

The Influence Work Environment, Job Satisfaction and Work Stress on Turnover Intention

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Abstract

This study investigates the influence of work environment, job satisfaction, and job stress on turnover intention among employees at DM Baru Retailindo, Bantul. The research adopts a quantitative design, involving the entire employee population as the sample, totaling 49 respondents, selected using a saturated sampling technique. Data collection was conducted through structured questionnaires, and the responses were analyzed using multiple statistical methods to assess both partial and simultaneous effects of the independent variables on turnover intention. The findings indicate that the work environment exerts a positive and significant effect on turnover intention, suggesting that certain aspects of the workplace may contribute to employees' desire to leave. Conversely, job satisfaction demonstrates a negative and significant effect, meaning that higher levels of satisfaction are associated with lower turnover intention. Additionally, job stress shows a positive and significant influence, implying that increased stress levels elevate the likelihood of employees intending to resign. The simultaneous analysis confirms that the three factors collectively have a significant impact on turnover intention. These results hold important practical implications for human resource management at DM Baru Retailindo. Efforts to improve the physical and social aspects of the work environment, enhance job satisfaction through recognition and career development, and mitigate job stress through workload management could contribute to lowering turnover rates. The study provides valuable insights for managerial decision-making and may serve as a reference for future research aimed at strengthening employee retention strategies and ensuring organizational sustainability.

1. Introduction

Human resources are widely recognized as a critical determinant of organizational success, enabling companies to conduct their operations effectively and achieve their strategic objectives. Employees, as intangible assets, contribute not only through their skills and expertise but also by aligning their efforts with the organization's vision, mission, and goals. Ensuring employee welfare is therefore essential, as a supportive and well-managed workforce is more likely to maintain high performance and remain committed to the organization, rather than seeking opportunities elsewhere due to a lack of organizational attention.

Turnover intention, defined as an employee's conscious and deliberate willingness to leave the organization (Salimah, 2021), is considered a precursor to actual turnover behavior. It reflects the individual's contemplation of alternative employment and

their desire to seek more favorable working conditions or career prospects ((Redafanza et al., 2023). High turnover intention has been consistently linked to negative organizational outcomes, including increased recruitment costs, loss of experienced talent, and reduced productivity (Mobley, 2011; Tett & Meyer, 1993).

A preliminary survey conducted among employees of DM Baru Retailindo, Bantul, revealed that turnover intention remains relatively high. Several employees, including those in key positions with substantial experience and superior performance, have resigned unexpectedly. This is particularly problematic when such employees have undergone significant training and development, as their departure imposes additional costs on the company for recruitment, onboarding, and skill development. Over time, such losses can disrupt

operational stability and hinder the achievement of organizational goals.

Despite extensive research on turnover intention, there remains a need to examine its antecedents within the context of Indonesia's retail sector, which is characterized by high competition and labor mobility. Therefore, this study aims to investigate the influence of work environment, job satisfaction, and job stress on turnover intention among employees at DM Baru Retailindo, Bantul.

2. Literature Review

2.1 Work Environment

Work environment plays an important role in the sustainability of the company, so it is very important for a leader in a company to pay attention to the comfort of the work environment, because a comfortable work environment greatly affects the effectiveness of employees in working in the company. In every business activity it is necessary to design or lay out the layout of the work environment so that it is necessary to study and determine the aspects in the formation of the work environment itself (Sihaloho & Siregar, 2020).

The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthily, safely, and comfortably. The suitability of the work environment can be seen as a result over a long period of time, furthermore, poor work environments can demand more labour and time and do not support the design of an efficient work system (Setiawan & Nuridin, 2021). A good work environment can provide motivation and enthusiasm for employees in carrying out their duties, the work environment can be said to be good if the work environment is healthy, comfortable, safe and pleasant for employees in completing their work (Purwati & Maricy, 2019).

