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The Mediating Role of Work Satisfaction between Non Physical Work Environment and Job Security on Turnover Intention

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Abstract:
Nowadays high employee turnover has become a serious problem for many companies. The cause of the resigned of an employee from a job, probably due to the current situation faced not in accordance with the desired expectations. The existence of employee dissatisfaction in work is often influenced by many factors such as management factors that are not good and the environment of companies that do not support the employees. This research is a literature review from previous research and some theories that analyzes about work satisfaction, non-physical work environment, job insecurity and turnover. The results of the research became a reference for improving work satisfaction and reducing turnover intention of the employees

Keywords : Work satisfaction, non-physical work environment, job insecurity, turnover

1. Introduction

Every company always wants a qualified employee because he will more contribute and has a positive impact for the company. Turnover is a phenomenon that occurs in many companies nowadays. The high turnover rate will lead to a lot of potential cost of recruitment and retraining, and the level of performance will be sacrificed. Companies are required to be able retain their employees, such as being able to provide a high reward and understand a thing that can make employees to keep working without degrading the overall performance of the company (Saeed, 2014).

Changes in environmental conditions both internal and external organizations encourage organizations to respond quickly and adapt to a competitive market environment. Organizations need to be more flexible to adapt in an increasingly competitive environment. Employees will feel comfortable and secure will be created due to an adequate working environment. According to Purnamie (2016) Non-physical work environment includes hospitality attitudes of employees and mutual respect at different times of opinion which is a mandatory requirement to continue to build quality thinking employees who can finally build their performance continuously.

Some studies have found a non-physical work environment has an influence on employee's turnover intention. The empirical studies by Meilano and Nugraheni (2017) found a significant relationship between non-physical work environment and turnover intention. The results of research Yunita and Putra (2015) found that the work environment significantly and negatively affects the turnover intention. Adequate working environment will cause low employee turnover rate. Research conducted by Cinar (2014) mentions that job insecurity negatively affects the job satisfaction. The results of research conducted by Emberland (2010) states that job insecurity has a positive and significant effect on turnover intention.

Research by Titisari (2014) said that job satisfaction has a significant effect on turnover intention, that's mean the higher job satisfaction owned by employees, the lower turnover intention level of the employees. Research conducted by Wagner, et al, (2003) said turnover intention has a significant relationship on job satisfaction, there is a different result from the research by Choudhury et al., (2011) reveal a negative relationship between turnover intention and job satisfaction. There are still some problems that exist in the company, especially the relatively high turnover rate for new companies; the current phenomenon is the increase of the number of employees who resigned. This problem is caused by the job dissatisfaction, job insecurity, promotion, poor corporate management, and the ever-changing policy setting

2. Literature Review

2.1. Non Physical Work Environment

According Sedarmayanti (2011: 26) Non-physical work environment is all the circumstances that occur related to the relationship work, both relationships with the leader or relationships with subordinates. According to Wursanto (2011:32) a psychic work environment is defined as something that concerns to the psychological aspect of the work environment that cannot be captured by the five senses of man. According to Sedarmayanti (2011: 21) states there are several factors that affect the non-physical work environment that are:

- Work structure
- Job Responsibility
- Leaders' attention and support
- Cooperation between group
- Communication

According Sedarmayanti (2011:28) there are three kinds of is non-physical work environment. The three kinds of non-physical work environment are described as following:

- Emp\loyees' sense of security is a security of the various dangers that can threaten the employee.
- Loyalty is the attitude of employees to be faithful to the company and organization or to the work that is the responsibility. This loyalty consists of two kinds, namely loyalty that is vertical and horizontal. Loyalty is a vertical loyalty between subordinates with the leaders or vice versa. This loyalty can be formed in various ways.
- Employee satisfaction is a feeling of satisfaction that appears in the employees associated with the implementation of work. These feelings of satisfaction include satisfaction because the needs are met, social needs can also run well, and psychological needs are also met.

2.2. Job Insecurity

Smithson and Lewis (2000) define job insecurity as a person's psychological condition that shows a sense of confusion or insecurity due to changing environmental conditions. According to Ashford et al. (1989) job insecurity is a reflection of the degree to which employees feel their work is threatened and feel helplessness to do everything about it as a sense of powerlessness to sustain continuity in threatened working conditions. Sverke, Hellgren and Näswall (2006) explains the consequences of job insecurity as below:

- Frustration and stress: Work provides individuals with income, social contacts, opportunities for personal development and a more structured life. If someone feels
- His needs threatened by a perceived insecure employment situation by losing his job, he will be frustrated and will experience stress because individuals have strong desire for stability about their structured life.
- Stress reactions: Uncertainty and ambiguity about job will lead to stress experiences. Stress experiences go with stress reactions, which can be described as somatic, psychological, and behavioral.
- Health-related consequences: Job insecurity has been participated to several different health-related outcomes. Many studies have explained that job insecurity is negatively related to employee well-being.
- Attitudinal consequences: Job insecurity has been found to be related to a number of attitudinal reactions. The most commonly researched context is job satisfaction and it reveals that employees who felt insecure about their future of job were more dissatisfied compared to employees who perceived their future of job situation as more secure.

