

**THE ROLE OF JOB SATISFACTION IN MEDIATING THE IMPACT OF  
WORK ENGAGEMENT AND WORK ENVIRONMENT ON TURNOVER  
INTENTION AT BPR DHANA LESTARI MALANG**

**<sup>1</sup>Saiful Abidin, <sup>2</sup>Meinartipuspaningtyas, <sup>3</sup>Rina Kustini**

**<sup>1</sup>Akademi Komunitas Teknologi Syarifuddin  
<sup>2,3</sup>STIE Jaya Negara Tamansiswa Malang**

**ABSTRACT**

The purpose of this study is to analyze the influence of Work Engagement and Work Environment on turnover intention through Job Satisfaction of BPR Dhana Lestari Malang employees.

This study uses a cross-sectional method, a research design that aims to collect data from a specific sample at one point in time. The population in this study amounted to 100 respondents consisting of 90 employees at BPR Dhana Lestari Malang and 10 employees who have resigned. The sampling technique using purposive sampling obtained a sample of 75 respondents consisting of 65 employees of BPR Dhana Lestari Malang and 10 employees who have resigned. The data used in this study were analyzed using the Partial Least Square (PLS) approach with the help of the smart PLS 3.0 analysis tool.

This study concludes that at BPR Dhana Lestari Malang, Job Engagement has a negative influence on turnover intention and a positive influence on Job Satisfaction. The Work Environment also has a positive influence on Job Satisfaction and a negative influence on turnover intention. Job Satisfaction acts as an intervening variable, both in the relationship between Job Engagement and Work Environment with turnover intention, indicating that increased engagement and a good work environment increase job satisfaction, which has an impact on reducing the intention to leave the company.

**Keywords :**Work Engagement, Work Environment, Turnover Intention, and Job Satisfaction

**INTRODUCTION**

Business competition is currently intensifying, therefore, business actors are required to innovate or make changes that can help their existence in accordance with increasingly advanced technological developments. These innovations and changes will influence a person's mindset, behavior, and how they deal with emerging problems. Human resources play a crucial role in facing these changes. Superior and qualified human resources must always be managed and emphasized by companies to achieve expected performance. Considering the existence of these human resources or employees, company management must be able to manage employees effectively and efficiently and be able to support the achievement of organizational goals, which includes improving performance.(Ritmaningsih, 2023)

Performance is the result achieved by employees in their work according to certain criteria. Employee performance will be high if supported by employee job satisfaction. Every company is required to be able to improve the work capabilities of its employees. This improvement is impossible to achieve if employee job satisfaction is not met. Creating employee job satisfaction is not easy, because each employee has

different conditions, expectations, and desires. The existence of work that provides mental challenges, meaning whether the employee's current work is challenging or not, is included in meeting the targets set by the company.(Nabilah, 2022)

The achievement of the target of BPR Dhana Lestari Malang Surabaya branch employees in collecting customers from 2021-2022 is taken from the BPR Dhana Lestari Malang Office Data archive. Based on the data obtained, it is known that the management targets its employees to get 6,000 customers each year, but employees were only able to obtain the target of 5,500 people in 2021, 4,500 people in 2019, 4,300 people in 2020, 4,000 people in 2021 and decreased again in 2022 by 3,800 customers. There was a decline in employee performance in finding customers, there was a significant decline from 2021-2022.

The decline in work productivity experienced at BPR Dhana Lestari Malang was accompanied by an increase in employee turnover due to the pandemic and the beginning of the new normal era, which resulted in quite high direct and indirect costs for the company. In 2022, the number of employees resigned was 1,228, with a current total of 2,360 employees from 165 branch offices. This also affected turnover at BPR Dhana Lestari Malang branches, one of which was the Surabaya Branch. Employee turnover data for BPR Dhana Lestari Malang's Surabaya Branch fluctuated from 2020 to 2023. The highest employee turnover rate was in 2020 and increased in 2023 by 5.33% compared to 4.37% in 2022. The average employee at BPR Dhana Lestari Malang's Surabaya Branch who resigned was Generation Z. Previous research shows that the younger the generation, the more likely they are to experience difficulty experiencing job satisfaction, even though job satisfaction is a predictor of employee turnover intentions. Specifically, Twenge (2010) and Wilson et al. (2008) showed that job satisfaction among baby boomers (born 1943-1960) was higher than among Generation X (born 1961-1979) and Generation Y (1980-1994). The level of job satisfaction among Generation X was also higher than among Generation Y (born 1980-1994). Sidorcuka and Chesnovicka (2020) found that 42% of Gen Z employees in Latvia only intended to stay at the company for a maximum of one year. The issue of Gen Z having the intention to move also occurred at BPR Dhana Lestari Malang, Surabaya Branch.

Upon closer inspection, the number of employees resigning is far greater than the number of employees who have completed their work (retirement). This certainly requires serious attention from companies, especially in terms of preventing increased employee turnover. If not addressed promptly, employee turnover will continue to rise. One key indicator that can predict actual employee turnover behavior is turnover intention.

