

Analyze the Effect of Work Satisfaction and Work Environment on Employee Turnover Intention at Ecommerce Industry

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Abstract:

Background: This study aims to measure and analyze the effect of job satisfaction and work environment on turnover intention at PT CSI.

Materials and Methods: This research was conducted using a qualitative approach with survey method. The population of all employees at the Jakarta head office using probability sampling techniques is known that the sample studied was 120 employees selected based on the proportionate stratified random sampling method by determining the number of samples using the Slovin formula.

Results: Data were analyzed using multiple linear regression. The results of this study indicate that job satisfaction and work environment variables partially and simultaneous have a negative and significant effect on employee turnover intention, meaning that if the job satisfaction and work environment variables increase, and the value of turnover intention will decrease.

Key Word: job satisfaction, work environment, turnover intention.

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I. INTRODUCTION

Today's modernization in Indonesia that prioritizes information and technology as an economic opportunity that can potentially encourage the improvement economy sector, such as through industries based on creativity, innovation, and technology. One example is e-commerce, based Antara (2015) the potential of this industry has greatly increased and the growth of its business value has increased 40%/year. Then the commitment support from the government can be seen from the regulation number 74 of 2017 concerning the road map of the electronic-based national trade system (Road Map E-Commerce) which has been running from August 3, 2017. Many founding companies or we called startups are based on innovation and technology at this time absorb 55,903 workers as per research of Daon001 (2019), this also creates competition in every very dynamic company, making each company increasingly trying to achieve maximum results, one of factor that is sufficient to affect the achievement of company goals is the good management of human resources (HR), namely by recruiting, developing and maintaining quality human resources who have the expertise needed by the company.

Stability in the company is seen if the resources it has function in accordance with the rules and duties, the dominant factor in every company because humans are the main supporters in the sustainability, Through observations at the company there was a high turnover in several quarters where in quarter 3/2017 it reached the highest percentage value of 24% of employees, referring to the level of turnover of employees who have left the company, the authors are interested in examining factors that can affect employees who want to leave the company, in this case the researchers use turnover intention to analyze active employees, turnover intention is intention of employees to stop working from work on a voluntary basis of their own choice. Turnover intentions need to get serious attention for the company by increasing quality human resources management in the company in order to achieve goals within the company. Turnover intention has many factors that influence it, the authors collect factors from experts and choose several broader factors that can influence turnover intention in the company, from several findings of factors that influence the authors to survey 30 employees of PT. CSI to find out the 2 most dominant factors can influence turnover intention in the company's employees. Result we find work satisfaction and work environment is the highest factor in pre-survey.

First factor from work satisfaction, employees have a high level of work satisfaction will show a positive attitude towards work while employees who are dissatisfied with their work will show a negative attitude towards their work, based pre-survey on this variable the level of work satisfaction of employees is still low as seen in the percentage of more than 50% saying they are not satisfied yet. A work environment that still does not make employees comfortable. Work satisfaction according to Hasibuan (2005: 202) job satisfaction is an emotional attitude that is affectionate and pleasing in its work, this emotional attitude can be reflected

through discipline, work performance and work morale. The second most dominant factor is work environment, a work environment that still does not make employees comfortable is seen from the average pre-survey score of 3.32. Such as the conditions in work environment are all neatly arranged and the company not provide personal desk for work that make score of work environment less than good.

The research objectives to be achieved are: (a) testing the effect of job satisfaction to employee turnover intention, (b) testing the effect of work environment on employee turnover intention, (c) testing the effect of job satisfaction and work environment on employee turnover intention.

II. LITERATURE REVIEW AND HYPOTHESIS

Work Satisfaction and Turnover Intention

Every employee who works in a company expects to get work satisfaction because it can affect to productivity, therefore it is important to understand the satisfaction needs of these employees. Work satisfaction according Wibowo (2013: 132) is work satisfaction is a level of pleasure as a positive assessment of his work and workplace environment. Employees having a high level of job satisfaction will show a positive attitude towards work while employees who are dissatisfied with their work will show a negative attitude towards their work. Then according to Hasibuan (2005: 202) job satisfaction is an emotional attitude that is affectionate and pleasant in his work, this emotional attitude can be reflected through discipline, work performance and moral in work. Kreitner and Kinicki (2005:58) states that the benefits received by workers determine their level of work satisfaction, with factor of need fulfillment, discrepancies, value attainment, equity, and dispositional/ genetic components. So work satisfaction is an important element in the company, because job satisfaction can affect the work behavior of these employees such as unproductive or productive behavior. Luthans (2006: 244) states that job satisfaction of employees in the company has several dimensions, such as the work itself, compensation, promotion, supervision, work groups, working conditions