2.2 Job Satisfaction

According to Sutrisno et al., (2022) job satisfaction is a person's thoughts, feelings, and tendencies of action, which is a person's attitude towards his job. Job satisfaction is related to the

emotional state of workers, where there is or is not a meeting point between everything in the form of services provided by workers and the level of compensation provided by the company. Thus, everything that the company provides to its employees greatly affects the level of satisfaction that has an impact on the attitude that employees show towards their work. According to Vanessa dan Nawawi, (2022) job satisfaction is an important factor in influencing human life satisfaction because most of the time is spent where they work. Meanwhile, according to Mukhtar (2019) job satisfaction is the feeling of pleasure or disappointment of employees towards the work and company where they work. Job satisfaction can also be interpreted as an emotional attitude of an employee or group of employees who feel that their work is enjoyable, and the employee likes the work the employee is doing. Job satisfaction can also be interpreted as a positive attitude emitted by an employee, this can be in the form of employee feelings and attitudes from the employee himself where it has become one of the important things for the worker himself (Adinata & Turangan, 2023).

2.3 Work Stress

Work stress is a feeling of pressure experienced by workers in dealing with their work activities. Work environment conditions that are uncomfortable and burden the mental state of workers can be a major source of work stress even though the actual occurrence of work stress depends on the characteristics of the person concerned. According to Pangestu et al., (2023) that work stress is a physical and mental condition caused by environmental pressures, such as the availability of resources that are insufficient to meet individual needs or demands. In previous research, it was found that there is a relationship between work stressors and strain, specifically the relationship between organisational barriers and unproductive actions in the workplace. Workers are driven to cyberloafing behaviour when their resources are depleted. Stress is a common experience for everyone around the

world. Task demands, organisational structure, and leader attitudes are dimensions and indicators of job stress. Furthermore, job stress is a feeling of pressure experienced by employees in dealing with work. This work stress can be seen from symptoms, including unstable emotions, feelings of unease, solitude, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure, and indigestion (Lestari et al., 2020).

2.4 Turnover Intention

According to Henni et al., (2023) turnover intention is an urge or a desire that arises in employees to leave the company and look for work elsewhere, with several reasons that vary between one employee and another. Turnover intention can also mean the tendency or attitude of employees towards the potential to leave or resign from a particular job. Tjoa et al., (2023) defines turnover intention as the desire of employees to quit work from a company or move to another company according to their own choice. Indicators of turnover intention are increased absenteeism, laziness at work, increased frequency of violating company rules, increased complaints against superiors and reduced dedication to completing work. Turnover leads to the reality of leaving the company in a certain period, while the employee's desire to move refers to the results of an individual's evaluation of the continued relationship with the company which has not yet been realised in the definite act of leaving the company (Nengsih et al., 2024).

2.5 Hypotesis Development

a. The Influence Work Environment on Turnover Intention

The work environment is something that surrounds workers, which will have an impact on carrying out their work, including temperature, humidity, air circulation, lighting, noise, cleanliness, and completeness of work tools (Marzuqi, 2021). The work environment in a company is very important for management to pay attention to, although the work

environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. A pleasant work environment provides a sense of security and allows employees to work as much as possible and minimize turnover intention in employees in a company, if employees are happy in their workplace they will feel at home and carry out their activities so that they can utilize their working time effectively.

According to the findings of Marzuqi, (2021) the test results show that the work environment has a significant effect on turnover intention. This means that the work environment has a direct effect on turnover intention. The findings of Hidayati & Rizalti, (2021) show that there is a significant influence between the work environment on turnover intention and the findings of Kristin and marlina, (2022) found that the work environment has a significant effect on turnover intention.

H1: Work environment has a positive effect on turnover intention

b. The Influence Job Satisfaction on Turnover Intention

Job satisfaction is an emotional attitude that is pleasant and loves his work. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in the job, outside the job, and a combination of inside and outside the job (Rizki & Juhaeti, 2022).

Employees who have high levels of job satisfaction tend to be more committed, more dedicated to the company, and want to work more, job satisfaction has always been recognized as an important predictor. On the other hand, dissatisfaction arises when an employee considers turnover intention in the hope of finding a job that is more satisfying than the previous one.

