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# Correlation of non-physically work environment, employee and work engagement to contract employee turnover intention in Bekasi

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**Abstract**

Observing problems in the industrial world, one of which is employee turnover such as layoffs resignation, employee turnover is a severe problem faced by companies that have to incur a lot of costs and losses, so researchers feel interested in conducting research by highlighting the correlations of work engagement, employee engagement, and non-physical Work Environment Impacts Turnover Intention of Contract Employees in the Jababeka Area. This study aims to determine the correlation between work engagement, employee engagement, and non-physical work environment on turnover intention, especially in the Jababeka area, Cikarang Bekasi. This study uses the probability sampling method, which provides equal opportunities for each element (member) of the population to be selected as a sample member. The sample studied is part of the contract employees in the Jababeka area, with as many as 90 respondents. The data type used is primary data, and this study uses a data processing tool in the form of the SmartPLS (Partial Least Square) program to test the hypothesis. The results of this study indicate a significant effect of Employee Engagement on Contract Employees' Turnover Intention and a substantial effect of Work Engagement on Contract Employees' Turnover Intention. However, the Non-Physical Work Environment does not affect Contract Employees Turnover Intention in Bekasi.

**Key words:** Work engagement; employee engagement; non-physically work environment; turnover intention



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## INTRODUCTION

Operational management of the company's production is inseparable from the vital role of human resources; after the COVID-19 pandemic, the company continued to operate, but the thing that cannot be avoided is a decrease in turnover due to very uncertain working conditions. As a result of this incident, the company also implemented salary cuts for contract employees, termination of employment rights and permanent employees, and laid off their employees as an alternative way to save costs so that the company could survive and not go bankrupt in the post-pandemic period. The phenomenon of turnover is a problem that often occurs in companies, so a high turnover rate has a destructive impact on the company experiencing it. If these problems are not managed and appropriately resolved, it will be difficult for the company to develop, and many employees will consider turnover intentions. As observers of human resources, we are interested in analyzing this theme to build knowledge in human resources by studying human resource management courses.

The Bekasi City Government noted that at least 140 workers were affected by the Termination of Work Rights from January to July 2022 (Purwanti & Mardiana, 2019). The current problem for contract employees is that turnover is a problem that has often occurred in the industrial world, which is of concern as layoffs occur; employee turnover is a severe problem faced by companies that have to incur a lot of costs and losses—negative impact for the company that is experiencing.

(Ahuja et al., 2017) the results of research conducted by the United States workers' service, the average loss generated is equivalent to 50% -100% of the entire salary of existing employees due to employee turnover. Therefore, industrial workers have high pressure on contract employees because they have to work at high targets with limited time. Thus, the turnover of contract employees in the Jababeka production section is of particular concern to reduce the negative impact caused by identifying the factors that affect the turnover intention in the company. A survey institute (PWC, 2022) found that as many as 71% of millennial workers in the Asia Pacific region, one of which is Indonesia, have the intention to change jobs because of looking for a more suitable salary, Indonesia itself is 75% of workers who are dissatisfied with their current job, many reasons motivate employees to leave, one of which is the incompatibility of the work environment and current work situation with employee expectations, therefore many employees choose to turn over from the company. The impact of turnover resulted in an increase in unemployment in Indonesia.