1. Work itself: satisfaction with work in this case refers to the perception of employees who see the work being done is something fun to do for themselves, and feel they have the opportunity to learn, and the opportunity for responsibility it will increase job satisfaction.
2. Compensation: satisfaction in receiving salary as expected and in accordance with the workload received.
3. Promotion: employee satisfaction with opportunities for promotions that are opened to the right employees, promotion followed by new duties, responsibilities and authority that is higher than the previous position that would be a new challenge, has an effect on work satisfaction.
4. Supervision: satisfaction with the leadership style in supervising employees with a good attitude, such as communication, giving proper instructions to employees and treating every employee fairly.
5. Work groups: A work group that is conducive will make it easier for employees to work such as good relations with each individual colleague in terms of teamwork, communication which ultimately gives employee satisfaction.

There would be a relationship between work satisfactions with turnover intention, in fact here one of the things employees do when they are not satisfied with their work is to leave their company, and many number of findings suggest that work satisfaction and turnover intention have a negative relationship, means if employee with low work satisfaction and it would be increase intention to exit from employees. Turnover intention from employee it is the right for every individual to make choice, whether to keep working or leave the company, an employee may want to leave the company where their works to get a much better chance to work elsewhere or may want to leave because they cannot stand it with the situation at that time. From several researchers has a result (Eddy M. Sutanto and Carin G, 2013) work satisfaction has a negative and significant effect on turnover intentions and has a higher level of significance, this means that there is a partial effect of job satisfaction on employee turnover intentions. In other research by (Rohani Salleh, 2012) work satisfaction has a negative influence on turnover intention, where the dimensions of satisfaction with salary, promotion, work itself, and supervision are found to be significantly, on solution to have conduct employee salary reviews with comparative studies with competitors of other companies to understand the standardization. (Aydogdu and Asikgil, 2011) who found that job satisfaction had a significant negative effect on turnover intention. Then in research (Tubay, J. B. (2019) and (Xianyin Lee et al, 2017) Job satisfaction has a negative and significant effect on turnover intention, in the research showing that the structure of employee job satisfaction at the beginning of a career has unique characteristics because they are more focused on personal growth and development, through increased job satisfaction with employees at the beginning of the career will be able to effectively control turnover intention in the future as the solutions. Important for companies to conduct job satisfaction surveys, to find out opinions, attitudes, and quality of work life of employees, thus the following hypotheses can be drawn:

Hypothesis H1: Worksatisfaction has a negative and significant effect on employee turnover intention

Work Environment and Turnover Intention

The work environment in a company is no less important to be optimized, because the work environment has a direct influence on employees who carry out work processes on a daily basis. According to

experts such as (Sedarmayanti, 2012) the work environment is the whole of the tools and materials in the surrounding environment where employees work to support good performance as individuals or as a team. Then according to (Nitisebito, 1992) is something that is around the workers and it can affect them when they are doing the tasks. Both have the same opinion regarding the work environment that is more focused on the physical environment that is can be seen around employees. Indicators of the work environment, According (Sedarmayanti, 2007) the work environment in general will be divided into two parts, here:

1. Physical Work Environment:

Light at work: employees get appropriate lighting will get the right productivity because one of the processes of accuracy is important. Temperature at work: proper temperature and air circulation at available workplaces. Noise at work: noise at work a conducive workspace that will interfere with concentration in work so need to provide a distance between the workspace that uses sound machines with a quiet room. Workplace color Arrangement: can affect the mental state of employees, by using the right color on the walls of the room and other work tools which will make calm and comfortable at work. Safety at Work: to note the calmness of each individual at work.

2. Non-Physical Work Environment

Conditions related to work relationships, such as with leaders and with colleagues. Such as staff relations with a leader: good relationships from leader to staff will make work more optimal, with a clear leadership style of communication and support to all employees will create trust in carrying out tasks properly and relationship between colleagues can encourage the creation of harmony in the work environment and this is also a factor that can influence employees to stay and be comfortable due to good relationships and culture among colleagues.