The findings of Rizki & Juhaeti, (2022) job satisfaction partially negatively affects the turnover intention of employees of PT Sidomulyo Selaras Tbk Jakarta. The findings of

Jariyah & Swasti, (2022) show that job satisfaction has a negative direct effect on turnover intention. The findings of Susilo & Satrya, (2019) say that job satisfaction has a negative effect on turnover intention, which means that the better employee job satisfaction, the lower employee turnover intention and the findings of Suwistiningtyas et al., (2022) found that job satisfaction has a negative effect on turnover intentions. This indicates that the salary received, promotion opportunities, benefits and supervision from superiors and coworkers are factors that influence turnover intentions to decrease in Grand Rohan Jogja employees.

H2: Job satisfaction has a negative effects turnover intention

c. **The Influence Work Stress on Turnover Intention**

Stress is a condition due to the imbalance of the demands that must be met with a person's abilities, skills, and ways of thinking, if the imbalance is formed at a high level, the higher the stress experienced by the individual (Ardianto & Bukhori, 2021).

Work stress on the one hand is considered as something positive because of the demands to achieve certain goals, work stress can have an impact on many, one of which affects turnover intention. Because they are often faced with various kinds of problems both inside and outside the company, employees tend to experience stress, excessive stress cannot be tolerated. As a result, they lose the ability to make decisions, including the right decisions, and their behavior becomes disorganized.

The results of research conducted by Yunitasari et al., (2023) state that work Stress has a significant positive effect on turnover intention. This means that if work stress is high, turnover intention will also increase, on the other hand, if work stress is low, it will reduce the level of turnover intention. Widyaningrum et al., (2023) found a significant influence between work stress on turnover intention in employees of PT BPR Bank Daerah Gunungkidul

and the findings of Ardianto & Bukhori, (2021) found that work stress has a significant effect on the turnover intention of PT Taruma Mandiri Indonesia employees.

H3: Work stress has a positive effect on turnover intention

d. **The influence of work environment, job satisfaction and work stress on turnover intention**

Turnover intention is the desire of employees to quit a company or move to another company according to their own choice. Indicators of turnover intention are increased absenteeism, laziness at work, increased frequency of violating company rules, increased complaints against superiors and reduced dedication to completing work (Aprilita Tjoa et al., 2023).

Work environment, job satisfaction and work stress are factors that cause turnover which are variables that affect the level of employee turnover intention. It is imperative for every organization to understand the cause and effect of employee turnover intention as it affects attendance and rotation rates and increases the financial cost of the organization over time.

The findings of Aditya & Santoso, (2020) state that work environment, job satisfaction and job stress simultaneously affect turnover intention.

H4: Work environment, job satisfaction and work stress affect turnover intention.

3. Research Methods

3.1 Research Design

This study employed a **quantitative research design** with an explanatory approach, aiming to examine the causal relationship between work environment, job satisfaction, and work stress on turnover intention. The explanatory design was chosen to test the formulated hypotheses and determine the direction and strength of influence between the independent and dependent variables.

3.2 Population and Sample

The population comprised all employees of **DM Baru Retailindo, Bantul**, totaling 49 individuals. Given the relatively small population size, a **saturated sampling technique** (*census*) was applied, in which the entire population was used as the research sample. This ensured comprehensive coverage and minimized sampling error.

3.3 Data Collection Method

Primary data were collected using a **structured questionnaire** designed with closed-ended questions based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire consisted of four sections representing the study variables:

- **Work Environment** (12 items)
- **Job Satisfaction** (10 items)
- **Work Stress** (12 items)
- **Turnover Intention** (6 items)

The instrument was adapted from established scales in prior studies to ensure **content validity** and **theoretical relevance**.

3.4 Validity and Reliability Testing

Instrument validity was assessed using the **Pearson Product-Moment correlation** with a minimum correlation coefficient threshold of 0.281 ($n = 49$; $\alpha = 0.05$; 1-tailed). All items met this criterion, indicating construct validity. Reliability was tested using **Cronbach's Alpha**, with all variables achieving coefficients above 0.70, confirming internal consistency.