2.3. Turnover Intention

According to McElroy et al (2002), indication of turnover intention is employee absenteeism, employee laziness, increases in regulatory violations, increased protests against superior policies, and very different positive behavior. Labor turnover is considered a phenomenon barrier that causes problems for the business, the loss of quality workforce leads to quality degradation, innovation and competitiveness. Further, turnover leads to significant cost in hiring and training new employees (Abbasi et al., 2008). Mobley (1986) states several factors that cause turnover are:

2.3.1. Job Satisfaction

Psychological variables are most often researched in an intention-turnover model. The aspects of satisfaction are found relating to the individual's desire to leave the organization include the satisfaction of wages and promotion, the satisfaction of the received supervision, the satisfaction with co-workers, and the satisfaction of the work.

2.3.2. Organizational Commitment

Turnover intention incorporates organizational commitment as a concept that explain the process as a form of behavior. Organizational commitment can be distinguished from job satisfaction. Commitment refers to individual responsiveness to the whole organization, whereas satisfaction leads to an emotional response to a particular aspect of the worker.

2.4. Job Satisfaction

Robbins (2003) defines job satisfaction as a general attitude of the individual to his work. An employee's assessment of how satisfied or dissatisfied he or she with the work is a complex calculation of some sensitive work elements. Jurges, (2003) argues that job satisfaction is an important outcome in labor market activity. Wages are merely a dimension of choice for individuals in addition to their work justice. According to Luthans (2006: 212), the main factors affecting job satisfaction are described below:

- The work itself, an exciting and challenging job, a job that is not boring, and a job that gives status to the employee.
- Promotion, promoted opportunities have an effect on job satisfaction, because promotion can be in different forms and varies in return.
- Supervision, another source of job satisfaction is quite important as well.
- Working groups, friendly and cooperative colleagues are a source of job satisfaction for individual employees.

3. Theoritical Framework

Conceptual framework in this research is made to explain the variables which become as independent variable, mediating variable and dependent variable.
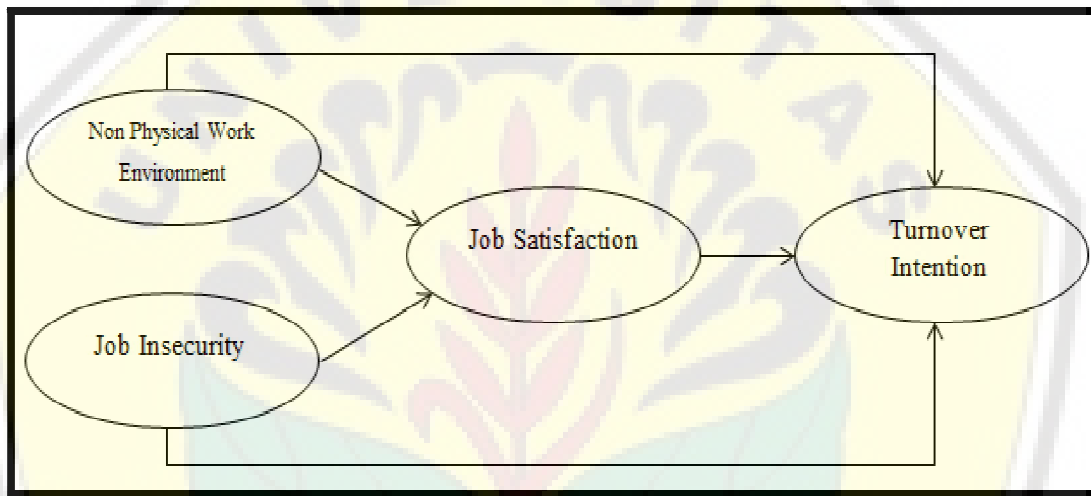

Figure 1: The Theoritical Framework Relationship between Non-Physical Environment, Job Insecurity, Job Satisfaction, Turnover Intention

4. Discussion

The results of this study are in accordance with that done by Anggreani (2016), Dinny (2015), Ouyang, et al., (2015), which indicates that non-physical work environment is very important as a trigger work of employees in order to work more optimally, when the non-physical work environment can be aligned with the existing work within the company hence working relationships, work achievements and others will give satisfaction in working to employees.

The results of research conducted by Widyasari (2017) and Devi (2015) show that job insecurity can give effect on job satisfaction, in fact this will be the burden of employees and companies concerned because of the inconvenience to work but when the problem is not a separate burden for employees who live it then employees will still be able to focus in working with the target. The results of this study are consistent with those done by Anggreani (2016) and Gunalan (2015), indicating that a well-built work environment, unencumbered and mutually helpful among employees will provide better job performance, and when achievement of work that targeted has been implemented properly then certainly will be able to increase job satisfaction from the employees.

Another variable is job insecurity which has a relatively high tendency to turnover intention because in this case the employee has feel anxious, uncomfortable and worried about his work and his future in the company and the existing employees will prefer to move. The results of this study in accordance with that done by Gusrianto (2014) shows that job satisfaction is a goal and expectations of the company in the success of performance and achievement of better work within the company, when job satisfaction improved well will reduce the turnover intention of employees

5. Conclussion

From the study of theory and based on the results of previous research can be concluded that the non-physical work environment has a positive and significant effect on job satisfaction, Job insecurity has a negative and significant effect on job satisfaction, Non-physical work environment has a negative and significant effect on turnover intention, Job insecurity positively significant to turnover intention, job satisfaction has a negative and significant effect on turnover intention.

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