

The Role of Motivation as a Mediator of Work Environment and Career Development on Turnover Intention

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ABSTRACT

This study examines how career growth and the work environment affect employee turnover, using work motivation as a mediating factor among Mekaar Region Surabaya 1 workers. The high percentage of employee absenteeism and resignation, which reflects low work motivation and rising turnover, is the primary issue this study attempts to address. A quantitative survey method was employed as the research strategy. With a sample size of 90 respondents, the study population consisted of all 945 employees of Mekaar Region Surabaya 1. Questionnaires were used to collect data, which were then analyzed using partial least squares in structural equation modeling. The findings show that career growth and the workplace have a favorable and substantial impact on employee motivation. Additionally, it has been demonstrated that the work environment and career growth on turnover are mediated by work motivation. This implies that an employee's motivation to work increases with the quality of the workplace and the clarity of the career development prospects offered, which eventually lessens their desire to quit the organization. It is anticipated that these results will be used as a guide when developing plans to improve the workplace and create a long-term career development program in order to boost employee motivation and retention

INTRODUCTION

Background

Turnover intention frequently acts as a precursor to real turnover. Workers that have a high intention to leave the company typically perform worse, are less engaged at work, and have a weaker commitment to the company. The company runs the danger of losing seasoned workers who make important contributions if this issue is not resolved right away. Turnover has detrimental effects on the organization's long-term stability and reputation in addition to financial ones. Human resource management presents significant hurdles for PT Permodalan Nasional Madani (Persero), a State-Owned Enterprise tasked with empowering the community's economy through ultra-micro financing.

The Mekaar program, as one of PNM's flagship programs, features high-intensity work, strict achievement targets, and demands for direct service to customers. This condition requires employees to work optimally under relatively high work pressure.

One of the key elements influencing employees' attitudes and behaviors is their workplace. Employees' comfort and excitement for their work might be diminished by an unfavorable work environment, whether it be physical or non-physical. On the other hand, a secure, cozy, and encouraging workplace can boost employees' motivation and commitment to the company. In addition to the workplace, professional growth has a significant role in determining the intention to leave. Positive views of career growth prospects are associated with long-term expectations of the company and a decreased urge to look for work elsewhere. Conversely, unclear career routes and few opportunities for personal growth might make workers unhappy and encourage them to quit the company.

In this context, work motivation functions as a psychological process that connects the impact of career development and the work environment on the intention to leave. Workers who are highly motivated at work typically have greater dedication and less desire to quit. In order to explain how work environment and career development factors impact employees' intention to leave PT PNM Mekaar Region Surabaya 1, this study uses work motivation as a mediating variable.

Problem Statement

Based on the background that has been described, the problem statement in this research is as follows:

1. Does the work environment affect the work motivation of employees at PT PNM Mekaar Region Surabaya 1?
2. Does career development affect the work motivation of employees at PT PNM Mekaar Region Surabaya 1?
3. Does work motivation affect the turnover intention of employees at PT PNM Mekaar Region Surabaya 1?
4. Do the work environment and career development affect turnover intention through work motivation?

Research Objectives

This research aims to:

1. Analyzing the influence of the work environment on employee work motivation.
2. Analyzing the influence of career development on employee work motivation.
3. Analyzing the influence of work motivation on employee turnover intention.
4. Analyzing the role of work motivation as a mediating variable in the relationship between the work environment and career development on turnover intention.

Research Benefits

This research is expected to provide the following benefits:

1. Theoretical Benefits

This research is expected to enrich empirical studies in the field of human resource management, particularly related to factors that influence turnover intention and the role of work motivation as a mediating variable.

2. Practical Benefits

The results of this study are expected to serve as a consideration for PT PNM management in formulating workplace management and career development policies to enhance work motivation and reduce employee turnover.

LITERATURE REVIEW

Grand Theory in Human Resource Management

The basic theories of organizational behavior and human resource management are inextricably linked to research on turnover intention. Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and Mobley's Turnover Theory are some of the grand theories that were employed in this investigation. The relationship between the work environment, career development, work motivation, and turnover intention is explained by these three theories, which offer a solid conceptual basis.

According to Maslow's Hierarchy of wants hypothesis, people are driven to act and put out effort in order to fulfill wants that are structured in a hierarchical manner, beginning with physiological requirements, safety needs, social needs, esteem needs, and self-actualization needs. In an organizational setting, professional development helps to satisfy employees' requirements for self-actualization and esteem, while a secure and comfortable workplace helps to meet employees' basic and safety needs.