Correlation between work environment and turnover intention would be explain with several researchers has a result from (Dheka Kurnia, 2019) shows that the work environment has a negative and significant effect on turnover intentions. In the research of (Nur Dwiyanto, R. Andi Sularso and Handriyono, 2018) proved that the work environment has a negative influence on turnover intention. A conducive work environment, both from the work environment on physical dimensions and non-physical dimensions will also affect turnover intention. (Fiky Riadin N., 2016) and (Meirina I., Ferdian F., Pasaribu, Suyuthie H., 2018) there is a significant influence between the work environment on employee turnover intention where if a conducive work environment will reduce employee turnover intentions on the dimensions of the physical environment such as the completeness of office facilities and spatial layout, this can help the productivity of workers to work effectively. If such facilities are not organized neatly and documents are not organized and the layout of supporting machines are far from reach such as the placement of a photocopier that has a distance of more than 10 meters from the desk of the department that often uses it, this condition will make the work environment uncomfortable. Employees who work in good working conditions will feel enthusiastic at work, while employees who do not get adequate facilities when working and have a bad working relationship will find it difficult, so they have the desire to quit or leave the company.

Hypothesis H2: Work environment has a negative and significant effect on employee turnover intention

Work Satisfaction and Work Environment and Turnover Intention

Work satisfaction and work environment as independent variables simultaneously shows together have an influence on the turnover intention as dependent variable. According to a previous study by (I Dewa Gede, 2017), job satisfaction and work environment simultaneously had a negative and significant effect on turnover intention. This showed that the score of work satisfaction is low it would be impacted to increasing turnover intention and if the work environment received by employees had a low score due ignoring the physical and non-physical environment can stimulate employee job satisfaction which can make unproductive performance and in the end the intention to change employees jobs can be increase. Here there are three dimension of turnover intention regarding Mobley (2011:150):

1. Thoughts of quitting: starts thinking of leaving the company
2. Intention to quit: employees have a desire to leave the company
3. Intention to search for another job: action to find another job that their thinks is better

Refer to Siregar (2006: 214) defines turnover intention is the tendency or intention of employees to leave workers. So by reducing the turnover rate it is necessary to lower the desire of employees to resign by knowing the dominant factors affecting such as job satisfaction and work environment.

Hypothesis H3: Work satisfaction and work environment has a negative and significant effect on employee turnover intention.

Furthermore, structure effect work satisfaction and work environment to turnover intention, can be described into the following conceptual model of research:

