant effect on turnover intention at Sinar Bahagia. The work environment is proven to be able mediate the influence of transformational leadership and job satisfaction on turnover intention. While, work environment is unable to mediate the influence of career development on turnover intention at Sinar Bahagia. The findings of this study can be reference uses as reference for future researchers who will study similar problems.

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1. Introduction

Every business seeks to identify the most effective development strategy for long-term steady growth. The primary determinant of whether company's goals will be met with the predetermined targets is its employees (Fitriyani, 2018). Companies with highly engaged and loyal employees are likely to experience the smooth running of their business and vice versa. In the age of globalization, concerns about human resources continue to be important and the center of attention for businesses (Sabil et al., 2024). The existence of employees has a major impact on the company's growth. The rapid turnover of employees will cause financial losses, as well as moral problems in employees who are still working (Rahayu et al., 2021). Employee intention to leave is a severe problem for all companies, specifically for companies whose business is in the field of retail. Businesses need to be more inventive in how they use their resources, particularly when it comes to human resources, which are essential for managers to accomplish organizational objectives. Therefore, it is essential to investigate the management control issue facing the company (Safitri et al., 2022).



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When compared to other organizational assets, human resources have the highest value and are the organization's main driver. Purba et al (2023) revealed that 21% of millennials had changed jobs within the past year. The low engagement in their jobs is one of the causes. Merely 3 out of 10 millennials have an emotional and behavioral connection to their jobs and organizations, as only 29% of them are engaged at work. The current challenge for leaders is twofold: they need to know how to draw in millennial employees who wish to leave their current company and how to keep the millennial employees they already have. The large number of millennial employees candidates who are busy resigning after passing recruitment and placement is a recent phenomenon that has gone viral on social media (<https://economy.okezone.com/>) Employee turnover will increase if there is a higher intention among employees to leave. The subjective likelihood that someone will switch jobs within a specific time frame is known as turnover intention (Apriani et al., 2023).

Sinar Bahagia is a private company in the field of retail located in East Lombok. The management of Sinar Bahagia has empowered human resources by implementing processes for recruitment, selection, and also placement in addition to coaching to maximize employee utilization and provide job satisfaction for employees in order to predict the intention of turnover. According to Nasution (2017), the standard turnover intention rate falls into the very high category when it exceeds 10% annually. Every company suffers when a high employee turnover rate since it will undoubtedly negatively impact company performance. The decline in organizational performance is negatively impacted by the high percentage of employee turnover. More funding is required by businesses in order to hire replacement workers and provide them with training. It takes time for new hires to become productive and acclimate to the workplace.

There are several things that can cause turnover intention in the company, including transformational leadership. One of the most crucial components of any organization is its leadership, which frequently has a major impact on how successful the organization (Wijaya et al., 2018). Transformational leadership, which emphasizes the mutual advancement and promotion of superiors and subordinates, effectively strengthens the sense of ownership of the new generation of knowledgeable workers who are innovative and enterprising (Paijan, 2022). Understanding each subordinate's degree of performance and work engagement will help the leader determine the most effective way to lead them. In exchange for the new generation of employees low level intentions of leaving, transformational leaders are skilled at using psychological authorization to satisfy their high level needs. The complex of empowering individual inner experiences, such as self-efficacy, self-determination, job meaning, and job impact, is referred to as psychological authorization (Shao et al., 2022).

Apart from transformational leadership, another factor that influences of turnover intention, namely career development. The company must meet the needs of its employees in order to keep potential employees from leaving when an employees career development is smooth and results in the achievement of his career goals within the company. This will motivate employees and make them not even want to leave (Kosali, 2023). According to (Mulyadi et al., 2018), career development is the execution of an individual career plan with the goal of experiencing improvement. It can prevent employees from leaving the company by providing career development. Inversely, if one's career development is at a high level, turnover intention will be lower, if it is at a low level, turnover intention will rise. According to Kurniawan et al. (2017), employees who receive better career development from the company, it will make employees stay working at the company or will not make job transfer. The interview results also revealed that employees were thinking leaving retail companies because they had received better job offers, there were placements that did not match their skills or competencies, the workload was excessive, the work environment and atmosphere was inappropriate, there is unfair treatment, and there is a lack of guidance and coaching from the leadership. Employees who ultimately find it difficult to handle such challenging working conditions typically wish to change jobs.