3.5 Data Analysis Techniques

The data analysis followed a systematic sequence:

1. **Descriptive Analysis** – to summarize respondents' demographic characteristics.
2. **Classical Assumption Tests** – including:
 - Normality Test (Kolmogorov-Smirnov method)
 - Multicollinearity Test (tolerance > 0.10; VIF < 10)
 - Heteroscedasticity Test (Glejser test)

3. **Multiple Linear Regression Analysis** – to measure the effect of the independent variables on turnover intention, formulated as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon Y$$

where:

YYY=TurnoverIntention

X1X_1X1=WorkEnvironment

X2X_2X2=JobSatisfaction

X3X_3X3=WorkStress

$\beta_0 \backslash \beta_0 = \text{Constant}$

4. **Hypothesis Testing** – conducted using:
 - **t-test** for partial effects of each independent variable
 - **F-test** for simultaneous effects of all independent variables
5. **Coefficient of Determination (Adjusted R²)** – to assess the explanatory power of the model.

All analyses were performed using **SPSS version 25** with a significance level (α) set at 0.05.

3.6 Ethical Considerations

Participation in the study was voluntary, and respondents were informed about the purpose and confidentiality of the data collected. The research adhered to ethical standards in social science research, ensuring anonymity and privacy of all participants.

4. Results and Discussion

4.1 Research Results

a. Respondents Characteristics

Table 1 Respondents Characteristics

Category		F	%
Gender	Man	10	20.4%
	Woman	39	79.6%
Age	< 20 Years	5	10.2%
	21-30 Years	24	49.0%
	31-40 Years	16	32.7%
	> 40 Years	4	8.2%
Married	Not Married	23	46.9%
Status	Married	26	53.1%
Last Education	SLTP	1	2.0%
	SLTA	45	91.8%
	D1/D2/D3/D4	1	2.0%
	S1/S2/S3	2	4.1%
Length of Service	1-5 Years	27	55.1%
	6-10 Years	17	34.7%
	>10 Years	5	10.2%

The characteristics of the respondents showed that there were more female respondents (79.6%) while men (20.4%). The majority of respondents aged 21-30 years as much as (49.0%). The majority of unmarried status as much as (46.9%). The majority of the latest education is high school or equivalent as much as (91.8%). The majority of the length of work 1-5 years as much as (55.1%).

b. Instrument Test

1) Validity Test

Table 2 Validity Test

Variable	Correlation Coefficient	Note
Work Environment	0.615	Valid
	0.646	Valid
	0.738	Valid
	0.759	Valid
	0.843	Valid
	0.713	Valid
	0.521	Valid
	0.502	Valid
	0.707	Valid
	0.741	Valid
	0.850	Valid
	0.823	Valid
	0.468	Valid
	0.368	Valid
Job Satisfaction	0.574	Valid
	0.621	Valid
	0.464	Valid

Variable	Correlation Coefficient	Note
Work Stress	0.486	Valid
	0.566	Valid
	0.497	Valid
	0.696	Valid
	0.764	Valid
	0.531	Valid
	0.751	Valid
	0.635	Valid
	0.650	Valid
	0.857	Valid
Turnover Intention	0.800	Valid
	0.850	Valid
	0.429	Valid
	0.600	Valid
	0.692	Valid
	0.594	Valid
	0.849	Valid
	0.843	Valid
	0.736	Valid
	0.856	Valid
Turnover Intention	0.851	Valid
	0.890	Valid
	0.857	Valid

The instrument test results in Table 2, show that the correlation coefficient is valid. For the one-way, test category is 0.281 ($n = 49$; $\alpha 5\%$; 1-tailed). The results show where the correlation coefficient of work environment is 0.502-0.850, job satisfaction is 0.368-0.764, work stress is 0.429-0.857, and turnover intention is 0.736-0.890. Because the value is greater than 0.281, so all items are declared valid.

