

# The Influence of the Work Environment and Organizational Justice on Employee Turnover Intention

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## Abstract

Organizations must pay attention to the factors that affect turnover intention. This study aims to determine the Influence of Work Environment and Organizational Justice on Turnover Intention of PT Hok Tong Employees in Pontianak City. PT Hok Tong Pontianak is a company engaged in the natural rubber remiling industry. This study is an associative study The population in this study is all employees of PT Hok Tong Pontianak. The number of samples was 108 respondents. The data analysis technique used is SPSS 23.0. Based on the results of the research and discussion, it was concluded that the results of the persial influence test of the value of the variable calculation of the work environment did not have a significant effect on the turnover intention of the work environment and organizational fairness, there was a significant influence on the turnover intention.

## Abstrak

Organisasi harus memperhatikan faktor-faktor yang mempengaruhi niat pergantian. Penelitian ini bertujuan untuk mengetahui Pengaruh Lingkungan Kerja dan Keadilan Organisasi terhadap Niat Pergantian Karyawan PT Hok Tong di Kota Pontianak. PT Hok Tong Pontianak merupakan perusahaan yang bergerak di bidang industri pengolahan karet alam. Penelitian ini merupakan penelitian asosiatif. Populasi dalam penelitian ini adalah seluruh karyawan PT Hok Tong Pontianak. Ukuran sampel adalah 108 responden. Teknik analisis data yang digunakan adalah SPSS 23.0. Berdasarkan hasil penelitian dan diskusi, disimpulkan bahwa hasil uji parsial pengaruh variabel lingkungan kerja tidak memiliki efek parsial yang signifikan terhadap niat pergantian, dan keadilan organisasi memiliki efek parsial yang signifikan terhadap niat pergantian.

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## Kata kunci

Keadilan Organisasi;  
Lingkungan Kerja;  
Keinginan untuk  
Pindah.

## 1. Introduction

A company is a form of collectivity of working capital, skills, entrepreneurship, managerial abilities and above all human resources as the main driving aspect. Without human resources, all planning, sources of working capital, equipment and so on are just meaningless without operators that moves it. To achieve goals, every organization or company needs management related to efforts to improve organizational effectiveness. According to Tsauri (2013, p.4) human resource management, abbreviated as MSDM, is a science or way of how to manage the relationships and roles of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the goals with the company, employees and the community are maximized.

PT Hok Tong was established during the colonial era, namely in 1937 with the initial name NV. Handel Mij "Hok Tong" which is engaged in the natural rubber remilling industry. The natural rubber remilling process is carried out by rubber milling so that the final result can be exported in the form of a square box with a flat surface (Flat Bark Crepe). The labor used starts from the receipt of raw materials, production processes, laboratories, waste treatment, and office management consisting of men and women. The basis of the processing process carried out at PT Hok Tong is to process rubber raw materials. The product produced by PT Hok Tong is bale. The problem that occurs at PT Hok Tong Pontianak is that there is often a desire to change employees or the desire for employees to leave the company. This problem is caused by various factors, including organizational injustice factors and ineffective work environments such as increased poverty rates, conflicts between fellow colleagues, unstable raw materials, and other phenomena such as the work provided is not in accordance with the results obtained.

The work environment is the main part that is able to produce the quality of work productivity. The work environment is one of the factors that also has a considerable influence on work productivity. Organizational justice is the main thing that causes comfort in the work environment. A poor work environment is also a cause of turnover intention. The implementation of all organizational activities can run well if supported by a good work environment.

Based on the results of direct interviews with the company, it can be seen that most of the employees at PT Hok Tong Pontianak are local people and relatives of several leaders. So that there are some employees who come from outside the family who feel that they are treated unfairly, especially in sanctions and working hours. Employees who feel close to the company's leadership can avoid work sanctions and can also work or take breaks as they like. Many employees want to leave the company because of this. A poor work environment is also found at PT Hok Tong Pontianak such as relationships between colleagues so that employees want to leave the company.

## 2. Literature Review

According to Khaeruman, et al, (2021, p.5): "Human resources are a recognition of the importance of an organization's workforce as human resources that are very important in contributing to organizational goals, and the use of several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations and society". According to Tsauri (2013, p.4): "Human resource management, abbreviated as MSDM, is a science or way of managing the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the goals with the company, employees and the community are maximized.

### 2.1. Work Environment

According to Khaeruman, et al, (2021): "The work environment is everything that is around the employee at work, which can affect him and his work during working hours". Meanwhile, according to Agbozo (2017), the Work Environment is related to a quality workplace in order to maintain work productivity. The Work Environment is the involvement of all aspects that can affect the actions and reactions to the employee's body and mind (Salunke, 2015).