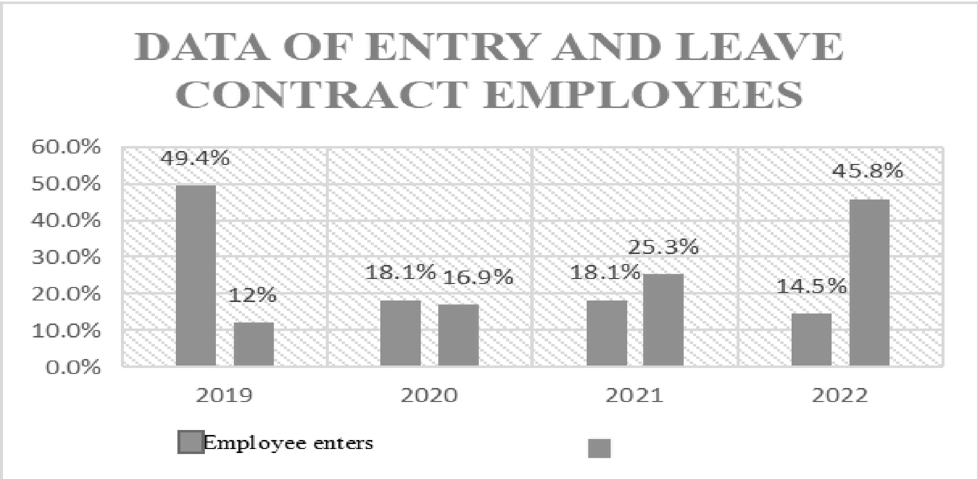


**Figure 1.**
Data on contract employees entering and leaving companies in the Jababeka area

Based on the turnover data obtained from the results of data conducted by researchers with 90 contract employee respondents in the Jababeka area. So, it can be seen that the turnover in the last four years has attracted enough attention for researchers regarding the employee's desire for turnover intention from the company; turnover has increased every year from 2019, which is 12%, to 2022, which is 45.8%. The phenomenon of turnover in 2022 is of great concern because of the high 45.8% employee turnover. Most employees submit resignations and layoffs from the company, which can be seen from the many factors that make employees want to leave a company.

Turnover intention is an employee's continuing desire to leave the company. Elmi (2018) explains that turnover is the desire of employees to leave the company, with several factors, including work stress; this usually happens due to frequent late arrivals, frequent truancy, an uncomfortable work environment, and decreased productivity level of employee performance at the company. Companies need to instill a strong sense of employee bonding to prevent and reduce turnover intention or intention to leave the company (Wang & Wang, 2020).

Turnover intention is a desire that has been carefully thought out to break ties with the current job (Tampubolon & Sagala, 2020). An employee can be said to be work-engaged when he has positive thoughts related to work and can prioritize his work. Work engagement is a positive mindset of employees toward work based on enthusiasm, dedication, and focus on the job given at work (R. Pri and Z. Zamralita, 2018).

Work engagement is one factor that impacts millennial employees' desire to change jobs; therefore, the company is increasing work engagement. Increasing work engagement can reduce millennials' willingness to move from their current workplace (Siahaan dan Gatari, 2020).

Employee engagement is a condition where employees have a sense of attachment, employee willingness, and high loyalty to maximize their potential to provide performance for the company. Fostering employee engagement is measured by employees' level of pride in the company, their willingness to give their best performance, their selfless and good employees, and the belief that the company encourages employees to do their best (Pella, 2020).

Employees who have a sense of engagement not only work to prioritize salary and promotion positions offered by the company, but employees who feel committed will work based on company goals. Great attention is very influential in reducing the desire to turn over, and employees who have high loyalty will reduce the turnover rate because employee engagement can foster a sense of commitment to the company. Thus, employee engagement in the organization and its values strengthen the research assumption that employee engagement has two essential dimensions: psychological and behavioral energy (Hameduddin & Lee, 2019).

The non-physical work environment is a state of work relations within the company through peer-to-peer and superior-subordinate relationships. Sedarmayanti (2017) argues that the non-physical work environment is all conditions related to work relations with superiors and co-workers and concerns with management. So, if there is no good non-physical work environment, it will affect the relationship between colleagues.

A company has an excellent opportunity if it can provide a conducive non-physical work environment; employees feel privacy and can control sound or other noise (Dwipayana, I. G. B. K., & Suwandana, 2021). When employees feel comfortable with working conditions, they will not think about leaving their jobs, and in companies that have improved working environment conditions, the employee turnover intention will decrease (Purwanti, 2021). Therefore, the non-physical work environment influences the desire to leave the company.