The problem of turnover intention at BPR Dhana Lestari Malang can be seen from the results of a survey of employees who have resigned, which shows that the work environment or Work Environment and Work Engagement or low work engagement are factors that have a high mean value, in employee departure. A less conducive work environment, such as inharmonious relationships between employees, inadequate work facilities, and a work culture that does not support comfortable work. On the other hand, low work morale (vigor), as an indicator of Work Engagement, reflects weak employee engagement and reduces their motivation in working. This condition makes employees feel less connected to the company, so they prefer to leave their jobs.

The desire to leave an organization is generally preceded by employee intentions triggered by, among other things, employee dissatisfaction with work, an unsupportive environment, and low employee commitment or involvement in binding themselves to the organization, among many other factors. An employee's work engagement can have a significant impact on a company's success in achieving its goals. Work engagement is the level of employee identification with their work, actively participating in their work, and considering their work performance to be more important for their own well-being. Employees who participate in work will demonstrate a willingness to be involved in their work (Munandar et al., 2019).

High levels of job engagement have been shown to be associated with low levels of legitimacy and resignation (Wijaya, 2020). According to (Efentris & Chandra, 2019), the work environment is also a factor in employees changing jobs. A work environment that is not well-maintained or less conducive will cause employees to feel uncomfortable while working, which will affect the extent of their desire to change jobs. The work environment can be interpreted as a factor that often arises, namely the condition of the workplace and the facilities provided by employees to support their work. Employees who work in good conditions will feel enthusiastic about their work, while employees who do not receive adequate facilities at work will find it difficult to carry out their work (Ramadhoani, 2020). (Koestanto Djoko and Ardi Rudi Prasetyo, 2021) state that the higher the employee's job satisfaction, the lower the employee's desire to change jobs. Job satisfaction can be interpreted as a feeling of satisfaction, where an employee feels that what he receives from the company is commensurate or balanced with what has been given to the company, so that the employee will strive to continue to provide the best results to the company (Efentris & Chandra, 2019).

*Turnover intention* is the tendency of the level or attitude where employees have the possibility of leaving or resigning voluntarily from their jobs in the organization (Ramadhoani, 2020). The departure of employees from the company will require replacement employees, thus employee turnover occurs. The selected employees hope to improve the company's condition both psychologically and for future career development in the workplace, but for the company's side, high turnover intention will have negative impacts such as creating instability in the workforce conditions and the company will need to retrain new employees so that they are ineffective because they have lost experienced employees (Zulfa & Azizah, 2020).

This research gap addresses the research gap. Rachman's (2021) research shows that job engagement significantly influences job satisfaction and turnover intention. Job satisfaction significantly influences nurses' turnover intention at Wava Husada Hospital, Kepanjen. The research also shows an indirect effect of job engagement on turnover intention through job satisfaction. This finding differs from Cahyana's (2020) research, which found a negative relationship between job engagement and employee turnover intention.

The first study on Work Engagement, conducted by Karlin Winarto Chandra, Tjiang, and Roy Setiawan (2016), found that employee engagement had a significant negative effect on turnover intention. Meanwhile, Fahmi Jahidah Islamy (2021) found that work engagement had a negative but insignificant effect on turnover intention.

Therefore, the research results described above found that the relationship between Work Engagement and Work Environment on turnover intention is not a direct relationship, but there are several factors that mediate the relationship between the two constructs.(Baharsyah et al., 2023). Researchers believe that it is necessary to conduct a

more in-depth study, not only examining the influence of Work Engagement and Work Environment on turnover intention directly, but by adding an intervening variable, namely Job Satisfaction (Job Satisfaction).

Basically Job satisfaction is an individual matter. Each employee will have a different level of satisfaction according to the system and values that apply to that employee. This is due to the differences in each employee. Employees who experience good job satisfaction usually have good attendance records, job turnover, and work performance compared to employees who do not experience job satisfaction. Job satisfaction is an employee's feelings about their work, whether they are happy/like or unhappy/dislike, as a result of the employee's interaction with their work environment or as a perception of mental attitude, as well as the result of the employee's assessment of their work. (Lumbantobing & Priansa, 2021) An employee's feelings about their job reflect their attitudes and behaviors at work, the value of the work itself and its impact on other aspects of life, the individual, and the social role of the work group in society. Many factors can influence a person's job satisfaction, including the company's work environment.

According to Wiliandari, (2019) Job satisfaction is an interesting issue in organizational/company management because of its significant impact on both employees and the organization/company. For employees, job satisfaction creates a pleasant feeling at work. Meanwhile, for companies, job satisfaction is useful in efforts to increase productivity, improve employee attitudes and behavior. Job satisfaction is a reflection of employee feelings towards their work. This is evident in the employee's positive attitude towards the work they face and their environment. Conversely, dissatisfied employees will have negative attitudes towards their work in various forms. The existence of employee job dissatisfaction should be detected by the company. Dissatisfied employees will have negative attitudes towards their work in various forms, so the more aspects of the job that match the individual's desires, the higher the level of satisfaction felt. (Astuti & Artini, 2019) Employees with high levels of job satisfaction tend to be more diligent about coming to work because they enjoy their work and will also make positive contributions to the organization and improve the quality of their work.