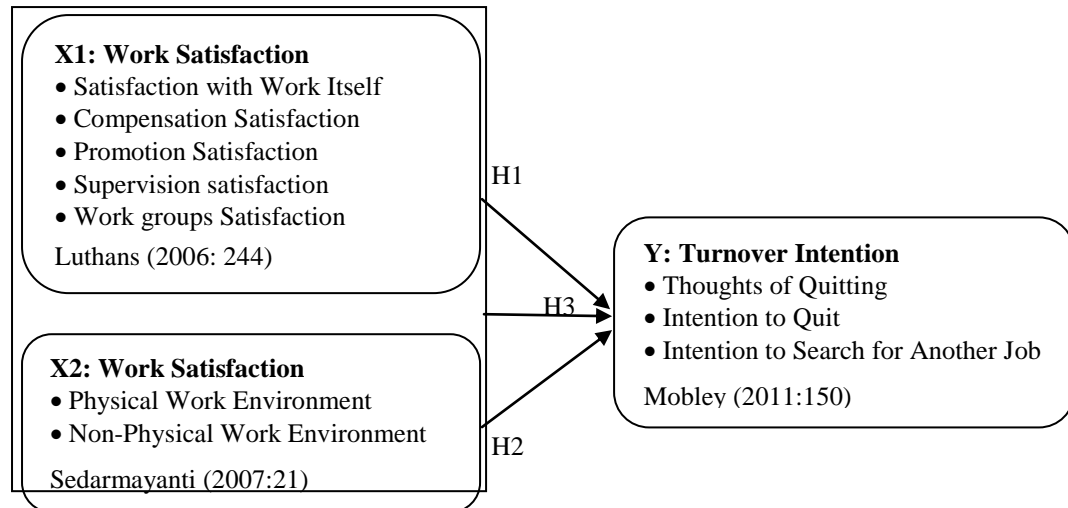


Figure 1: Conceptual Model of Research

III. RESEARCH METHODS

The research used in this paper uses a quantitative approach that is through measurement of statistical data through scientific calculations, the data comes from employee samples to be tested from questions in the survey that determine the frequency and percentage of responses from those whose results can test the research hypothesis. This research is classified into the type of research that is associative, which aims to analyze the effect or relationship on two independent variables is work satisfaction and workenvironment on the dependent variable isturnover intention. The population used in this paper are employees of PT. CSI which is located on St. Prof. DR. Satrio. RT.3 / RW.4, South Jakarta with a total of 171 people but not the entire population used in the study, it is necessary to take a sample using probability sampling with proportionate stratified random sampling and a significance level of 0.05 and to calculate the number of samples at least use the Solvin formula which is known to be a minimum of 120 employees, so that the samples taken are more proportional using the proportionate stratified random sampling technique (stratified samples with populations divided into groups of "Managers, Supervisors and Executives" and samples taken from these groups randomly).

The primary data collection is done by spreading the questionnaire instrument with the scale used in the preparation of the questionnaire is the Likert scale, work satisfaction consist of five dimensions: satisfaction with work itself, compensation satisfaction, promotion satisfaction, supervision satisfaction, work groups satisfaction. Measured through 15 item questionnaires, each questionnaire is designed using 5 closed answer options, which are subsequently transformed into the score, the score category answers is 1 = very disagree, 2 = disagree, 3 = quite agree, 4 = agree, 5 = very agree. And workenvironment consist of two dimensions: physical work environment and non-physical work environment. Measured through 11 item questionnaires, each questionnaire is designed using 5 closed answer options, which are subsequently transformed into the score, the score category answers is 1 = very disagree, 2 = disagree, 3 = quite agree, 4 = agree, 5 = very agree. The last variable turnover intention consist of three dimensions: thoughts of quitting, intention to quit, intention to search for another job. Measured through 9 item questionnaires, each questionnaire is designed using 5 closed answer options, which are subsequently transformed into the score, the score category answers is 1 = very disagree, 2 = disagree, 3 = quite agree, 4 = agree, 5 = very agree.

IV. RESULTS AND DISCUSSION

Profile of Respondent Characteristics

Profile of respondents based on research minimum samples of 120 respondents, questionnaire returned and filled 100% from item available by entries online. According group of Managers 13%, Supervisors 18% and Executives 69%. The following are the characteristics of respondents, bellow:

Tabel 1Characteristic Respondent

Gander			Age			Education			Work Period		
Subject	Total	%	Subject	Total	%	Subject	Total	%	Subject	Total	%
Male	69	58%	20 - 25	39	33%	High Sch.	15	13%	≤ 6 months	6	5%
Female	51	43%	26 - 30	62	52%	Diploma	27	23%	7 months - 1 year	33	28%
			31 - 35	16	13%	Bachelor	75	63%	1 - 2 years	61	51%
			36 - 40	3	3%	Master	3	3%	≥ 3 years	20	17%

Source: Primary data processed, 2020

Respondents by gander, the results showed that the composition of the most is male respondents (58%). Respondents based on age, the majority of respondents were aged 26 to 30 years which is equal to 52% indicates that employees are in productive age. Respondents based on education is bachelor degree had the highest percentage of 63% which is good due level of education in supporting intellectual ideas. Respondents based on working period, the majority of respondents have a period of work of 1 to 2 years which is 51% from the age of the company 6 years.

Validity and Reliability

Data processing uses SPSS version 25. The result to test validity of 35 indicators are all valid by correlation value from table *correct item total pearson correlation*. The Reliability test is done by looking at cronbach’s alpha value, the lowest result value in *cronbach’s alpha* is 0.938, which is 3 variable is above the acceptance limit of 0.6 so the research instrument is reliable.

Classical Assumption Test

Normality test, test in 3 ways first with histogram test: the result histogram graph has a distribution pattern that does not deviate from the line. Second normal P-P Plot test: the result data spreads around the diagonal line and follows the direction of the diagonal line. Last with *Kolmogorov-smirnov* test: Known values of *asympt. Sig. (2-tailed)* 0.095 > 0.05, so means all ways to test normality is distribute normal.