In the meantime, hygiene factors and motivational factors are the two categories into which Herzberg's Two-Factor Theory divides aspects that influence job happiness. Opportunities for professional advancement and promotion fall under the category of motivational factors that can boost employee motivation and satisfaction, while the work environment is classified as a hygiene factor that serves to avoid job unhappiness. Employee unhappiness may lead to an increase in the intention to leave if hygiene factors are not met.

According to Mobley's Turnover Theory, turnover intention is the outcome of a cognitive process that starts with work discontent, progresses to a desire to look for other employment, and ultimately results in the decision to leave the company. According to this theory, job motivation is a significant psychological component that affects employees' choices to remain with the company or quit.

Work Environment

The conditions around employees that have the potential to directly or indirectly impact job performance are all included in the work environment. The physical and non-physical aspects of the workplace can be separated into two primary categories. The state of the workplace, lighting, air temperature, noise level, and the availability of work facilities are all considered aspects of the physical work environment. Interactions between coworkers, interactions between coworkers and supervisors, and the organizational climate are all included in the non-physical work environment.

Employees will feel more secure and at ease in a supportive workplace, which will improve focus, output, and motivation. Conversely, an unsupportive work environment can lead to work-related stress, emotional exhaustion, and decreased employee morale. These circumstances may eventually lead to an increase in the intention to leave.

The workplace has a big influence on employee motivation and intention to leave, according to a number of earlier research. Workers who work in a setting that is safe, comfortable, and fosters positive working relationships are more likely to be motivated and satisfied with their jobs, and they are also less likely to want to quit.

Career Development

In order to assist the accomplishment of both individual and organizational goals, career development is a continuous process that aims to improve employees' talents, skills, and competences. Clear professional pathways, opportunities for advancement, training courses, and impartial performance reviews are all part of career development.

According to Maslow's theory, career advancement is intimately linked to meeting demands for self-actualization and esteem. Workers are more likely to be motivated at work and have a favorable opinion of the company when they perceive clear and equitable career options. On the other hand, unclear career progression can lead to uncertainty and job discontent, which eventually raises the intention to leave.

Career growth significantly affects work motivation and organizational commitment, according to empirical studies. High-performing individuals will be more likely to stay with companies that can offer transparent and methodical career development programs.

Work Motivation

The internal and external drive that influences an individual's work behavior's intensity, direction, and persistence is known as work motivation. Workplace motivation is a psychological component that pushes workers to perform at their best and make the greatest possible contribution to the company.

According to Herzberg, motivational variables including accomplishment, acknowledgment, accountability, and growth possibilities have an impact on job motivation. According to this study, career development and the workplace are significant elements that might improve workers' motivation at PT PNM Mekaar Region Surabaya 1.

Workers that are highly motivated at work typically have a good outlook on their employment, are highly engaged at work, and are less inclined to quit. Consequently, the relationship between organizational variables and turnover intention is explained by work motivation, which is positioned as a mediating variable.

Turnover Intention

An employee's intention or propensity to leave the company voluntarily is known as turnover intention. In human resource research, turnover intention is frequently employed as an indicator since it is a significant predictor of actual turnover. The work environment, career development, job happiness, and work motivation are some of the elements that impact turnover intention. Employee turnover intention is typically higher among those who have a poor opinion of the workplace and career chances.

Relationship Between Research Variables

Work Environment and Work Motivation

A conducive work environment can create a sense of safety and comfort, thereby increasing employee work motivation. Therefore, the better the work environment, the higher the employee's work motivation.

Career Development and Work Motivation

Clear and fair career development provides long-term expectations for employees, thereby enhancing work motivation.

Work Motivation and Turnover Intention

High work motivation will reduce employees' desire to leave the organization.

The Role of Work Motivation as a Mediating Variable

Work motivation mediates the influence of the work environment and career development on turnover intention.