Based on previous research, employee turnover intention, or the intention to resign from the company, is one of the major challenges faced by companies, including BPR Dhana Lestari Malang, Surabaya Branch. This research remains relevant considering the employee turnover rate experienced significant fluctuations from 2019 to 2022, with a peak occurring in 2020 and increasing again in 2022. This phenomenon indicates that this issue requires serious attention. Previous research has identified various factors influencing turnover intention, such as job dissatisfaction, a less conducive work environment, and work engagement. Existing research results indicate that job engagement and the work environment have an influence on turnover intention, but this relationship is often mediated by other factors, such as job satisfaction.

This research remains highly relevant because BPR Dhana Lestari Malang, Surabaya Branch, experiences significant fluctuations in employee turnover. Many employees feel their jobs do not match their education and skills, highlighting the importance of a better recruitment process and assessing employee fit with the company culture. This study will add Job Satisfaction as an intervening variable to provide a more comprehensive picture of how Job Satisfaction mediates the relationship between job engagement and Work Environment with turnover intention.

This study brings several novel elements. First, this study will not only examine the influence of Job Engagement and Work Environment on turnover intention directly, but will also add Job Satisfaction as an intervening variable, helping to understand how Job Satisfaction mediates the relationship between Job Engagement and Work Environment with turnover intention. Second, this study will examine in more depth the recruitment process used and how to ensure a fit between employees and the company culture, which is important in creating a stable and productive workforce. Third, this study will be conducted specifically at BPR Dhana Lestari Malang, Surabaya Branch, providing a significant empirical contribution in the context of this company, so that the research results can be directly applied to improve human resource management strategies in the company. Thus, this study is expected to provide new contributions to the literature on turnover intention, as well as provide practical solutions for BPR Dhana Lestari Malang, Surabaya Branch in reducing employee turnover and increasing Job Satisfaction.

## **Literature Review**

### **Work Engagement**

Dewantara & Wulanyani (2019) define work engagement as the level of employee engagement with their work, which can be linked to high energy, devotion, and dedication during the employee's work. Employee engagement is crucial to a company's business success. Employees with high work engagement will have a full sense of responsibility for their work. When employees feel responsible for their work, they tend to be more optimal in carrying out every task or assignment assigned. In addition, employees with a high sense of responsibility can generate good work productivity and benefit the company. The concept of engagement was first introduced by Kahn. Kahn in Wicaksono (2019) defines engagement as employees' mastery of their own roles in work, where they will bind themselves to their work, then work and express themselves physically, cognitively, and emotionally during their performance. The cognitive aspect refers to employees' beliefs about the organization, leaders, and working conditions. The emotional aspect refers to how employees feel, whether positive or negative, towards the organization and its leaders. Meanwhile, the physical aspect concerns the physical energy expended by employees in carrying out their roles.

Based on the explanation above, it can be concluded that Work Engagement is an engagement carried out by employees, including their physical, cognitive and emotional aspects in carrying out work optimally, where an employee makes them feel committed.

### **Work environment**

The work environment is generally defined as the place where employees carry out their work activities. In the workplace, everyone is inseparable from their surroundings. Optimizing a person's performance can also be influenced by the work environment. The work environment is everything surrounding the employee that impacts the execution of assigned tasks.(Ferawati, 2020). The better a person's work environment, the better their work performance will be. According to Farizki & Wahyuati, (2020), Work Environment is also a suitability of the Work Environment, this can be seen from the working time to complete the workload, of course both good and bad Work Environment can speed up or slow down a person's work process. According to Syahputra et al., (2022) The Work Environment must be formed in such a

way as to create a working relationship that binds workers with the environment. The Work Environment can be said to be good if the employees can carry out work activities optimally, safely, healthily and comfortably. A bad Work Environment can also have a negative impact on the company because it makes employees unable to work efficiently. According to Sedamaryanti, (2020) The Work Environment is all the tools and materials faced, the surrounding environment where a person works, their work methods and work arrangements for both individuals and groups. According to Afandi, (2021) The Work Environment is something that is around employees that influences employee Job Satisfaction in carrying out their work so that maximum work results will be obtained, where in the Work Environment there are work facilities that support employees in completing tasks in improving employee work in a company.

According to the opinion above, it can be concluded that the work environment is everything that is around employees that can influence their work process, in this case the work environment can be physical or non-physical which influences the feeling of security and satisfaction in doing work.