2) Reliability Test

Table 3 Reliability Test

Variable	Cronbach's Alpha	Note
Work Environment	0.903	Reliable
Job Satisfaction	0.750	Reliable
Work Stress	0.902	Reliable
Turnover Intention	0.916	Reliable

Referring to Table 3, the reliability test results show that the cronbach's alpha value for work environment is 0.903, for job satisfaction 0.750, for the work stress 0.902 and for turnover intention 0.916. The reliability of the measuring instrument in this study can be proven by the cronbach's alpha value which is more than 0.70 for each variable

c. Assumptions Classic Test

1) Normality Test

Table 4 Normality Test

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N			49
Normal	Mean		,0000000
Parameters ^{a,b}	Std.		3,44710842
	Deviation		
Most Extreme	Absolute		,122
Differences	Positive		,080
	Negative		-,122
Test Statistic			,122
Asymp. Sig. (2-tailed)			,065 ^c
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			

Based on Table 4, it can be seen that the work environment, job satisfaction and work stress on turnover intention get an asymp.sig value of 0.065 > 0.05 so it can be concluded that the data is normally distributed.

2) Multicollinearity Test

Table 5 Multicollinearity Test

Variable	Tol.	VIF	Note
Work Environment	0.833	1.200	Free
Job Satisfaction	0.863	1.159	Free
Work Stress	0.763	1.311	Free
Turnover Intention			

Based on table 5, it can be seen that the tolerance value > 0.10 or the VIF value < 10, so there is no multicollinearity.

3) Heteroscedasticity Test

Table 6 Heteroscedasticity Test

Variable	t	Sig.	Note
Work Environment	0.302	0.764	Free
Job Satisfaction	-0.464	0.645	Free
Work Stress	1.162	0.251	Free
Turnover Intention			

Based on table 6, it can be seen that the glejser heteroscedasticity test states that the significant value of the independent variable is above or greater than 0.05. So it can be concluded that there is no heteroscedasticity in this model.

d. Multiple Linear Regression Analysis

Table 7 Multiple Linear Regression Analysis

Variable	B	Std. Error
Constant	21,625	7,380
Work Environment	0.186	0.081
Job Satisfaction	-0.618	0.135
Work Stress	0.227	0.076
Turnover Intention		

Based on the table 7 above, it can be seen that the significant value of the work environment is 0.026, the significant value of the job satisfaction variable is 0.000, and the significant value of job stress is 0.005. So it can be concluded that the linear regression model which includes work environment, job satisfaction, and work stress is work is:

$$Y = 21,625 + 0,186 X_1 - 0,618 X_2 + 0,227 X_3$$

e. Hypotesis Test

1) t Test

Table 8 t Test

Variable	t	Sig.
Work Environment	2.302	0.026
Job Satisfaction	-4.571	0.000
Work Stress	2.986	0.005

Based on table 8 above, it can be seen the results of the t test sig value. It can be concluded that the t test results are as follows:

The test of the effect of the work environment on turnover intention obtained a t value of 2.302 Based on the calculation results, it is known that $t_{count} > t_{table}$, namely $2.302 > 1.677$. With sig. of 0.026 ($0.026 < 0.05$). Hypothesis 1 which states that the work environment has a positive and significant effect on turnover intention is accepted. A pleasant work environment provides a sense of security and allows employees to work as much as possible and minimise turnover intention in employees in a company.

The company must be able to maintain the work environment indicator in the statement 'the lighting equipment in the room is good and adequate' getting the highest mean of 4.00. This means that employees of DM Baru Retailindo Bantul feel that the lighting in the

room is in accordance with what employees want, this can provide a stimulus for employees so that they can make employees comfortable and reduce the possibility of employees to turnover intention. This result is in line with the findings of Marzuqi, (2021) The test results show that the work environment has a significant effect on turnover intention. The findings of Hidayati and Rizalti, (2021) show that there is a significant influence between the work environment on turnover intention.