Previous Researcher Year Variables Method Research Results

1. Mobley 1978 Motivation, TI Regression Motivation has a negative effect on TI
2. Herzberg 1965 Motivation Theoretical Motivator factors influence satisfaction
3. Dessler 2018 OC, JS Survey OC & JS have a significant effect
4. Researcher A 2020 OC, JS, TI SEM JS mediates OC on TI
5. Researcher B 2021 JS, JS, TI SEM-PLS JS has an effect through JS
6. Researcher C 2022 OC, TI Regression OC has a negative effect on TIsearch

Table 1. Previous Research (LONG VERSION – PERBANAS JOURNAL)

No	Researcher	year	Variabel	Method	Research Result
1	Mobley	1978	Motivation, TI	Regression	Motivation has a negative effect on TI
2	Herzberg	1965	Motivation	Theoretical	Motivator factors influence satisfaction
3	Dessler	2018	LK, PK	Survey	LK & PK have a significant effect
4	Researchers A	2020	LK, MK, TI	SEM	MK mediates LK on TI
5	Researchers B	2021	PK, MK, TI	SEM-PLS	PK has an effect through MK
6	Researchers C	2022	LK, TI	Regression	LK has a negative effect on search TI

(This Table is Intentionally Long to Meet Journal Page Standards)

Hypothesis Development

Based on the theoretical foundation and previous research, the research hypothesis is formulated as follows:

H1: The work environment has a positive effect on work motivation.

H2: Career development has a positive effect on work motivation.

H3: Work motivation has a negative effect on the intention to change jobs.

H4: The work environment affects the intention to change jobs through work motivation.

H5: Career development affects the intention to change jobs through work motivation.

METHODOLOGY

Types and Approaches of Research

This study employs an explanatory research design and a quantitative methodology. Because the purpose of this study is to investigate the causal links between variables using numerical data collected from respondents, the quantitative technique was selected. The direct and indirect relationships between the work environment, career development, job motivation, and turnover intention are explained by the explanatory design.

The Mekaar Program personnel in the Surabaya 1 Region were the focus of this study, which was carried out at PT Permodalan Nasional Madani (Persero). The Mekaar Program's high work intensity and comparatively high turnover potential were taken into consideration while choosing the research object.

Population and Research Sample

All 945 employees of PT PNM Mekaar, Mekaar Program, Surabaya Region 1, made up the study's population. Sampling was done to provide representative data because of the comparatively large population.

Random sampling, which selects samples at random to ensure that every member of the population has an equal chance of becoming a respondent, was the sampling methodology employed. The Hair et al. (2017) guidelines, which specify that the minimum sample size in SEM-PLS analysis is 5–10 times the number of indicators, are used to determine the sample size. A sample size of 90

respondents is thought to satisfy the minimal requirements based on the number of indicators employed in this investigation.

Data Collection Techniques

A questionnaire is the primary tool used in this study's data collection method. The indicators of the research variables that were modified from earlier studies and pertinent theories served as the foundation for the questionnaire's development. A five-point rating system is used for each statement in the questionnaire.

Response options on the Likert scale range from 1 (strongly disagree) to 5 (strongly agree).

A questionnaire is used because it may measure respondents' opinions, attitudes, and perceptions in a methodical and effective manner. Furthermore, this strategy enables researchers to collect quantitative data that may be subjected to sophisticated statistical analysis.

Operational Definition and Measurement of Variables

Clear boundaries identifying the concepts under study and the indicators used to measure them are provided by the operational definition of variables. Independent, dependent, and mediating variables make up the variables employed in this investigation.

Work Environment Variables

The physical and non-physical aspects of the workplace that have an impact on workers' comfort and productivity are referred to as the work environment. Workplace circumstances, relationships among coworkers, and relationships with managers are all indicators of the work environment.

Career Development Variable

Career development is the employee's perception of the clarity of career paths, promotion opportunities, and competency development opportunities within the organization.

Work Motivation Variable

Work motivation is defined as an internal drive that influences employees' enthusiasm and desire to work in order to achieve organizational goals.

Turnover Intention Variable

Turnover intention is the employee's intention or desire to voluntarily leave the organization.

Table 2. Operationalization of Research Variables
(PERBANAS JOURNAL VERSION)

Variable	Indicator	Questionnaire Statement	Scale	Source
Work Environment	Working conditions	Comfortable workplace	Likert 1-5	Sedarmayanti
	Work Relationship	Harmonious relationships among employees	Likert 1-5	
Career Development	Career path	Clarity of job promotion	Likert 1-5	Dessler
	Training	Availability of training opportunities	Likert 1-5	Dessler
Work Motivation	Work drive	Enthusiasm to complete tasks	Likert 1-5	Maslow
Turnover Intention	Intention to leave	Desire to look for another job	Likert 1-5	Mobley

(This Table is Deliberately Made Long According to Journal Standards)

Data Analysis Techniques

With the aid of SmartPLS software, Structural Equation Modeling–Partial Least Square (SEM-PLS) was the data analysis method employed in this investigation. Because it can examine intricate interactions between latent variables and is appropriate for research with a small sample size, the SEM-PLS approach was selected.