## METHOD

The object of this research consists of four variables, namely work engagement, employee engagement, non-physical work environment, and turnover intention. The variables work engagement, employee engagement, and non-physical work environment are independent variables with the symbols X1, X2, and X3. and Turnover intention, which is the dependent variable with the symbol Y. This study reveals information about how each of these variables describes contract employees in the Jababeka area.

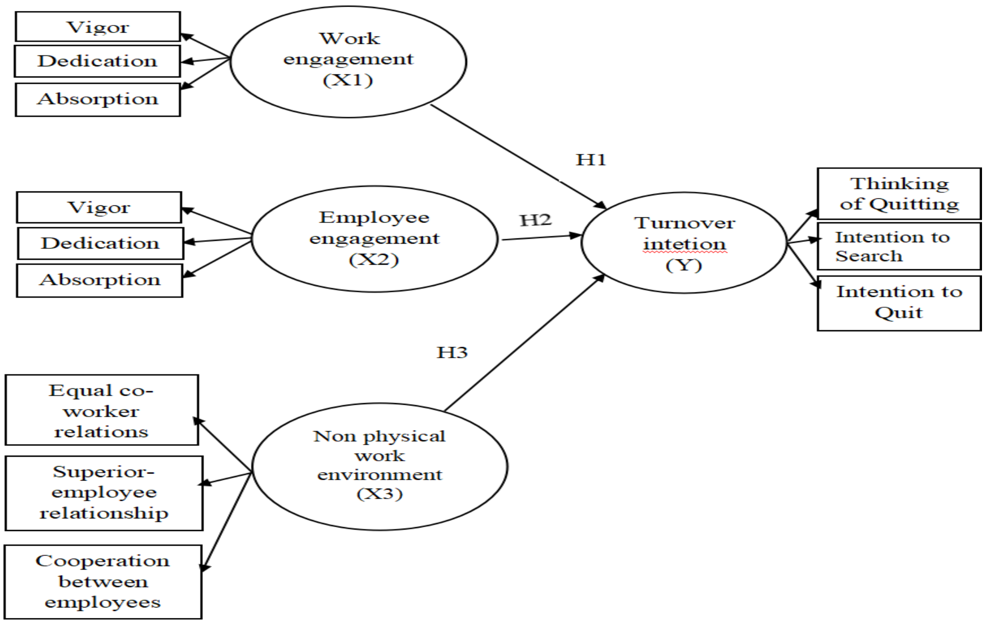


**Figure 2.**
Research design

In this study, the sample studied was part of the contract employees in the Jababeka area, consisting of 90 respondents.

**Table 1.**
Descriptive Data Analysis Results

| Variable | Total item | Lowest score | Highest score | Mean | SD |
|---|---|---|---|---|---|
| Turnover inventation | 17 | 50 | 79 | 63.428 | 6.70 |
| Employee Engagement | 77 | 227 | 341 | 269.40 | 23.644 |
| Work Engagement | 15 | 31 | 72 | 50.747 | 8.467 |
| Non physical work environtment | 24 | 70 | 109 | 87.263 | 8.541 |

## Convergent Validity

The idea of convergent validity in measurement states that a construct should have a high degree of correlation between the gauges (manifest variables). Loading values of 0.5 to 0.6, as suggested by (Panjaitan, 2017), can still be upheld, indicating that a concurrent validity test using reflecting indicators is feasible. The average variance extracted (AVE) can be used to determine the loading value, which reflects the size of the indicator variation in the underlying variable. If the composite dependability value is more significant than zero, then an AVE of 0.3 is acceptable even though the recommended AVE is more effective than 0.5 (Kurniati et al., 2015). Dimensions and variables still have an AVE value below 0.3 and a composite reliability value below 0.6, according to the results of the AVE and composite reliability calculations. Therefore, the next writer performs convergent validity analysis through the loading factor value. The calculation results show that all indicator items have fulfilled the concurrent validity requirements, with a minimum factor loading value of 0.5 rounded off, and also supported by the composite reliability of all indicators, which are above the value of 0.7 so that it can be said that all dimensions in this study meet the requirements of convergent validity or are said to be valid.