### **Job satisfaction**

According to (Riyadi 2023), job satisfaction is a pleasant or positive emotion resulting from the evaluation of one's work and work experiences. There are three fundamental dimensions to work goals. Initially, satisfaction is an emotional reaction to the work environment. Thus, job satisfaction can be observed and anticipated. Second, job satisfaction is determined by the level of achievement obtained or whether the results achieved meet expectations. In addition, job satisfaction explains behavior. According to this definition, job satisfaction is a person's emotional response to their work.

According to Sutrisno (2019), job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors. According to Wibowo (2016), everyone who works expects to obtain satisfaction from their workplace. Job satisfaction will affect the productivity that managers really hope for. Therefore, managers need to understand what must be done to create job satisfaction for their employees.

For organizations, a discussion of Job Satisfaction will involve efforts to increase organizational effectiveness by improving employee behavior at work. Employee behavior that supports the achievement of organizational goals is another aspect that must be considered, in addition to the use of modern machines resulting from technological advances. Employee dissatisfaction with work will result in a situation that is unfavorable for both the organization and the individual. Job dissatisfaction can lead to aggressive behavior, or conversely, a withdrawal from social contact. For example, by quitting the company, being truant, and other behaviors that tend to avoid organizational activities. Forms of aggressive behavior include sabotage, deliberately making mistakes at work, defying superiors, or even going on strike. From the description above, employee job satisfaction is a crucial issue to consider in relation to employee productivity, and dissatisfaction is often associated with high levels of job demands and complaints. Workers with high levels of dissatisfaction are more likely to engage in sabotage and passive aggression.

### **Turnover Intention**

According to Bandura (in Ajzen, 1988), intention is a determination to perform a certain activity or produce a certain state in the future. Intention is a person's intention or desire to do something. According to Prestholdt et al. (1987), it is also emphasized that an individual's behavioral intention to carry out or not carry out a certain behavior is the initial determinant of actual behavior.

Turnover intention is the tendency or attitude of employees to voluntarily leave or resign from their jobs within an organization (Ramadhoani, 2020). When an employee leaves the company, a replacement employee is needed, leading to employee turnover. The selected employee hopes to improve the company's situation, both psychologically and for future career development in the workplace. However, for the company, high turnover intention will have negative impacts, such as creating instability in the workforce and requiring the company to retrain new employees, making them ineffective due to the loss of experienced employees (Zulfa & Azizah, 2020).

Employee turnover, or the movement of employees from an organization, is a significant phenomenon in organizational life. While turnover can sometimes have positive impacts, it also has negative consequences for the organization, both in terms of costs and in terms of lost time and opportunity to capitalize on opportunities.

### **Hypothesis Development**

#### **1. The Influence of Work Environment on Turnover Intention**

According to Efentris & Chandra (2019), the work environment is also a factor in employees changing jobs. A work environment that is not well-maintained or less conducive will cause employees to feel uncomfortable while working, which will affect the extent of their desire to change jobs. The work environment can be interpreted as a factor that often arises, namely the condition of the workplace and the facilities provided by employees to support their work. Employees who work in good conditions will feel enthusiastic about their work, while employees who do not receive adequate facilities at work will find it difficult to carry out their work (Ramadhoani, 2020). Therefore, the researcher proposed the following hypothesis: H2: The better the work environment, the lower the turnover intention of BPR Dhana Lestari Malang.

#### **2. The Influence of Work Environment on Job Satisfaction**

Creating a conducive work environment is one of the main challenges for company leaders. A good work environment can encourage employees to work optimally, complete tasks effectively, and increase motivation at work. This directly affects employee job satisfaction, which ultimately contributes to the company's overall productivity and success. Research shows that a positive work environment is closely related to job satisfaction. Research by Paramita et al. (2021) revealed that a comfortable and supportive work environment plays a significant role in increasing employee satisfaction. Likewise, research by Salunke (2019) at a cooperative sugar factory in Maharashtra found that a good work environment not only influences satisfaction levels but also creates a more productive and healthy work climate. So the researcher put forward the following hypothesis:

H 2: The better the work environment, the higher the job satisfaction of BPR Dhana Lestari Malang employees.

### **3. The Influence of Work Engagement on Turnover Intention**

The desire to leave an organization is generally preceded by employee intentions triggered by, among other factors, employee dissatisfaction with work, an unsupportive environment, and low employee commitment or involvement in the organization, among others. An employee's work engagement can have a significant impact on a company's success in achieving its goals. Work engagement is the level of employee identification with their work, actively participating in their work, and considering their work performance to be more important for their own well-being. Employees who participate in work will demonstrate a willingness to be involved in their work (Munandar et al., 2014). High levels of work engagement have been shown to be associated with low levels of legitimacy and resignation (Wijaya, 2020). Therefore, researchers propose the following hypothesis:

H 3: The better the work engagement, the lower the turnover intention of BPR Dhana Lestari Malang.