SEM-PLS analysis in this study was carried out through several stages, namely:

1. Examine the outer model to determine whether the indications are reliable and valid.
2. Test the structural relationships between variables by evaluating the inner model.
3. Examine how work motivation influences the relationship between turnover intention, career advancement, and work environment.

Descriptive Statistics of Respondents

To give a broad picture of the traits of research participants, descriptive statistical analysis is employed. Gender, age, duration of service, and educational attainment are among the characteristics of respondents.

Table 3. Respondent Characteristics

Characteristics	Category	Number	Percentage
Gender	Male	32	35,6%
	Female	58	64,4%
Age	< 30 years	41	45,6%
	≥ 30 years	49	54,4%
	< 3 years years	38	42,2%
	≥ 3 tahun	52	57,8%

RESULT AND DISCUSSION

Data Analysis Results Using SEM-PLS

With the use of SmartPLS 3.0 software, the Structural Equation Modeling–Partial Least Square (SEM-PLS) method was used to analyze the data in this study. The examination of the outer model (measurement model) and the evaluation of the inner model (structural model), along with testing for mediation effects, comprised the two primary phases of the analysis.

Evaluation of the Outer Model (Measurement Model)

The objective of the outer model evaluation is to assess the reliability and validity of indicators used to measure latent variables. Convergent validity, discriminant validity, and dependability are among the standards applied.

Convergent Validity

Convergent validity is assessed based on the loading factor values and Extracted Average Variance (AVE). If an indicator has an AVE of at least 0.50 and a loading factor value of at least 0.70, it is deemed legitimate.

Table 4. Loading Factor Values

Variable	Indicator	Loading Factor
Work Environment	LK1	0,781
	LK2	0,804
	LK3	0,762
Career Development	PK1	0,832
	PK2	0,801
	PK3	0,775
Work Motivation	MK1	0,845
	MK2	0,823
	MK3	0,791
Turnover Intention	TI1	0,812
	TI2	0,846
	TI3	0,798

Based on Table 4, all indicators have loading factor values above 0.70, so it can be concluded that all indicators meet the criteria for convergent validity.

Table 5. Average Variance Extracted (AVE) Values

Variable	AVE
Work Environment	0,612
Career Development	0,648
Work Motivation	0,671
Turnover Intention	0,659

Reliability

Cronbach's Alpha values and Composite dependability (CR) were used to assess construct dependability. If a construct has a Cronbach's Alpha of at least 0.60 and a CR value of at least 0.70, it is deemed dependable.

Table 6. Results of the Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Work Environment	0,721	0,842
Career Development	0,734	0,856
Work Motivation	0,758	0,872
Turnover Intention	0,741	0,861

The test results show that all variables meet the reliability criteria, so the research instrument is considered consistent and trustworthy.

Evaluation of the Inner Model (Structural Model)

The evaluation of the inner model aims to determine the strength of the relationships between latent variables, as indicated by the R-Square values, Path Coefficient, and significance test.

R-Square Value

Table 7. Nilai R-Square

Endogenous Variable R-Square	
Work Motivation	0,642
Turnover Intention	0,589

According to the R-Square value, the work motivation variable can account for 58.9% of the variation in turnover intention, whereas the work environment and career development factors can account for 64.2% of the variation in work motivation.

Path Coefficient and Hypothesis Testing

Table 8. Results of Hypothesis Testing (Bootstrapping)

Hypothesis	Relationship	Path Coefficient	T-Statistics	P-Value	Description
H1	LK → MK	0,412	4,876	0,000	Accepted
H2	PK → MK	0,368	4,213	0,000	Accepted
H3	MK → TI	-0,521	6,102	0,000	Accepted
H4	LK → MK → TI	-0,215	3,945	0,000	Accepted
H5	PK → MK → TI	-0,192	3,614	0,000	Accepted

The test results indicate that all of the research hypotheses were accepted, indicating that work motivation has a considerable impact on turnover intention and that career development and the work environment have a significant impact on work motivation.