Intention to leave a job can also be influenced by other factors, such as job satisfaction. Another element that promotes an employees attachment to his work and the company is job satisfaction. Happiness at work is a sign of job satisfaction, while unhappiness at work is a sign of discontent. Employee engagement is influenced by job satisfaction (Andriany, 2019). Job satisfaction generally reflects an employees contentment with conditions pertaining to the execution of work and is influenced by feelings toward the workplace (Rosdiana et al., 2022). When work is completed differently than what is required of them by the company, employee dissatisfaction may arise, which

could be harmful to the business in question. Consequently, it is imperative to consistently take into account the job satisfaction of employees in order to have a positive impact on the company and achieve company goals (Damayanti et al., 2018). Five employees were conducted in-person interviews, and the findings indicated that the employees dissatisfaction stemmed from their perceptions of the company's low pay, repetitive work, and lack of clear advancement opportunities for retail staff. This discontent then has an impact on the employees dedication to keep putting in their best work.

The employees work environment is another factor that may have an impact on their turnover intention. The surrounding environment is the perception of organizational members in anticipating the influence of environmental factors on the organization (Priyono, 2001 in Rinawati & Santoso, 2017). Work environment as a factor that affected employee performance and productivity must be optimized to provide a proper work environment. According to (Vania, 2019), conducive working environment affects the turnover intention. This means, company that creates a conducive working environment can prevent the intention to leave that comes out from employees side. It is interesting to bring work environment to this research because there are cases where employee who has intention to leave caused by the work environment on its company. A physical and non-physical working environment can affect some aspects, including employee turnover intention. If the work environment gives an uncomfortable impression, employees will feel lazy to work (Santoso & Wulandari, 2022). The better work environment, individual employee will reject turnover intention (Shameem & Rengamani, 2018).

The aim of this study is to find out the relationship between transformational leadership, career development, and job satisfaction on turnover intention with work environment as an intervening variable. This study are useful for company management to continue to keep their employees who are also assets to keep dedicated to the company and reduce the number of turnover for the company.

Turnover Intention

Turnover intention is the degree of desire, influenced by various factors, to leave the company in order to obtain a better job. According to (Rukhviyanti & Susanti, 2020), employees are aware of their intention to look for alternative employment in different companies. That is to say, employees who voluntarily consider leaving the company are said to have turnover intentions. While employee turnover ultimately results in the company losing a number of employees over a given period of time, turnover intentions themselves relate to the outcomes of individual assessments regarding the company's continued relationship that haven't materialized into actual actions of leaving the company (Nasir et al., 2022). Eliminating employee turnover intentions is the first step in controlling and reducing employee turnover. Employee churn can negatively impact an organization's performance and result in high replacement costs. A company's loss of institutional knowledge as well as its human capital is referred to as employee turnover. Stated differently, upon leaving the organization, an employee also loses the intangible knowledge they have acquired from it. Companies have to spend a lot of money on things like hiring and training new employees in order to find comparable staff. Today's businesses find it difficult to deal with fluctuations because they can't always predict them in advance. Employee retention can be ensured by early turnover, which is a prudent precaution (Cahyana & Prahara, 2020).

Transformational Leadership

Leadership plays an important role because a leader is someone who will move and direct the organization in achieving goals (Muawanah et al, 2022). Sutrisno et al., (2020) define transformational leadership as the ability of leaders to inspire followers to put the needs of the group ahead of their own, to raise and broaden their own interests, and to become aware of and accept the goals and missions of the organization. Transformational leaders are aware of their followers needs, whether they are for self-improvement, innovative problem-solving, inspiration, or igniting sense of urgency in their followers to go above and beyond in order to accomplish team objectives. Through the process of transformational leadership, leaders and followers can push each other to greater moral and motivational heights (Abelha et al., 2018). Through interactions between leaders and followers, transformational leadership aims to modify members behavior and encourage more driven and enthusiastic work habits. A leader that practices transformational leadership motivates followers to set aside their own interests in order to work together to accomplish organizational goals. When a

leader practices transformational leadership, their followers are inspired to go above and beyond what they would normally do because they feel loyal, trusted, and respected (Djuraidi & Laily, 2020).