### **4. The Effect of Work Engagement on Job Satisfaction**

Previous research shows that employees with high levels of employee engagement tend to be more committed to the company, which positively impacts various aspects of the work environment. Employees who are emotionally and psychologically engaged feel more connected to the organization's vision and goals. This not only increases job satisfaction but also reduces absenteeism and turnover.employee(2021). Furthermore, engaged employees typically experience improved health and well-being, as reported by Haryanto et al. (2021). Thus, employee engagement not only plays a role in increasing job satisfaction but also contributes to a healthy and dynamic work environment. So the researcher put forward the following hypothesis:

H 4: The better the work engagement, the higher the job satisfaction of BPR Dhana Lestari Malang employees.

### **5. The Influence of Job Satisfaction on Turnover Intention**

Research shows that job satisfaction negatively impacts employee turnover intention, or their desire to leave the company. Widjadmono (2021) found that the higher an employee's job satisfaction, the lower their desire to leave. This finding is also supported by research by Nasution (2020) and Lestari and Mujiat (2020).2021), which states a similar point: increased job satisfaction can significantly reduce employee intentions to look for work elsewhere. This is important for companies because retaining satisfied and motivated employees can create a more stable and sustainable work environment. Therefore, the researchers propose the following hypothesis:

H 5: The better the job satisfaction, the lower the turnover intention of BPR Dhana Lestari Malang.

### **6. The Influence of Work Engagement on Turnover Intention Through Job Satisfaction**

Job satisfaction is currently considered expensive because it is difficult to obtain. According to Robbins, job satisfaction is a general attitude toward one's work; it is the difference between the amount of feedback an employee receives and the amount of feedback they believe they should receive. Previous studies have

found that mentoring relationships at work are correlated with positive work outcomes, including higher job satisfaction. Job satisfaction often serves as a bridge between how employee engagement can reduce and increase turnover intention (Saputra, 2021). Suhanto's (2019) study found a chain effect of job engagement on job satisfaction and turnover intention. Marissa's (2020) study also found a chain effect on job satisfaction and its effect on employee turnover intention. The affiliation of these two studies indicates that job satisfaction is a mediator between job engagement and turnover intention. Therefore, the researchers proposed the following hypothesis:

H 3: The better the work engagement, the higher the employee performance through the job satisfaction of BPR Dhana Lestari Malang employees.

## 7. Influence of Work Environment On Turnover Intention Through Job Satisfaction

Job Satisfaction is one of the factors that employees consider when choosing to work for a company. Job Satisfaction is an individual matter, so one employee's Job Satisfaction will differ from another employee (Rusdiyanto, 2015). An employee who is dissatisfied with their job tends to look for another workplace, hoping that the new workplace can fulfill their satisfaction. (Yuda, 2020). One of the things that employees feel most in carrying out daily operational activities is their Work Environment. A comfortable and conducive Work Environment is the dream of employees so that employees can carry out their activities optimally, safely, and comfortably (Widhiastana, 2020). If you want to reduce the level of employee turnover intention, you must first increase good employee Job Satisfaction for employees as an intermediary between the Work Environment and turnover intention. These results are supported by research conducted by Anggreani, Irwansyah, and Wahyuni (2016) which states that the Work Environment has a negative effect on turnover intention through Job Satisfaction. Therefore, the researcher proposes the following hypothesis:

H 4: The better the work environment, the higher the employee performance through employee job satisfaction at BPR Dhana Lestari Malang.

## RESEARCH METHODS

This study used a cross-sectional method, a research design that aims to collect data from a specific sample at a single point in time. This method was chosen because it provides a clear picture of the phenomenon being studied during data collection. This design is particularly suitable for research that seeks to analyze specific conditions or characteristics within a population at a specific point in time without requiring repeated observations over a long period of time (Santoso, 2021).

A population is a combination of all elements in the form of events, things, or people with similar characteristics that are the focus of a researcher's attention and are therefore viewed as a research universe (Ferdinand 2016). The population in this study amounted to 100 respondents, consisting of 90 employees at BPR Dhana Lestari Malang and 10 employees who had resigned.

According to Sugiyono (2016), a sample is a portion of a population whose characteristics are to be studied and is considered representative of the entire population. The sampling technique used is purposive sampling, which is a technique for taking samples from data sources with certain considerations (Putri, 2020:56). The Volume 13, No 1, April 2024

selection of a group of subjects in purposive sampling is based on certain criteria that are considered to have a close relationship with previously known population criteria. In other words, the sample unit is adjusted to certain criteria applied based on the research objectives or research problems. The criteria in this study are: employees aged 18-27 years (in the Gen Z category), namely 75 respondents consisting of 65 employees of BPR Dhana Lestari Malang and 10 employees who have resigned.

The data used in this study were analyzed using the Partial Least Square (PLS) approach with the help of the smart PLS 3.0 analysis tool. This approach is quantitative and PLS is capable of testing weak theories and weak data such as small sample sizes or data normality issues (Ghazali, 2015). Research by Sholihin and Ratmono (2020:82) states that the advantage of using the PLS approach is that it is able to test path analysis models of many variables simultaneously or simultaneously, not in stages, so this model is more appropriate for testing theories.