Heteroscedasticity test, 2 ways, first seen *sig. value*: (X1 0.350 and X2 0.473) is greater than 0.05. Second *scatterplot* test: the results of the data show that the points spread randomly above and below the number 0 (zero), meaning that the regression data does not occur hetrokedesticity or the regression model meets the assumption of homoscedasticity.

Multicollinearity test, tolerance values X1: 0.294 and X2: 0.294 each value has a result greater than 0.10 and VIF values for X1: 3.402 and X2: 3.402 both have values less than 10.0. So it can be concluded that the regression model of this study did not occur multicollinearity between independent variables.

Hypothesis Test Results

Tabel 2
Hypothesis Test Results Coefficient of Determination (R²), t-Test, F-Test and Regression

Variable	Coefficients	Standardized Coefficients	t _{count}	Sig.
(Constant)	6.654		26.016	0.000
Work satisfaction	-0.287	-.394	-3.713	0.000
Workenvironment	-0.380	-.421	-3.967	0.000
R Square	0.612			
F	92.338			0.000 ^b

Source: Data Processed, 2020

Coefficient of Determination (R²) – Test

This test to measuring the ability of influence that occurs between variables X and Y, shown in table 2 through adjusted *R Square* that is 0.612 (61.2%) turnover intention (TI) can be explained by factors of worksatisfaction (WS) and work environment (WE) and the remaining 38.8% is influenced by other variables outside this regression model.

T – Test Result

Statistical test t to find out how far the influence of the variable work satisfaction and work environment on turnover intention. First we look the value for t_{table} with α = 0.05 formula calculating (α/2 : n-k = 0.025 : 117) is 1.980. Thus t_{table} = 1.980 > t_{count} = 0.287, that means H1 is accepted and H0 is rejected or the

variable X1 work satisfaction has a significant influence partially on turnover intention. Second variable work environment with $t_{table} = 1.980 > t_{count} = 0.380$ that means H1 is accepted and H0 is rejected or the variable X2 Work environment has a significant influence partially on turnover intention.

Tabel 3 Hypothesis Testing Results (t test)

Subject	t_{table}	t_{count}	Significant	Result	Hypothesis
HI = WS \Rightarrow TI	1.980	-3.713	0.000	accepted	Work satisfaction has a negative and significant effect on turnover intention
HI = WE \Rightarrow TI	1.980	-3.967	0.000	accepted	Work environment has a negative and significant effect on turnover intention

Source: Data Processed, 2020

F – Test Result

At the level of significant of 0.05 ($\alpha=0.05$) then the F_{table} value is known is 3.07, while the value of F_{count} from the table 2 is 92.338. Since $F_{count} = 92.338 > F_{table} = 3.07$ then H0 is rejected and H1 is accepted, means all the independent variables which are Job Satisfaction and work environment simultaneously influence the dependent variable turnover intention significantly (H3 hypothesis is accepted).

Results Multiple Linear Regression

Multiple linear regression is used to measure the effect of independent variables on the dependent variable, Refer on table 2 the *constants* value of α 60,247 shows that if work satisfaction and work environment each had no change, then the turnover Intention remained a value of 60,247.

Work satisfaction variable has a regression coefficient of -0.287 meaning that if the other independent variables are of fixed value and the variable of work satisfaction has increased or increased by 1%, then turnover intention will decrease by -0.287. It can be explained that work satisfaction and turnover intention have a negative relationship, if work satisfaction increase up then the turnover intention would be decreases.

Work environment variable, has a regression coefficient of -0.380 meaning that if the other independent variables are of fixed value and the work environment variable has increased, the turnover intention will decrease by -0.380. It can be explained that the work environment and turnover intention have a negative relationship, if work environment increase up then the turnover intention would be decreases. Based on the results of the multiple linear regression equation: $TI = 6.654 - 0.287 WS - 0.380 WE$.

Furthermore, from the data table 2 and the regression model can be read the following hypothesis test results:

- Regression coefficient $\beta_1 = -0.394$ (P-value = 0.000) < critical value (0.05). The conclusion of the H1 hypothesis is accepted. That means, there is a negative and significant work satisfaction effected to turnover intention.
- Regression coefficient $\beta_2 = -0.421$ (P-value = 0.000) < critical value (0.05). The conclusion of the H2 hypothesis is accepted. That means, there is a negative and significant work environment effected to turnover intention.