Career Development

A company's employees needs and individual career needs are balanced through the planned and regulated system of career development. Meanwhile, (Sulistien et al., 2022) stated that cooperation is required for career development from both the employer and the employee. An employee's endeavor to attain a specific career position is known as career development. Career development is the pursuit of personal growth in order to realize one's own career goals (Primadini & Karneli, 2023). Career development is the pursuit of personal growth in order to realize one's own career goals. Career development is the process of carefully evaluating an employee to help them understand their abilities, interests, motivation, knowledge, and other traits that help them comprehend information about opportunities and decision within the organization. Career development encompasses a range of initiatives aimed at preparing workers for the next step in their intended career path, such as the company's efforts to give workers more opportunity to produce better work (Anjani et al., 2023). These endeavors encompass behavior modification, education, enrichment of experience, skill enhancement, and work modification strategies that offer value to help an individual perform better at work. Employee career development, as stated above, is the process of formally planning, organizing, and balancing the needs of each individual employee with the needs of the company's dependable workforce, both now and in the future.

Job Satisfaction

The difference between the amount of awards employees receive and what they feel they should receive indicates their overall attitude toward their work, or job satisfaction. In an organization, job satisfaction plays a significant role in how employees behave and take responsibility for their work (Andriany, 2019). A worker's evaluation, sentiment, and attitude toward his or her work, as well as their relationship to the work environment, nature of the work, compensation, relationships with coworkers, social interactions at work, and other factors, are all factors in job satisfaction. Differences in social status within society have an impact on job satisfaction. On the other hand, in terms of geography, one could argue that job satisfaction is an emotional response to one's work that arises from contrasting one's actual performance with the intended outcomes. Put differently, an employee's emotional assessment of how satisfied they are with their work, whether positive or negative, is what we refer to as job satisfaction (Majid et al., 2021). Employees with a high sense of job satisfaction typically act positively and constructively toward their work and the organization, whereas those with a low sense of job satisfaction typically feel negatively about their jobs. Employee job satisfaction is frequently thought to be a significant factor in determining employee turnover. Dissatisfaction-related perceptions create a negative emotional environment that can hinder employees' ability to perform at their best, which in turn affects their attempts to quit the company (Bachri & Solekah, 2021).

Work Environment

Work environment defined as everything around the employee which has impact on the performance of their work. Meanwhile, according to (Aisyaturrido et al., 2021) the work environment is called all facilities and tools that exist in the environment around a person's workplace as well as work rules for group and individuals. Then the work environment must be a concern for management because it has a direct impact on employees as production executors. Meanwhile, according to (Shammout, 2021), a factor that influenced an turnover intention is the work environment. An optimal work environment will create the best work result by an employee. However, when the work environment is not optimal, employees will become lazy and not carry out their work optimally. A conducive work environment is characterized by competitive salaries, good relation between employees and superiors, guaranteed fairness and welfare, reasonable workload and targets (Apsari & Syarif, 2022). The work environment is said to be conducive when employees are able to work optimally, comfortably and safely. Therefore, good work environment will determine the performance results achieved by a person. The work environment can be said to be quality when company is able to design the layout of workspace based on health and safety standards.

2. Method

This research is a causally associative with quantitative approach. Research that seeks to examine the connection between two variables is known as causal associative research. This study also applies literature studies through citing relevant articles, journals, and books as theoretical basis. So that a representative sample of the entire population could be obtained, the sampling method employed the saturated sampling technique. For the purposes of this study, the population consisted of 55 workers at Sinar Bahagia Pancor in East Lombok, West Nusa Tenggara Province. A questionnaire is distributed to each employee as part of the data collection process. The Likert scale was employed as the measurement tool in this study, and each respondent's response was assessed on a 4-level scale.