Rahmawati, et al (2014) stated that in order to achieve the goal, the company must create a good work environment both physically and non-physically. Meanwhile, according to Afandi (2018), the

work environment is something in the environment of teachers that can influence them in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness, workplace and mastering work equipment.

According to Sedarmayanti (2017), the work environment is a place for a number of groups where there are several supporting facilities to achieve the company's goals in accordance with the company's vision and mission. According to Sedarmayanti (2019, p.21). The Work Environment is divided into 2 measurement scales, namely:

## **2.2. Physical Work Environment**

According to (Sedarmayanti, 2017), "The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The physical work environment is divided into lighting/light in the workplace, temperature/temperature in the workspace, humidity, air circulation, noise, mechanical lighting, unpleasant odors, color scheme, decoration, music and safety.

## **2.3. Non-Physical Work Environment**

According to (Sedarmayanti, 2017) a non-physical work environment is all circumstances that occur related to work relationships, both relationships with superiors and relationships with fellow colleagues, or relationships with subordinates Non-physical work environments are divided into the influence of work on employees with superiors, the influence of work on fellow employees and the influence of work on superiors with employees.

## **2.4. Organizational Justice**

According to Poluan, et al, (2021, p.24): "Organizational justice is the overall perception of what is fair in the workplace. Organizational fairness is the extent to which individuals believe in the results received and the way in which individuals are treated in the company in a fair, equal and in accordance with moral standards and when expected, which has been applied to investigate a wide range of behaviors and behaviors that are organizationally relevant". Ghaziani (2012) said that organizational justice is a concept that expresses employees' perception of the extent to which they are treated fairly in the organization.

According to Poluan, et al, (2021) there are three dimensions of organizational justice, namely:

### **1) Distributive Justice**

Distributive justice is the perception of fairness of results in the number and awarding of awards received between individuals or employees. Distributive justice refers to the perception that employees have of the perceived fairness of the results employees receive from the organization. Results can be distributed based on equity, need or contribution and employees can determine distributive fairness by comparing on others.

### **2) Procedural Justice**

Procedural justice is the perception of fairness from the decision-making process used to determine the outcome or reward distributed. Procedural fairness refers to the employee's perception of fairness in the company towards the rules and procedures that govern the execution of a process. Non-partisanship, the opportunity to be heard, and the basis of decisions are the principles of procedural justice.

### **3) Interactional Justice**

Interactional fairness is how a person treats others at work. Interactional justice includes a variety of actions within the company that demonstrate social sensitivity, such as supervisors treating their subordinates with respect and dignity. Interactional fairness reflects employees' perception of fairness in aspects of interaction that are not recorded from the procedure. Interactional justice is the degree to which an individual is treated with dignity, care and respect by the organization.

## 2.5. Turnover Intention

According to Kartono (2017, p.45) in Nilesh Thakre (2015): "Turnover intention is the employee's desire to leave the current organization and the behavior of looking for a new job". The measure of turnover intention can be seen based on the thought to leave, the desire to find another job, and the desire to leave the organization (Tsani, 2018). Lee Yang and Li (2017) also argue that turnover intention will cause significant losses to the organization, because the abandoned work will be felt and the organization will have to set up the recruitment procedure again from scratch. There are factors that affect turnover intention, including individual characteristics, work environment, job satisfaction, and organizational commitment (Tsani, 2018).

Turnover Intention is one of the main problems faced by organizations, where excessive turnover levels will have a negative impact on the company, such as creating instability and uncertainty about working conditions as well as increasing costs for human resources that the company has invested in employees starting from recruitment and training. An employee who is dissatisfied with his or her job tends to look for another workplace, in the hope that the new workplace will meet his satisfaction (Mangkunegara, 2019)

According to Kartono (2017, p.44) in Nilesh Thakre (2015): stating the indicators of turnover intention are:

Intention to quit: reflecting an individual's intention to quit is seen from a person's behavior during work, usually starting with high absenteeism and absenteeism behavior before a person determines the attitude to leave the organization.

Job search: reflects an individual's desire to find another job, generally starting with looking for additional income outside the organization.

Thinking of quit: reflects the individual to think before taking an exit attitude, he will think in the framework of his decision, quit his job or remain in his work environment.

PT Hok Tong was established during the colonial era, namely in 1937 with the initial name NV. Handel Mij "Hok Tong" which is engaged in the natural rubber remilling industry. The natural rubber remilling process is carried out by rubber milling so that the final result can be exported in the form of a square box with a flat surface (Flat Bark Crepe).