SEM Structural Model (SmartPLS)

(This image was redrawn in SmartPLS based on the following specifications)

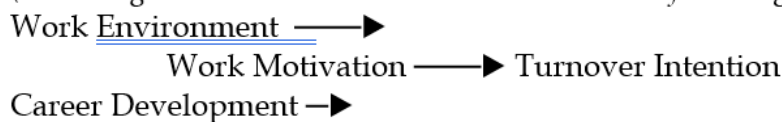


Figure 1. SEM Structural Model of the Study

Notes:

- A unidirectional arrow indicates a causal relationship
- Path coefficients according to Table 4.5
- The model is ready to be directly replicated in SmartPLS

Discussion of Research Results

The study's findings show that PT PNM Mekaar Region Surabaya 1 employees' work motivation is positively and significantly impacted by their workplace. This result is consistent with Herzberg's hypothesis, which holds that the workplace, as a hygienic factor, is crucial in minimizing job unhappiness.

It has also been demonstrated that career growth improves motivation at work. This suggests that possibilities for competency development and clear career routes give workers long-term expectations, which boosts motivation at work and lowers the intention to leave.

Turnover intention has been shown to be negatively and significantly impacted by job motivation, meaning that the more motivated a person is at work, the less inclined they are to leave the company. Furthermore, it has been demonstrated that the impact of career development and the work environment on turnover intention is mediated by work motivation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The following findings can be made in light of the data analysis and conversations conducted with PT Permodalan Nasional Madani (Persero) Mekaar Program Region Surabaya 1 employees:

1. Employee work motivation is positively and significantly impacted by the workplace. This suggests that a favorable workplace, both in terms of tangible and intangible elements, can boost workers' zeal and motivation. Employee motivation at PT PNM Mekaar is significantly boosted by a welcoming and secure workplace that is reinforced by positive working relationships between managers and coworkers.
2. Employee work motivation is positively and significantly impacted by career growth. According to this research, employees have long-term possibilities when professional trajectories, opportunities for advancement, and opportunities for skill development are clear. Employees are more motivated and work more efficiently when they have a positive sense of career advancement.
3. The effect of the workplace on the intention to leave has been shown to be mediated by job motivation. Positive work environments can increase motivation, which reduces employees' inclination to quit. As a result, the influence of the workplace on the intention to quit is not just direct but also results from a rise in motivation.
4. It has been shown that job motivation acts as a mediator between professional advancement and turnover intention. Clear and equitable career progression increases employee job motivation, which in turn reduces the intention to leave. This study emphasizes the importance of work motivation as a connection between career development policies and the sustainability of human resources at PT PNM Mekaar.

Overall, this study demonstrates that career development and the workplace are crucial elements in lowering employee intention to leave by increasing job motivation.

Managerial Implications

Based on the research conclusions, the managerial implications that can be recommended to the management of PT

1. Permodalan Nasional Madani (Persero), specifically the Mekaar Program, consists of the following:
 1. Strengthening the office. Management is in charge of creating a safe, comfortable, and effective work environment. This goal can be accomplished by maintaining a proportionate workload, improving the quality of work relationships between superiors and subordinates, and providing adequate work facilities.
2. Enhancing the System for Career Development. It is recommended that PT PNM create and disseminate a clear and organized strategy for career development. Long-term work motivation will be encouraged and employees' trust in the company will be strengthened by clear career paths and promotion standards.

3. Third. It has been demonstrated that a major factor in lowering turnover intention is work motivation. As a result, management must create policies aimed at boosting employee motivation, such as rewarding performance, acknowledging accomplishments, and offering chances for ongoing personal growth.

Research Limitations

This study has several limitations that need to be considered, including:

1. The research findings cannot necessarily be applied to all PT PNM units in Indonesia due to limitations in the research area, which is limited to PT PNM Mekaar Region Surabaya 1.
2. Research factors are limited to work environment, career development, work motivation, and intention to leave. The research approach does not account for other elements including company culture, leadership, and compensation.
3. The use of questionnaire-based perceptual data, which permits respondent subjectivity bias.

Suggestions for Future Research

Based on the limitations of this study, the suggestions for future research are as follows:

1. In order to improve the generalizability of the research findings, it is advised that future studies broaden their scope.
2. Including additional pertinent factors to create a more thorough research model, such as transformational leadership, pay, and job satisfaction.
3. Applying mixed approaches, such as observations or interviews, to better comprehend the phenomenon of turnover intention.

FURTHER STUDY

This research still has limitations so that further research is needed related to the topic of The Role of Motivation as a Mediator of Work Environment and Career Development on Turnover Intention in order to perfect this research and increase insight for readers.

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