The data analysis techniques use Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS version 3.29. Convergent, discriminant, and AVE validity tests, as well as composite reliability and Cronbach alpha reliability tests, are included in the instrument test. Structural Equation Modeling (SEM), which can directly analyze latent variables, indicator variables, and measurement errors, is the method used in data analysis. PLS is applicable to all data scales and can be used with small samples. The PLS evaluation model is utilized in two stages: the measurement model, which is the outer model, and the structural model, which is the inner model. In order to determine whether exogenous variables have a significant impact on endogenous variables, the test criteria are applied when the t-statistic value \geq t-table (1.96) and the probability value \leq alpha (0.05) (Solimun, 2017).

3. Results and Discussion

Each dependent variable's results from data processing are explained by statistics. The following are the outcomes of multiple analyses.

3.1. Analysis Outer Model (Measurement Model)

1) Convergent validity, AVE and Composite Reliability

The correlation between the variables is used to evaluate convergent validity. A construct is considered large if its size is greater than 0.70 and there is a correlation between its scores and item scores. However, obtaining a value of 0.50 to 0.60 is thought to be sufficient for early stage research applications. An indicator's AVE value should be greater than 0.5 in order to determine whether it has a higher correlation value than other indicators. In the meantime, a composite reliability analysis was done to find out how reliable and accurate the instrument was at measuring a particular construct. If the composite reliability value is greater than 0.70, it is rated reliable.

Table 1. Outer Loading, Cronbach's Alpha, Composite Reliability and Average Variance Extracted.

Variable	Item Measurement	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Transformational Leadership (X₁)	TL.1	0,939				Reliable
	TL.2	0,922	0,932	0,948	0,821	Reliable
	TL.3	0,879				Reliable
	TL.4	0,884				Reliable
Career Development (X₂)	CD.1	0,902				Reliable
	CD.2	0,952	0,930	0,934	0,828	Reliable
	CD.3	0,954				Reliable
	CD.4	0,825				Reliable
Job Satisfaction (X₃)	JS.1	0,930				Reliable
	JS.2	0,953	0,938	0,982	0,841	Reliable
	JS.3	0,841				Reliable
	JS.4	0,941				Reliable
Work Environment (Z)	WE.1	0,917				Reliable
	WE.2	0,973	0,975	0,981	0,929	Reliable
	WE.3	0,986				Reliable
Turnover Intention (Y)	WE.4	0,979				Reliable
	TI.1	0,913				Reliable
	TI.2	0,957	0,939	0,951	0,844	Reliable
	TI.3	0,893				Reliable
	TI.4	0,911				Reliable

^a Source: Processed data, 2024

The aforementioned table shows that each indicator's outer loading value is more than 0.70, indicating the indicator's reliability in measuring turnover intention. The composite reliability value, which is greater than 0.70, and Cronbach's alpha value both indicate the degree of reliability. It concluded that all variable is reliable and each indicator has different construct reliability. Furthermore, since all of the AVE values show > 0.5 , the degree of convergence is evident, indicating that each of these indicators satisfies the criteria for strong convergence.

2) Discriminant Validity

In order to apply discriminant validity, one must compare the loading value of the intended construct which must have a higher value with another construct.

Table 2. Discriminant Validity-Fornell Larcker

	TI	TL	CD	JS	WE	Conclusion
TI						Valid
TL	0,856					Valid
CD	0,782	0,840				Valid
JS	0,791	0,815	0,877			Valid
WE	0,795	0,802	0,805	0,809		Valid

^b. Source: Data Processing on SmartPLS, 2024

According to the above table, the AVE values of job satisfaction, work environment, transformational leadership, career development, and turnover intention all result in greater than 0.5 and pass the discriminant validity test, which requires that the AVE square root value be greater than the correlation between the latent constructs. The above variables are then deemed to be valid. In summary, the research data model satisfies the good criteria and can be pursued based on the results of the discriminant validity test (Fornell-Lacker Criterion).

3.2. Analysis Model Structural (Inner Model)

1) R-Square

It is an analysis meant to demonstrate the degree to which the independent variable affects the dependent variable. R-square, a measure of the degree to which an independent variable can influence dependent variables, has three categories: weak, moderate, and strong. Relative to other R-square values, 0.25 is considered weak, 0.50 is considered moderate, and 0.75 is considered strong.