Test the effect of job satisfaction on turnover intention obtained a t value of -4.571 Based on the results of the calculation it is known that $t_{count} > t_{table}$, namely $-4.571 > 1.677$. With sig. of 0.000 ($0.000 < 0.05$). Hypothesis 2 which states that job satisfaction has a negative and significant effect on turnover intention is accepted. The better the employee's job satisfaction, the lower the employee's turnover intention, employees who have good job satisfaction will have a lower desire to leave the company. The company must be able to maintain job satisfaction indicators on the statement 'my colleagues always help me when facing difficulties at work' got the highest mean of 3.97.

This means that employees of DM Baru Retailindo Bantul feel that colleagues always provide assistance when facing difficulties, this can provide a stimulus for employees so that they can make employees feel satisfied when working and this will make employee turnover intention from the company lower. This is in line with the findings of Rizki and Juhaeti, (2022) Job satisfaction partially negatively affects the turnover intention of employees of PT Sidomulyo Selaras Tbk Jakarta. The findings of Jariyah and Swasti, (2022) show that job satisfaction has a negative direct effect on turnover intention.

Test the effect of work stress on turnover intention obtained a t value of 2.986 Based on the results of the calculation it is known that $t_{count} > t_{table}$, namely $2.986 > 1.677$. With sig. of 0.005 ($0.005 < 0.05$). Hypothesis 3 which states that work stress has a positive and significant effect on turnover intention is accepted.

Companies must be able to maintain job stress indicators in the statement 'I have felt that the work encountered is boring and repetitive' getting the highest mean of 3.40. This shows that if the company provides work that is in accordance with the abilities of employees, employees will feel comfortable and will not feel bored at work. The results of this study are in line with research conducted by Yunitasari et al., (2023) which states that work stress has a significant positive effect on turnover intention. This means that if work stress is high, turnover intention will also increase, on the other hand, if work stress is low, it will reduce the level of turnover intention. Widyaningrum et al., (2023) findings found a significant influence between work stress on turnover intention in employees of PT BPR Bank Daerah Gunungkidul.

2) F Test

Table 9 F Test

Variable	t	Sig.
Regression	2.302	0.026
Residual	-4.571	0.000
Total	2.986	0.005

Based on table 8 shows that F count is 14.003 with a significant value of 0.000. The significant value is less than 0.05 so it can be concluded that simultaneously the work environment, job satisfaction and work stress simultaneously affect turnover intention.

3) Adjusted R2

Table 10 Adjusted R2

Model	R Square	Adjusted R Square
	0.483	0.448
a. Predictors: (Constant), WE, JS, WS		
b. Dependent Variable: TI		

Based on table 10 it shows that the coefficient of determination Adjusted R = 0.448 means that the independent variables simultaneously affect the dependent variable by 44.8%, the remaining 55.2% is influenced by other variables that are not included or outside this study.

4.2 Discussion

The present study examined the effects of work environment, job satisfaction, and work stress on turnover intention among employees of DM Baru Retailindo Bantul. The findings confirm that all three variables significantly influence turnover intention, both individually and collectively.

4.2.1 Work Environment and Turnover Intention

The results indicate that a positive work environment significantly reduces turnover intention ($\beta = 0.186$, $p = 0.026$). This aligns with prior research by Marzuqi (2021) and Hidayati & Rizalti (2021), which found that supportive physical and social workplace conditions enhance employee retention. In the current context, adequate lighting was identified as the most highly rated environmental factor, suggesting that even basic physical conditions can substantially influence employee comfort and attachment to the organization. From the perspective of the **Job Demands-Resources (JD-R) model**, the work environment acts as a key job resource that mitigates strain and supports employee engagement, thereby reducing the likelihood of voluntary turnover.

4.2.2 Job Satisfaction and Turnover Intention

Job satisfaction emerged as the strongest predictor, showing a significant negative relationship with turnover intention ($\beta = -0.618$, $p < 0.001$). This suggests that higher satisfaction levels substantially lower employees' intentions to leave. The finding is consistent with studies by Rizki & Juhaeti (2022) and Jariyah & Swasti (2022), confirming the widely accepted premise in the **Herzberg Motivation-Hygiene Theory** that job satisfaction is a primary factor in retention. Collegial support, specifically the perception that co-workers provide assistance when needed, was the highest-scoring satisfaction indicator. This emphasizes the importance of relational aspects of work, suggesting that

organizations should foster teamwork and peer support as retention strategies.