## Discriminant Validity

The idea behind discriminant validity is that "there should be no correlation between different constructs" (Arya Pering, 2020). Each variable's cross-loading value should be more than 0.70 to demonstrate discriminant validity using reflexive indicators (Panjaitan, 2017). The discriminant validity can also be examined by contrasting the square root of the AVE for each concept with the value of the correlation between them in the model. If the AVE for each idea is more significant than their correlation in the model, then we have good discriminant facts (Purwanti, 2020). The authors of this study examined the model's discriminant validity by contrasting the square roots of the AVEs for each construct with their respective correlation values. When compared to the values between the model's constructs, the calculated results reveal that each construct has a higher-excellent value. The discriminant validity analysis supports this conclusion.

**Reliability Test**

The composite reliability and Cronbach alpha values are used to determine the consistency and accuracy of research instruments in measuring constructs, and the reliability test is the last in the outer model. According to (Mathematics, 2016), the reliability of a tool can be measured by adding its reliability value to its Cronbach alpha. So, it's safe to say that Cronbach's alpha and the composite reliability value are suitable measures of an instrument's reliability. For a variable to be considered reliable, it must have a Cronbach alpha value of at least 0.4 and a composite reliability of at least 0.7. It may be stated that the instruments employed in this study are still relatively trustworthy because the calculation shows that the combined reliability value of all research variables is more significant than 0.70, and the Cronbach alpha value is greater than 0.60.

**Structural Model Evaluation**

The structural model can be examined using the R-squared value, a measure of statistical significance. Determine whether or not the independent latent variable has a significant effect on the dependent latent variable by calculating the R-squared value. The p-value or coefficient can be examined for the second test (Intyaswati, n.d.). When the parameter coefficient values are positive, the T-statistic value is > 1.96, and the p-value is 0.05, we say the two variables are strongly connected.

The data analysis reveals that the relationship models of Work Engagement (X1), Employee Engagement (X2), and Non-Physical Work Environment (X3) can account for the variation in Turnover Intention (Y) variables in the Jababeka Region, with an R-value Squared of 0.433. According to the findings, the correlation between turnover intent and the three factors studied (Engagement, Employee Engagement, and Non-Physical Work Environment) is 45.4%. However, outside factors account for 54.6% of the total contribution.

**Hypothesis Test Results**

The significance test determines if there is a relationship between exogenous and endogenous factors. According to the test criteria, a substantial influence of exogenous variables on endogenous variables is indicated if the T-statistic value is less than or equal to the T-table (1.96). The following table displays the outcomes of statistical tests performed on the hypothesis:

**Table 2.**
Path Coefficient

| | Original sample (O) | Sample Mean (M) | Standard Deviation (STD-EV) | T Statistics (O/STD-EV) | P Values |
|---|---|---|---|---|---|
| Employee Engagement->Employee turnover inventation | 0.370 | 0.369 | 0.139 | 2.656 | 0.008 |
| Work Engagement->Employee turnover inventation | 0.085 | 0.088 | 0.124 | 0.689 | 0.491 |
| Non Physical Work Environment->Employee turnover inventation | 0.324 | 0.333 | 0.132 | 2.443 | 0.015 |

## RESULT AND DISCUSSION

The findings of this study show that employee engagement substantially impacts turnover intentions among contract workers. "employee engagement" describes the degree to which workers feel invested in and connected to their employer. Contract workers are hired for a limited time or to complete a specific project and are not considered permanent employees. Intentional turnover describes the propensity or desire of workers to leave their current positions.

Several factors, including employee engagement, may influence contract workers' inclination to leave their positions. However, some ramifications could occur:

Job Satisfaction: Higher levels of employee engagement generally lead to increased job satisfaction. When contract employees feel engaged and satisfied with their jobs, they are less likely to experience turnover intentions. Engaged employees tend to have more substantial goals, motivation, and satisfaction in their roles, which reduces the desire to leave.

Organizational Commitment: Employee engagement is often correlated with higher levels of organizational commitment. When contract employees feel involved, they develop a sense of loyalty and attachment to the organization. This commitment can reduce turnover because contract employees may be more willing to stay and contribute to the organization's success.