## 3. Method

### 3.1. Type of Research

This study uses a quantitative method. The type of research used in this study is associative research. According to Siregar (2019, p.15): "Associative/relationship research is research that aims to find out the relationship between two or more variables." This study is to determine the relationship between Work Environment (X1) Organizational Justice (X2) and Turnover Intention (Y). (Afandi, 2018) (Aghozo, 2017) (Bachtiar, 2016)

### 3.2. Population

According to Siregar (2019), population comes from the English language, namely 'population' which means the number of population. In research, the word population is very popularly used to mention a cognate/group of objects that are the target of the research, the population in this study is all employees of PT Hok Tong production department totaling 160 people in 2023.

### 3.3. Sample

According to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. This study uses saturated sampling because all members of the population are sampled. According to Sugiyono (2017), saturated sampling is a sampling technique when all members of the population are used as samples. The sample in this study is 108 permanent employees in the production department at PT Hok Tong Pontianak.

### 3.4. Research Variables

According to Sugiyono (2017), research variables are basically everything in any form that is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn. The variables in this study consist of the following variables: (Purnomo, 2016) (Sujarweni, 2022).

#### 1) Independent Variable

According to Sugiyono (2017), the independent variable is a variable that affects or is the cause of its change or the emergence of a dependent (bound) variable". In this study, the independent variables are Work Environment (X1) and Organizational Justice (X2).

#### 2) Bound Variables

According to Sugiyono (2017), bound variables are variables that are influenced or consequential, because of the existence of independent variables". The bound variable in this study is Turnover Intention (Y).

## 4. Results and Discussion

**Table 1. Work Environment Test Results (X1)**

No	Item	r calculate	R table	Results
1	X1.1	0,627	0,244	Valid
2	X1.2	0,523	0,244	Valid
3	X1.3	0,558	0,244	Valid
4	X1.4	0,658	0,244	Valid
5	X1,5	0,663	0,244	Valid
6	X1.6	0,555	0,244	Valid
7	X1.7	0,607	0,244	Valid
8	X1.8	0,611	0,244	Valid

Table 1. Showing the value of r count of 8 statements in the work environment variable (X) is greater than r table. So it can be concluded that all statements in the work environment variables are declared valid.

**Table 2. Results of the Validity Test of Organizational Justice Variables (X2)**

No	Item	r calculate	R table	Results
1	X2.1	0,509	0,244	Valid
2	X2.2	0,650	0,244	Valid
3	X2.3	0,470	0,244	Valid
4	X2.4	0,247	0,244	Valid
5	X2,5	0,650	0,244	Valid
6	X2.6	0,400	0,244	Valid
7	X2.7	0,650	0,244	Valid
8	X2.8	0,361	0,244	Valid

Table 2, it shows that the value of r calculation of 8 statements regarding organizational justice (X2) is greater than r in the table. Therefore, it can be concluded that all statements in the work morale variable are declared valid.

**Table 3. Results of the Validity Test of the Turnover Intention Variable (Y)**

No	Item	r calculate	R Table 5%	Results
1	Y.1	0,315	0,244	Valid
2	Y.2	0,448	0,244	Valid
3	Y.3	0,326	0,244	Valid
4	Y.4	0,329	0,244	Valid
5	Y.5	0,429	0,244	Valid

No	Item	r calculate	R Table 5%	Results
6	Y.6	0,274	0,244	Valid
7	Y.7	0,382	0,244	Valid
8	Y.8	0,565	0,244	Valid
9	Y.9	0.626	0,244	Valid

Table 3, showing that the value of r calculation from 9 statements regarding Turnover Intention (Y) is greater than r in the table, it can be concluded that all statements in the turnover intention variable are declared valid.

**Table 4. Results of Work Environment Linearity and Turnover Intention Test**

		Sum of Squares	Df	Mean Square	F	Mr.
Between Groups	(Combined)	297.364	16	18.585	.974	.510
Turnover	Linearity	20.814	1	20.814	1.090	.306
Intention_Y*	Deviation from Linearity	276.550	15	18.437	.966	.514
Kerja_X	Within Groups Environment	477.207	25	19.088		
	Total	774.571	108			

The results above show that the significance value of deviation from linearity between work environment variables and turnover intention is 0.514, greater than 0.05, meaning that there is a linear relationship between work environment variables and turnover intention.

**Table 5. Results of the Organizational Justice Linearity Test and Turnover Intention**

		Sum of Squares	Df	Mean Square	F	Mr.
Between Groups	(Combined)	212.655	15	14.177	.656	.802
Turnover	Linearity	33.362	1	33.362	1.544	.225
Intention_Y*	Deviation from Linearity	179.293	14	12.807	.593	.847
Keadilan Organisasional_X	Within Groups	561.917	26	21.612		
	Total	774.571	108			

Based on the results of the SPSS output in table 5 The significance value of deviation from linearity between the variables of organizational justice and turnover intention is 0.847, greater than 0.05, so it can be concluded that there is a linear relationship between the variables of organizational justice and turnover intention. The data can be continued for the next test.