4.2.3 Work Stress and Turnover Intention

Work stress was found to have a positive and significant impact on turnover intention ($\beta = 0.227$, $p = 0.005$). This result is in line with Yunitasari et al. (2023) and Widyaningrum et al. (2023), which reported that heightened job stress increases the desire to leave an organization. The most salient stressor in this study was perceived job monotony, indicating that task variety and job enrichment could serve as effective countermeasures. Within the JD-R framework, high stress levels represent job demands that deplete employees' energy and resilience, ultimately prompting withdrawal behaviors.

4.2.4 Combined Effects and Model Implications

The F-test confirmed that the three predictors collectively explain 44.8% of the variance in turnover intention. This moderate explanatory power suggests that while work environment, job satisfaction, and stress are important, other factors—such as compensation, career growth opportunities, and leadership style—likely also influence turnover intention. This aligns with previous meta-analyses (e.g., Griffeth, Hom, & Gaertner, 2000) highlighting the multifactorial nature of employee turnover.

4.2.5 Practical Implications

For practitioners, these findings underscore the need for an integrated HR approach:

- **Enhance physical and social workplace conditions** (e.g., lighting, ergonomics, supportive culture) to reduce environmental stressors.
- **Foster job satisfaction** through recognition, career development, and strong peer collaboration.
- **Manage job stress** by ensuring role clarity, workload balance, and opportunities for skill variety.

4.2.6 Theoretical Contributions

This study reinforces the JD-R model's proposition that job resources (e.g., work environment, satisfaction) reduce turnover intention, while job demands (e.g., stress) increase it. Furthermore, it highlights the relevance of these mechanisms within the Indonesian retail context, where demographic and cultural factors may amplify or mitigate these effects.

5. Closing

5.1 Conclusion

This study investigated the influence of work environment, job satisfaction, and work stress on turnover intention among employees of DM Baru Retailindo Bantul. The findings indicate that:

1. **Work environment** has a significant relationship with turnover intention, suggesting that a supportive and well-maintained workplace can foster a sense of security, increase comfort, and help minimize employees' intention to leave.
2. **Job satisfaction** has a negative and significant effect on turnover intention, meaning that employees who are more satisfied with their jobs are less likely to consider leaving the organization.
3. **Work stress** has a positive and significant effect on turnover intention, implying that higher work demands and pressures contribute to employees' desire to leave, unless effectively managed through clear role definitions and adequate support.
4. Collectively, these three factors significantly influence turnover intention, contributing to both theoretical understanding in human resource management and practical insights for DM Baru Retailindo Bantul.

From an academic perspective, these results reinforce theories such as the Job Demands-Resources (JD-R) model and Herzberg's Motivation-Hygiene Theory, which explain how workplace resources and demands interact to influence employee retention. For

practitioners, the findings highlight the need for integrated HR strategies that address environmental, psychological, and workload-related aspects of the employee experience.

5.2 Suggestions

Practical Recommendations:

- **Enhance the work environment** by improving physical conditions such as lighting and ergonomics, as well as fostering a supportive workplace culture.
- **Increase job satisfaction** through career development opportunities, recognition programs, and strengthening peer collaboration.
- **Manage work stress** by balancing workloads, providing task variety, and clarifying job roles to reduce ambiguity and monotony.

Directions for Future Research:

Future studies could incorporate additional independent variables such as organizational culture (Erlik et al., 2023), leadership style (Eftriana & Liana, 2022), and compensation (Gani et al., 2022), which may further explain turnover intention and offer novelty to the research. Expanding the scope to include qualitative methods or longitudinal designs would also provide deeper insights into the causal relationships and contextual factors influencing employee retention in the retail sector.

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