Opportunities for Growth and Development: Engaged employees have more access to organizational learning and development opportunities. When contract employees feel supported in their professional growth, they are less likely to consider seeking better prospects elsewhere. Training, mentoring, and career advancement opportunities can positively influence engagement and reduce turnover among contract employees.

Social Support and Inclusion: Engaged employees often experience a sense of belonging and social support at work. When contract employees feel included and valued by their colleagues and supervisors, they are more likely to develop positive relationships and connections. This sense of community can reduce turnover intentions by creating an environment where contract employees feel supported and included.

It is important to note that the impact of employee engagement on the turnover intention of contract employees may differ from that of permanent employees. Contract employees may have different expectations, job security concerns, and motivations than regular employees. Therefore, organizations must consider these unique factors when designing engagement strategies and addressing turnover intentions among contract employees.

Work Engagement has a significant influence on Contract employee turnover Intention. Here are some of the effects that can occur:

Commitment to work: When contract workers feel engaged and connected to their work, they tend to have a higher level of commitment to the organization or project they work for, which can reduce their desire to leave and look for another job;

Job satisfaction: Work engagement is closely related to job satisfaction. Contract workers are more likely to feel satisfied when they feel involved in their jobs. A high level of job satisfaction can reduce the tendency of contract workers to move to other jobs; and

Sense of ownership: Work Engagement can increase the sense of ownership of the work and the organization. Contract workers who feel they have an essential role in their jobs and feel attached to the organization may be more likely to stay and avoid changing jobs.

Intrinsic motivation: Work engagement promotes intrinsic motivation, which comes from satisfaction in doing the work itself, a sense of accomplishment, and personal growth. When contract workers feel high intrinsic motivation, they are more likely to be excited and motivated to stay in their jobs than to seek other opportunities.

Organizational commitment: Work Engagement is positively related to organizational commitment, i.e., the level of employee loyalty and attachment to the organization where they work. Contract workers who feel emotionally attached to the organization may be likelier to stay and have less intention to change jobs.

**These influences can cause high Work Engagement in contract workers, reduce their intention to migrate**

work, or experience lower Turnover Intention. A good work environment, in general, can influence the desire of contract employees to stay with a company. Several non-physical factors of the work environment, such as organizational culture, management policies, and relations between co-workers, can play an essential role in influencing employee satisfaction and their intention to stay or leave.

The following are some examples of how the non-physical work environment can influence the desire of contract employees to remain employed:

Organizational Culture: If the work environment is filled with mutual trust, cooperation, and support, contract employees tend to feel more satisfied and attached to the company. Conversely, if there is an unhealthy culture, such as unfair attitudes, unequal treatment, or unclear roles, contract employees may feel frustrated and more likely to seek other job opportunities; and

Career Development and Growth: When companies provide contract employees with career development and training opportunities, they may feel more motivated to stay employed. Without clear development opportunities, contract employees may think their job does not provide an excellent future perspective, increasing their desire to move on.

Work and Personal Life Balance: If the company provides work flexibility, benefits programs, or support for contract employees in maintaining a balance between work and personal life, it can help increase their satisfaction and desire to stay employed.

It is important to note that every organization and every individual has a unique context, and the factors influencing the desire of contract employees to move can vary. More specific research studies and analysis of relevant data can provide a deeper understanding of the relationship between the Non-Physical Work Environment and the intention of contract employees to move to Bekasi or other areas.

## CONCLUSION

Based on the results of research conducted on the effect of the Correlation Of Employee Engagement, Work Engagement, and Non-Physical Work Environment To Contract Employees Turnover Intention in Bekasi, the authors can conclude that the Correlation Of Employee Engagement, Work Engagement, and Non-Physical Work Environment together provide effect on Employees Turnover Intention with a variance value of 45.4%. However, in this study, it was found that the variables that most play a role in influencing the work engagement of contract employees are Work Engagement and Non-Physical Work Environment.

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