Table 3. R-Square

	R-Square (R ²)	R-Square Adjusted	Conclusion
Turnover Intention (Y)	0,644	0,632	Valid
Work Environment (Z)	0,573	0,567	Valid

^c. Source: Data Processing on SmartPLS, 2024

According to the R-square results, the impact of Transformational Leadership (X1), Career Development (X2), Job Satisfaction (X3), and Work Environment ((Z), on Turnover Intention (Y) has a value of 0,644 or 64,4%, where this value is included in the moderate category. While 35,6% can be influenced by other variable not examined.

The R-square value for Work Environment (Z) was 0,573, which means that 57,3% of the Work Environment was influenced by Transformational Leadership (X1), Career Development (X2) and Job Satisfaction (X3). While the remaining 40,4% was influenced by other variables outside of this study.

2) Path Coefficients

The process of bootstrapping was employed in order to ascertain the correlation between the variables. When both the probability value and the t-statistic value are less than or equal to alpha (0.05) and t-table (1.96), the test criteria are met. Exogenous variables are said to have a major impact on endogenous variables

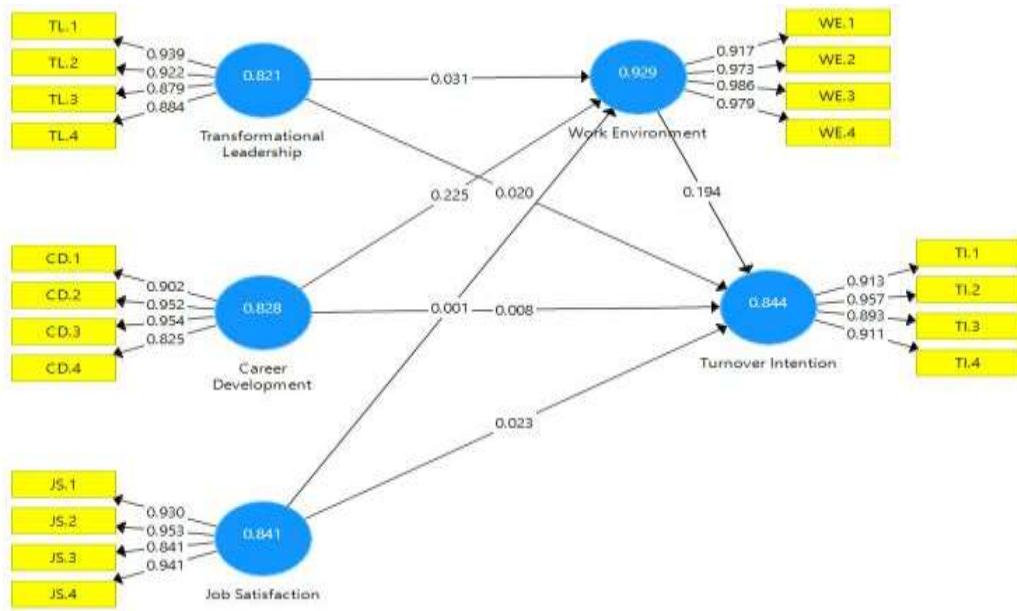


Fig. 1. Bootstrapping Results

d. Source: Data Processing on SmartPLS, 2024

Table 4. Hypothesis Test Results

	Original Sample (O)	Sample Mean(M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X₁) → Turnover Intention (Y)	0,512	0,520	0,086	6,701	0,020
Career Development (X₂) → Turnover Intention (Y)	0,156	0,175	0,103	2,703	0,008
Job Satisfaction (X₃) → Turnover Intention (Y)	0,407	0,415	0,126	2,278	0,023
Work Environment (Z) → Turnover Intention (Y)	0,146	0,142	0,202	1,225	0,194
Transformational Leadership (X₁) → Work Environment (Z) → Turnover Intention (Y)	0,156	0,175	0,101	2,903	0,031
Career Development (X₂) → Work Environment (Z) → Turnover Intention (Y)	0,206	0,185	0,267	1,606	0,225
Job Satisfaction (X₃) → Work Environment (Z) → Turnover Intention (Y)	0,336	0,348	0,158	2,177	0,001