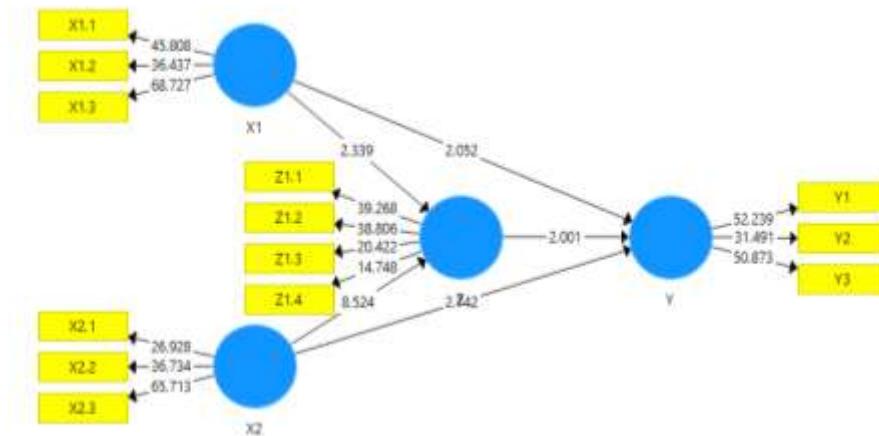
The data analysis steps in the PLS approach are as follows:

1. Designing a structural model (inner model), namely a model that connects latent variables.
2. Designing a measurement model (outer model), namely a model that connects indicators with latent variables.

## RESEARCH RESULTS AND DISCUSSION

### Data analysis

#### PLS Model



**Figure 4. PLS Model**

From the PLS output image above, it can be seen the magnitude of the factor loading value for each indicator which is located above the arrow between the variable and the indicator, it can also be seen the magnitude of the path coefficients which are above the arrow line between the exogenous variable, namely the Turnover Intention variable, while the mediating variable in this study is Employee Job Satisfaction and the endogenous variables, namely Work Engagement, Work Environment.

### Outer Model

#### Validity Test (Outer Model)

The validity measurement model is the Average Variance Extracted (AVE) value, which indicates the magnitude of the indicator variance contained by the latent variable. A convergent AVE value greater than 0.5 indicates good validity for the latent

variable. Reflective indicator variables can be seen from the Average Variance Extracted (AVE) value for each construct (variable). A good model is required if the AVE value for each construct is greater than 0.5.

**Table 4. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
<b>X1</b>	<b>0.861</b>
<b>X2</b>	<b>0.791</b>
<b>Y</b>	<b>0.860</b>
<b>Z</b>	<b>0.765</b>

Source: Processed Data (2024)

The next measurement model is the Average Variance Extracted (AVE) value, which is the value that indicates the magnitude of the indicator variance contained by the latent variable. Convergence AVE value greater than 0.5 also indicates good validity for the latent variable. In the reflective indicator variable, it can be seen from the Average Variance Extracted (AVE) value for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5. The test results show that the AVE value for the research constructs (variables), namely Work Engagement, Work Environment, Job Satisfaction, and Turnover Intention, has a value greater than 0.5, so it is valid.

#### **Reliability Test (Outer Model)**

*Composite reliability* is an index that indicates the extent to which a measuring instrument can be trusted to be reliable. If an instrument is used twice to measure the same phenomenon and the measurement results obtained are relatively consistent, then the instrument is reliable. In other words, reliability indicates the consistency of a measuring instrument in the same phenomenon.. Complete results can be seen in the following table.

**Table 5. Data Reliability**

	Cronbach's Alpha	Composite Reliability
<b>X1</b>	<b>0.920</b>	<b>0.949</b>
<b>X2</b>	<b>0.867</b>	<b>0.919</b>
<b>Y</b>	<b>0.919</b>	<b>0.949</b>
<b>Z</b>	<b>0.897</b>	<b>0.928</b>

The construct reliability is measured by the composite reliability value. A construct is reliable if the composite reliability value is above 0.70, then the indicator is said to be consistent in measuring its latent variable. The test results show that the research constructs (variables), namely Work Engagement, Work Environment, Job Satisfaction, and Turnover Intention, have a composite reliability value greater than 0.7. So it is reliable.