Dimension Correlation

Tabel 4 Dimension Correlation between Variables

Variable	Dimension	Turnover Intention		
		Thoughts of quitting	Intention to search for another jobs	Intention to quit
Work satisfaction	Satisfaction with Work Itself	-0.559**	-0.501**	-0.588**
	Compensation Satisfaction	-0.645**	-0.596**	-0.653**
	Promotion Satisfaction	-0.704**	-0.621**	-0.670**
	Supervision satisfaction	-0.542**	-0.446**	-0.596**
	Work groups Satisfaction	-0.419**	-0.391**	-0.532**
Work environment	Physical Work Environment	-0.647**	-0.669**	-0.730**
	Non-Physical Work Environment	-0.584**	-0.569**	-0.713**

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed, 2020

V. DISCUSSION

Based on the results of data processing, the following discussion of the effect of job satisfaction and work environment on turnover intention partially or simultaneously. There is a negative and significant influence between variables work satisfaction with dimensions of *satisfaction work itself*, *satisfaction with salary*, *satisfaction with promotion*, *relationship satisfaction with leaders and colleagues* towards turnover intention including dimensions of *thoughts of quitting*, *intention to search for another jobs* and *intention to quit*. The results of dimensions correlation with the strongest influence on the dimensions of *satisfaction with promotion* on the dimensions of *thoughts of quitting*. The result supporting previous research from Eddy M. Sutanto and Carin Gunawan (2013) which has job satisfaction results that have a negative and significant effect on turnover intentions, that job satisfaction is very important because it contributes the success of the company's goals through human resources which can increase productivity and can also reduce turnover.

There is a negative and significant influence between work environment variables with dimensions of *physical work environment* and *non-physical work environment* on turnover intention. The results of this test indicate that work environment variables can cause employee turnover intention. The results of dimensions correlation the strongest influence on the dimensions of the *physical work environment* on the dimension of *Intention to quit*. The results of the work environment research have a negative and significant effect on turnover intention variables this supports previous research that has been proposed by Dheka Kurnia (2019) will have an impact on the comfort of employees in doing their work and this will reduce turnover in a company.

Other side there is a significant simultaneous effect between work satisfaction and work environment on turnover intention, amounting to 61.2% turnover intention can be explained by factors of job satisfaction and work environment and the remaining 38.8% variable turnover intention can be explained by other factors. The results of the study which have significant simultaneous influence of job satisfaction and work environment on turnover intention, this supports previous studies that have been put forward by I Dewa Gede Dharma Putra and I Wayan Mudiarta Utama (2017) the work environment and work satisfaction simultaneously have a significant effect on turnover intention.

VI. CONCLUSION AND SUGGESTIONS

Based on the conclusions above, the authors can provide advice to the managerial related. Company needs to increase employee work satisfaction, the strongest influence is on the satisfaction dimension with promotion to the thoughts of quitting dimension, managerial needs to take steps to expand promotion opportunities for internal employees and clearly inform related to career path programs or stages and requirements for employees to move up, such as creating a mentoring program between seniors and juniors who want to focus on professional development for employees in getting guidance or developing new knowledge and ideas.

Second based on the results of respondents that work environment can also form a turnover intention in employees, therefore managerial in the company needs to pay attention to the work environment of employees, the most powerful influence is on the dimensions of the physical work environment on the dimension of Intention to quit, where comfort in working will support increased productivity in work, such as providing personal desks and chairs in work. Make the office comfortable, when employees choose a space that makes them comfortable so company give them a freedom to customize their area, as everyone will works differently by own way. Also embrace diversity in the workspace duethis company has human resources with majority of generation's millennials and people from different ethnicities, regions, and social structure come together, so bringing diversity in the workspace is real can be implemented to helps bring unique ideas and welcoming diversity in modern businesses.

High turnover intention will have a detrimental impact to the company, through the variable work satisfaction and work environment together affect turnover intention, and this study has the result that work satisfaction and work environment together influence turnover intention, shows that the lower work satisfaction would make higher in turnover intensity. The results of the respondents indicated that employees have a desire to leave the company based dimensions of *thoughts of quitting* that have high values, meaning that employees are still in the initial stages of thinking about leaving the company but they still have doubts in deciding to move, in this case managerial needs to take steps faster so Employees' thoughts about not leaving the company with increase organizational commitment is considered most important would be impacted to work satisfaction and work environment.

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