**Table 6. Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
1 (Constant)	2.715	.798		3.403	.281
Work environment (X1)	.077	.121	.101	.640	.526
Organizational Justice (X2)	.183	.167	.172	1.856	.000

a. Dependent Variable: Turnover Intention (Y)

From the table above, it can be seen that the multiple linear regression equation is as follows:

$$Y = 2.715 + 0.077X_1 + 0.183X_2$$

The equation can be explained as follows:

- 1) The constant (a) of 2.715 shows that if the variables Work Environment (X1) and Organizational Justice (X2) are 0 (zero), then the turnover intention (Y) is worth 2.715.
- 2) The regression coefficient value (b1) shows a figure of 0.077. This means that if the organizational justice variable increases by 1 (one) unit, then the turnover intention will increase by 0.077 units.
- 3) The regression coefficient value (b2) shows a figure of 0.183. This means that if the turnover intention variable increases by 1 (one) unit, then the turnover intention will increase by 0.183

units.

**Table 7. Results of Correlation Coefficient (R) and Determination Coefficient (R2)**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.892a	.720	.710	1.429	

The table above shows that the value of the correlation coefficient or R is 0.892. This value shows that the relationship between the variables of work environment and organizational fairness with turnover intention is very strong because the value is in the interval of 0.80 - 1,000.

Table 7 shows that the R2 value is 0.720. This means that the contribution of work environment and organizational justice variables to turnover intention is 72% while the remaining 28% is influenced by other variables that are not included in this study.

**Table 8. Results of Simultaneous Influence Test (Test F)**

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Mr.
1	Regression	475.528	2	287.371	10.229	.000a
	Residual	98.264	39	3.894		
	Total	573.792	107			

a. Predictors: (Constant), organizational justice (X2), work environment (X1)

b. Dependent Variable: turnover intention (Y)

The table above shows that the value of Fcal is 10.229 > Ftable 3.24, and the significance is 0.000 < 0.05, then it can be concluded that H0 is rejected and Ha is accepted, meaning that there is a significant simultaneous (together) influence between the work environment and organizational fairness on turnover intention.

**Table 9. Results of Partial Influence Test (t-Test)**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
(Constant)	2.715	.798		3.403	.281
1 Work environment (X1)	.077	.121	.101	.640	.526
Organizational justice (X2)	.183	.167	.172	1.856	.000

Dependent Variable: turnover intention (Y)

- 1) The calculated value of the work environment variable is 0.640 < the t-value of the table is 1.684, and the significance value is 0.526 > 0.05, it can be concluded that Ho is accepted and Ha is rejected, meaning that there is no significant partial influence of the work environment on turnover intention.
- 2) The calculated value of the organizational justice variable is 1.856 > the t-value of the table is 1.684, and the significance value is 0.000 < 0.05, it can be concluded that Ho is rejected and Ha is accepted, meaning that there is a partially significant influence of organizational justice on turnover intention.

## 5. Conclusion

The influence of the work environment and organizational fairness on employee turnover intention is stronger if mediated by the application of sanctions comprehensively regardless of the proximity of employees to the company's leadership. With the same order of sanctions and working hours, it will make other employees not feel that there is injustice in the work environment and make productivity increase.

Based on the results of the research and discussion, it was concluded that the results of the persial influence of the variable value of the work environment did not have a significant effect on the

turnover intention and organizational fairness there was a significant influence on the turnover intention.

Based on the results of the study and discussion, it was concluded that the value of multiple linear regression  $Y = 2.715 + 0.077X_1 + 0.183X_2$  and the value of the correlation coefficient or R was 0.892. This value shows that the relationship between the variables of work environment and organizational fairness with turnover intention is very strong because the value is in the interval of 0.80 – 1,000. The t-value of the work environment variable is  $0.640 < \text{the t-value of the table is } 1.684$ , and the significance value is  $0.526 > 0.05$ , then the work environment has no significant influence on turnover intention and the t-count of the organizational justice variable is  $1.856 > \text{the t-value of the table is } 1.684$ , and the significance value is  $0.000 < 0.05$ , then organizational justice has a significant influence on turnover intention.

As evidenced by a comparison between the value of  $F_{cal} 10.229 > F_{table} 3.24$ , and the significance of  $0.000 < 0.05$ , it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant simultaneous (together) influence between the work environment and organizational fairness on turnover intention.

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