e. Source: Data Processing on SmartPLS, 2024

The above table displays the test results. The first hypothesis, with a t-statistic of 6,701 and a p-value of $0,020 < 0,05$, suggests that Transformational Leadership significantly affects Turnover Intention. The second hypothesis uses t-statistics (2,703) and a p-value ($0,008 < 0,05$) to show that Career Development has a significant impact on Turnover Intention. The third hypothesis shows that, with t-statistics (2,278) and a p-value ($0,023 < 0,05$), job satisfaction has a significant impact on turnover intention. The fourth hypothesis shows that, with t-statistics (1,225) and a p-value ($0,194 > 0,05$), Work Environment did not significantly affect Turnover Intention. With t-statistics (2,903) and a p-value ($0,031 < 0,05$), the fifth hypothesis shows that the work environment can mediate the impact of transformational leadership on turnover intention. With t-statistics (1,606) and a p-value of ($0,225 > 0,05$), the results of the sixth hypothesis test demonstrate that the Work Environment is unable to mediate the effect of career development on Turnover Intention. Conversely, the results of the seventh hypothesis test demonstrate that the work environment has a t-statistic of 2,177 and a p-

value of 0,001 less than 0.05, indicating that it can mediate the effect of job satisfaction on turnover intention.

Discussion

The Effect of Transformational Leadership on Turnover Intention

Based on the results of data analysis, transformational leadership have significant effect on turnover intention with t-statistics (6,701) and p-value ($0,020 < 0,05$) in Sinar Bahagia. It means that the better of transformational leadership, the lower of turnover intention. The transformational leadership style applied at Sinar Bahagia causes employees to feel comfortable at work. This feeling of comfort causes employees to feel at home at work, reducing the turnover rate. If the employees are at ease with their leader, they are likely to stay on the payroll. Competent resources that are not managed by good leaders will not achieve the planned goals (Afifah & Santoso, 2020). Workers require comfort at work, from their supervisors and colleagues as well as from the workplace itself. The transformational leadership style used in the workplace is one of the main elements that contributes to employees' feeling comfortable. A leader who practices transformational leadership will make an effort to conduct in a way that will make him an excellent role model and example for his subordinates, inspire and motivate them for the future, give them intellectual stimulation and consideration for their own growth, and be aware of their unique needs and personal development. This is in line with the research results of (Sutrisno et al., 2020; Yani & Putri, 2017), which prove that transformational leadership has significant influence on turnover intention.

The Effect of Career Development on Turnover Intention

Based on the results of data analysis, Career Development have significant effect on Turnover Intention with t-statistics (2,703) and p-value ($0,008 < 0,05$) in Sinar Bahagia. This implies that employees are less likely to plan to leave the company if it offers better career development opportunities. In other words, each worker at a company has a variety of experiences and aspires to a better career. Employees won't consider leaving the company if the employer values their career advancement. Employee turnover will be decreased if they receive career development in the form of fair career treatment, promotion opportunities, good training, and concern for their immediate superiors. The research findings of (Anjani et al., 2023; Darmawan et al., 2022), are corroborated by the findings of this study, which prove that career development has significant effect on turnover intention.

The Effect of Job Satisfaction on Turnover Intention

Considering the outcomes of the data analysis, Job Satisfaction have significant effect on Turnover Intention with t-statistics (2,278) and p-value ($0,023 < 0,05$) in Sinar Bahagia. It 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. 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 Sinar Bahagia 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 (Anjani et al., 2023; Rakhmitania, 2022) which states that job satisfaction has significant impact on turnover intention.

The Effect of Work Environment on Turnover Intention

The data analysis revealed that the Work Environment did not have a significant influence on Turnover Intention with t-statistics (1,225) and p-value ($0,194 > 0,05$) in Sinar Bahagia. Employees require a secure, comfortable, and well-equipped work environment in addition to sufficient amenities. Good working conditions will make employees happy, but inadequate workspaces and unfavorable working relationships will make it difficult for employees to stay on the job and may

even make them want to quit. Nonetheless, this shouldn't be an excuse for businesses to ignore their workplace. In order to make employees feel valued, a company must demonstrate that it cares about their comfort and safety through providing a good work environment. The work environment can affect employee performance (Yunianti et al, 2019). In order for an organization and its staff to develop a strong bond, management must be able to foster employee creativity, foster effective lines of communication regarding the company's objectives and plans, and recognize and celebrate each other's successes. Management needs to focus more on providing employees with the tools they need to perform their jobs well and uphold workplace standards in order to foster a positive work environment. The study's findings are consistent with earlier investigations (Indrayanto et al., 2018; Meriandayani & Subudi, 2019) which states that the work environment has no effect on turnover intention.