**Inner Model****R Square**

Testing *inner model* A structural model was used to examine the relationship between variables, the significance value, and the R-square of the research model. After identifying the significant relationship between variables, a hypothesis for customer job satisfaction can be formulated. Hypothesis testing was conducted using the bootstrap resampling method. The test statistic used was the t-test. (Ghozali, 2008). Testing of the structural model is done by looking at the R-square value, which is a goodness-of-fit test of the model. Testing the inner model can be seen from the R-square value of the equation between latent variables. As follows:

**Table 6. R-Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Y</b>	0.550	0.536

Source: Processed Data, 2025

R2 value (on Turnover Intention) = 0.550 This can be interpreted that the model is able to explain the phenomenon/problem of Turnover Intention by 55.0%. While the rest (45.0%) is explained by other variables (besides Work Engagement, Work Environment, Job Satisfaction) that have not been included in the model and error. This means that Turnover Intention is influenced by Work Engagement, Work Environment, Job Satisfaction by 55.0% while 45.0% is influenced by variables other than Work Engagement, Work Environment, Job Satisfaction

**Results from Inner Weights****1. Direct Influence****Table 7 Inner Weight**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>X1 -&gt; Y</b>	-0.217	-0.210	0.106	2,052	<b>0.041</b>
<b>X1 -&gt; Z</b>	0.200	0.203	0.085	2,339	<b>0.020</b>
<b>X2 -&gt; Y</b>	-0.365	-0.369	0.133	2,742	<b>0.006</b>
<b>X2 -&gt; Z</b>	0.661	0.656	0.078	8,524	<b>0,000</b>
<b>Z -&gt; Y</b>	-0.227	-0.232	0.113	2,001	<b>0.046</b>

Source: Processed Data, 2025

From the table above, it can be concluded that the hypothesis:

1. Work Engagement has a negative effect on Turnover Intention with a p-value = 0.041 which is smaller than the value of  $\alpha = 0.05$  (5%).
2. Work Engagement has a positive effect on Job Satisfaction with a p-value = 0.020 which is smaller than the value of  $\alpha = 0.05$  (5%)
3. Work Environment has a negative effect on Turnover Intention with a p-value = 0.006 which is smaller than the value of  $\alpha = 0.05$  (5%)
4. Work Environment has a positive influence on Job Satisfaction with a p-value = 0.000 which is smaller than the value of  $\alpha = 0.05$  (5%)

5. Job Satisfaction has a negative effect on Turnover Intention with a p-value = 0.046 which is smaller than the value of  $\alpha = 0.05$  (5%).

## 2. Indirect Influence

Apart from the direct effect as in the hypothesis testing above, from this modeling we can find out the total effect or indirect effect (through the mediating variable), as in the following total effect table for hypothesis testing with the mediating variable as follows:

**Table 4.6 Total Effects (Mean, STDEV, T-Values)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Z -> Y	-0.222	-0.196	0.093	2,592	<b>0.012</b>
X2 -> Z -> Y	-0.169	-0.162	0.076	2,269	<b>0.015</b>

Source: Processed Data, 2025

From the total effect table above, it can be concluded that the hypothesis:

1. Job Satisfaction is proven to be a mediating variable in influencing Work Engagement on Turnover Intention through a p-value of 0.012 which is smaller than the  $\alpha$  value of 0.05 (5%).
2. Job Satisfaction is proven to be a mediating variable in influencing the Work Environment on Turnover Intention through a p-value = 0.015 which is smaller than the  $\alpha$  value = 0.05 (5%).

## Discussion

### The Influence of Work Environment on Turnover Intention

Research shows that the work environment has a significant and negative effect on turnover intention. This means that a positive and conducive work environment can suppress employees' desire to leave the company, while a negative work environment can increase their intention to leave. A positive work environment can include adequate facilities, support from superiors and coworkers, a comfortable working atmosphere, and policies that support work-life balance. When employees feel comfortable at work, they tend to be more motivated and perceive their work as meaningful, thus reducing the desire to leave.

Conversely, a poor or inadequate work environment can lead to discomfort and dissatisfaction, potentially increasing turnover intentions. An unfavorable work environment, such as minimal facilities, high work pressure, or a lack of support from management, can cause employees to feel underappreciated and stressed. If these conditions persist, employees will tend to seek better opportunities. This is supported by research by Efentris & Chandra (2019) and Ramadhoani (2020), which found that persistent discomfort in the workplace increases employees' desire to leave the company.

### The Influence of Work Environment on Job Satisfaction

The work environment has also been shown to have a positive influence on employee job satisfaction. A good work environment, characterized by good interpersonal

relationships, supportive facilities, and a supportive work atmosphere, will make employees feel more satisfied and comfortable in their work. When a company provides adequate facilities, such as rest rooms, appropriate work tools, and a clean environment, employees tend to be more satisfied and motivated to perform well. Furthermore, good relationships with coworkers and superiors also increase job satisfaction by creating a harmonious work atmosphere and reducing conflict.

According to Paramita et al. (2021) and Salunke (2019), a conducive work environment not only increases job satisfaction but also contributes to employee productivity and overall well-being. Conversely, if employees perceive the work environment as less supportive, for example in terms of facilities or social interaction, they will be more susceptible to stress and less satisfied with their work. Companies seeking to improve employee satisfaction should focus on creating a comfortable work environment that supports productivity.

### **The Influence of Work Engagement on Turnover Intention**

Job engagement or work involvement has a negative influence on turnover intention. Employees with high levels of job engagement tend to be more committed and emotionally attached to their jobs, thus lowering their desire to leave the company. Job engagement refers to feelings of being connected to one's work, encompassing dedication, enthusiasm, and a sense of accomplishment. Research shows that employees who feel engaged in their jobs are better able to cope with work pressure and are less likely to leave the company.