The Effect of Work Environment Mediate Transformational Leadership on Turnover Intention

The outcomes of this study found that the Work Environment is proven to be able to mediate the effect of Transformational Leadership on Turnover Intention with t-statistics (2,903) and p-value ($0,031 < 0,05$) in Sinar Bahagia. Work environment can enhance organizational performance. Because they contribute to a competitive advantage, leaders are essential and intimately associated with the workplace. A business needs to have a proactive, trusting, and adaptable culture. Since transformational leadership is crucial to understanding how one adjusts to the organizational context in the retail sector in East Lombok, it is anticipated that it will foster a positive work environment. Because in principle in practice, workplace values must be transformed into organizational values with a ranking system. This implies that the intention to leave will decline the more positive the work environment. As a result, there is a strong positive correlation between turnover intention and the work environment. The study's findings are consistent with earlier investigations (Ferawati, 2017; Mayasari & Erlina, 2021), work environment is proven to be able mediate the effect of transformational leadership on turnover intention.

The Effect of Work Environment Mediate Career Development on Turnover Intention

The outcomes of this study found that the Work Environment unable to mediate the effect of career development on Turnover Intention with t-statistics (1,606) and p-value ($0,225 > 0,05$) in Sinar Bahagia. This suggests that a more effective career development program offered to staff members based on their desire to advance could lower the level of intention to leave; however, the relationship between career development and intention to leave will be weakened if a mediator for the work environment is included. With a good working environment, employees will feel comfortable working in the company or organization (Souisa et al., (2023). This implies that while a company's career development program will help its employees feel more satisfied with their jobs, a low-quality work environment will still make them want to leave for better opportunities elsewhere. The study's findings are consistent with earlier investigations (Arta, 2022; Artha & Jahja, 2023), work environment unable to mediate the effect of career development on turnover intention.

The Effect of Work Environment Mediate Job Satisfaction on Turnover Intention

Based on the results of data analysis, Work Environment is proven to be able mediate the effect of Job Satisfaction on Turnover Intention with t-statistics (2,177) and p-value ($0,001 < 0,05$) in Sinar Bahagia. The intention to leave a job can be decreased when personal values and the workplace are in harmony. This can lead to feelings of engagement and positive identity. Apart from that, job satisfaction can be raised by an environment at work that supports and recognizes employee accomplishments. Workers who experience a sense of value in their workplace are more likely to be content and are also less likely to quit. Thus, managers who are concerned about job satisfaction can devise plans to boost staff retention and foster a happy workplace.

Congruence between individual values and work environment can create feelings of involvement and positive identity, reducing turnover intention. Apart from that, a work environment that provides support and recognition for employee achievements can increase job satisfaction. Employees who feel valued in work environment are more likely to feel satisfied and less likely to leave their jobs. Therefore, management that cares about job satisfaction can develop strategies to increase employee retention and create a positive work environment. The study's findings support earlier research

(Permata & Irfani, 2020; Prayogi et al., 2019), work environment is proven to be able mediate the effect of job satisfaction on turnover intention.

4. Conclusion

Based on the formulation of the problem as well as data analysis and discussion, the results of this study indicate that the transformational leadership, career development and job satisfaction has significant effect on turnover intention, while work environment not has a significant effect on turnover intention at Sinar Bahagia. The work environment is proven to be able mediate the effect of transformational leadership and job satisfaction on turnover intention. While, work environment is unable to mediate the influence of career development on turnover intention at Sinar Bahagia. The findings of this study can be reference uses as reference for future researchers who will study similar problems.

Recommendation for the Sinar Bahagia management is to pay more attention to transformational leadership, career development and job satisfaction. Leaders should share knowledge with their subordinates, by sharing work experience and knowledge they have at work. So that subordinates can know more about the job.

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