Research by Hermawan, Hartika, and Simarmata (2020) and Prawitasari (2016) also shows that engaged employees have stronger relationships with their companies and feel valued, resulting in lower turnover intentions. Engaged employees view their work as an important part of their identity, making them more motivated to contribute and stay with the company.

### **The Effect of Work Engagement on Job Satisfaction**

Job engagement also has a positive impact on job satisfaction. Employees who are emotionally and psychologically engaged in their work tend to be more satisfied because they feel they have a meaningful role in the organization. Job engagement increases job satisfaction through employee dedication and enthusiasm, where they feel happy and proud of their contributions to the company. Employee engagement also contributes to a productive work environment, supports emotional well-being, and reduces stress.

Widjaja et al. (2020) and Haryanto et al. (2021) emphasized that high employee engagement positively impacts job satisfaction and helps create a positive work environment. Employees who feel engaged in their work demonstrate greater enthusiasm and dedication, thereby increasing their satisfaction and commitment to the company.

### **The Influence of Job Satisfaction on Turnover Intention**

Job satisfaction has a negative influence on turnover intention. This means that the higher the job satisfaction an employee experiences, the lower their desire to leave the company. When employees are satisfied with their working conditions, including compensation, the work environment, and their relationships with coworkers, they tend to feel at home and more loyal to the company. Conversely, job dissatisfaction, Volume 13, No 1, April 2024

particularly regarding compensation and promotion opportunities, will increase turnover intention.

Dewi and Dian (2021) found that although the relationship between job satisfaction and turnover intention was negative, the effect was not always significant. However, in general, job satisfaction is an important factor in employee retention, especially when employees feel valued and their needs are met at work.

### **The Influence of Work Engagement on Turnover Intention Through Job Satisfaction**

Research also found that job satisfaction mediates the relationship between job engagement and turnover intention. This means that high employee engagement will increase job satisfaction, which ultimately reduces turnover intention. Employees who feel engaged are more satisfied with their jobs because they feel they have a clear purpose and are valued within the organization. When employees feel satisfied, they are more likely to stay with the company.

Research by Bakker and Demerouti (2014) shows that high work engagement will increase job satisfaction and reduce turnover intention, especially when employees feel that their work makes a meaningful contribution to themselves and the company.

## **CONCLUSION AND SUGGESTIONS**

### **Conclusion**

Based on the results of the research and discussion that has been carried out, it can be concluded that:

1. The results of the study show that work engagement has a negative influence on employee turnover intention at BPR Dhana Lestari Malang.
2. The results of the study show that work engagement has a positive effect on employee job satisfaction at BPR Dhana Lestari Malang.
3. The results of the study show that the work environment has a positive influence on employee job satisfaction at BPR Dhana Lestari Malang.
4. The results of the study showed that Job Satisfaction was proven to have a negative effect on employee turnover intention at BPR Dhana Lestari Malang.
5. This study also found that the work environment has a negative effect on employee turnover intention at BPR Dhana Lestari Malang.
6. The results show that Job Satisfaction acts as an intervening variable that mediates the effect of Job Engagement on turnover intention. This means that increasing Job Engagement will increase Job Satisfaction, which then reduces turnover intention.
7. This study confirms that job satisfaction also serves as an intervening variable in the relationship between work environment and turnover intention. A positive work environment increases job satisfaction, which in turn reduces the intention to leave the company.

### **Suggestion**

Based on the results of the discussion that has been conducted, there are several suggestions for further research that can deepen understanding of the relationship between Work Engagement, Job Satisfaction, and turnover intention, and how this can be applied in human resource management practices at BPR Dhana Lestari Malang:

1. Given that research shows that job engagement positively impacts job satisfaction, companies should focus on developing programs that can increase employee

engagement. For example, providing training and skills development, as well as creating a work environment that supports employee creativity and initiative, will help employees feel more engaged and engaged in their work, which in turn can increase their job satisfaction.

2. Given that the work environment has a positive effect on job satisfaction and a negative effect on turnover intention, it is crucial for management to create a conducive work environment. This can be achieved through improving work facilities, providing comfortable workspaces, and enhancing employee relationships. Ensuring that employees feel comfortable and valued in their work environment will contribute to job satisfaction and reduce turnover intentions.
3. Research shows that job satisfaction serves as a mediating variable in the relationship between job engagement and turnover intention, as well as between the work environment and turnover intention. Therefore, companies should develop strategies to actively monitor and improve employee job satisfaction. This could include regular job satisfaction surveys, employee feedback forums, and recognition programs for high-performing employees.
4. To broaden our understanding of this relationship, further research is recommended in other sectors or companies with different characteristics. This way, the results can be compared and provide a more comprehensive picture of the factors influencing turnover intention across contexts.

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