

# THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND WORK ENVIRONMENT ON TURNOVER INTENTION (STUDY ON MILLENNIAL EMPLOYEES IN WEST JAVA)

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**Abstract.** This research intends to find out the influence of perceived organizational support also work environment on turnover intention in millennial employees of the textile industry in West Java. The method used is quantitative. The questionnaires were distributed to 120 respondent in order to collect the data. Then, the data were analyzed using descriptive analysis techniques also path analysis using IBM SPSS Version 26. The findings indicated a significant and simultaneous influence on the organizational support perception also work environment on turnover intention. The total impact of perceived organizational support also work environment on changes in turnover intention level is 30% also 31.2%, respectively.

**Keywords:** perceived organizational support; work environment; turnover intention; millennial generation

## I. INTRODUCTION

The company's success depends on how the company treats its employees. If employees feel neglected and the company cannot meet the needs of employees, it will make employees resign from their positions, otherwise known as turnover [1]. Turnover is a well-thought-out desire by employees and of their own free will to break ties with employee employment. Turnover Intention cannot be predicted because employees do not want to express their intention to resign from the organization [2]. Work environment is one aspect that influences employee resignation [3]. The concept of turnover intention focuses on employees' behavioral intentions to quit their jobs [4]. Company employees comprise several generations included in the workforce, namely the Baby Boomers generation, Generation X, Millennial generation or Generation Y, also the youngest, Generation Z [5]. The millennial generation has differences in individual backgrounds based on their environment, family parenting, more open communication, and fanatical social media users [6]. Based on the Indonesian population profile analysis, the millennial generation occupies the top position of Indonesia's productive age population [7]. According to a survey conducted by Deloitte Millennial Survey 2020, this also increases the millennial generation's turnover rate [8]. Another aspect that impacts the high turnover intention in the millennial generation is the perception of organizational support [9]. Perceptions of Organizational Support arise from employee perceptions of the excellent treatment employees receive from the organization [10]. In addition, working environment, encompassing both the physical and non-physical facets of the workplace, can also cause an increase in turnover intention [11]. Physical work environments, such as poor lighting and dirty workplaces, and non-physical work environments, such as poor relationships

with fellow employees and superiors, will interfere with employee productivity [12]. Harmonious employee relations are based on employee communication skills [13].

This study uses millennial employees of the West Java textile industry as the research object. Population data by generation in West Java in 2020 shows that the millennial generation is the second largest population by generation. The proportion of employees within the textile industry segment in West Java has decreased by around 0.4%, reaching a total of 0.82% in 2022. This decline was due to the high rate of layoffs and employee turnover, mainly as a result of adaptation to the new normal situation after the COVID-19 pandemic [14]. In accordance with the background that has been described, this study aim to find out how the perception of support provided by the organization also the work environment affect turnover intention in the industry of textile in the West Java region, especially among millennial employees. In addition, this study also intends to assess how perceptions of organizational support influence outcomes and the work environment, both partially also simultaneously, on turnover intention among millennial employees. Perceived organizational support is a condition in which employees believe the company (organization) cares and values employee participation [15]. Things that affect the perception of organizational support include emotional support, appreciation support, information support, employee assistance, job security, compensation, feelings between members, and programs that support work-family balance [16]. Eisenberger et al. stated, "The dimensions of Perceived Organizational Support include Fairness, Supervisor Support, Organizational Reward, and Job Conditions." [17]. The work environment refers to all the factors that have the potential to affect employees' work around the workplace location, both those with physical dimensions and aspects that are not physical in nature [1].

Work environment includes facilities, equipment, work arrangements, work methods, and relationships with coemployees and superiors [18]. The physical work environment includes the physical elements surrounding individual employees. It might potentially have an impact their productivity and performance [19]. The term "non-physical work environment" pertains to situations that emerge within the work setting that are not related to the physical attributes in the context of work, such as interactions between co-employees, managers, and subordinates [20]. Dimensions of the physical work environment include Lighting, Air circulation, Noise, Color, Air humidity, and Facilities. In contrast, the dimensions of the non-physical work environment include harmonious working relationships, opportunities for advancement, and security at work [21].

Mobley expressed the definition of turnover intention, namely the desire of workers to resign from their jobs or move to other workplaces [3]. Distribution of inappropriate compensation, not getting a promotion, the work environment is not conducive, getting injustice at work, and getting better job prospects in other companies are included in the aspects that cause increased turnover intention [22]. Kartono stated, "The dimensions of turnover intention are Intention to quit, Intention to search for alternatives, and thinking of quitting [23].

Generation Y, or the millennial generation, was born around 1981-1996 [5]. According to Murphy, the millennial generation is a generation that is passionate about its work and leads to achievement [24]. Millennials are a generation sensitive to the development of information, gadgets, and lifestyle [25]. From the background explanation, there are several hypotheses used in this study:

H1: Perceived organizational support significantly affects turnover intention of millennial employees in the West Java textile industry.

H2: The work environment significantly affects the intention to turnover of millennial employees in the West Java textile industry.

H3: Perceived organizational support and work environment simultaneously affect the intention to turnover of millennial employees in the West Java textile industry.

## II. RESEARCH METHODS

This research uses quantitative methods. The population of research is textile industry employees in West Java and non-probability sampling technique with a sample size of 120 respondents. The measurement instrument uses a Likert scale, starting by strongly disagree (1) until strongly agree (5). Data collection methods encompass literature review and questionnaires comprising 39 statements. The data used is primary data gathered through the distribution questionnaires and secondary data obtained from reference articles and books. Data analysis uses classical assumption tests, path analysis, and hypothesis testing with the IBM SPSS version 26 application.

## III. RESULTS AND DISCUSSION

The Validity Test Result above shows that all statement items, both perceived organizational support, work environment, and turnover intention variables are valid.

### Reliability Test

Table 1 Reliability Test Result

Variable	Cronbach's Alpha	Conclusion
Perceived Organizational Support	0.893	Reliable
Work Environment	0.820	Reliable
Turnover Intention	0.926	Reliable

Source: Data Processed, 2023

The table indicates the reliability off the variables related to perceived organizational support, work environment, also turnover intention, as evidenced by Cronbach's Alpha values exceeding 0.6.

### Method Of Successive Interval

Method of Successive Interval (MSI) is a data intervalization technique that originally ordinal data into an interval scale [26]. The above method is aided by Microsoft Excel's "Successive Interval" add-ins menu.

### Normality Test

Table 2 Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		120
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3,56983209
Most Extreme Differences	Absolute	.038
	Positive	.034
	Negative	-.038
Test Statistic		.038
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Data Processed, 2023

According to Table 3, the normality test results reveal a significance value of 0.200. Knowing that this significance value > 0.05, it can be inferred that the data follows a normal distribution.

### Multicollinearity Test

Table 3 Multicollinearity Test Result

Model	Coefficients <sup>a</sup>	
	Collinearity Statistic	
	Tolerance	VIF
1 (Constant)		
Persepsi Dukungan Organisasi	.421	2,736
Lingkungan Kerja	.421	2,736

a. Dependent Variable : Turnover Intention

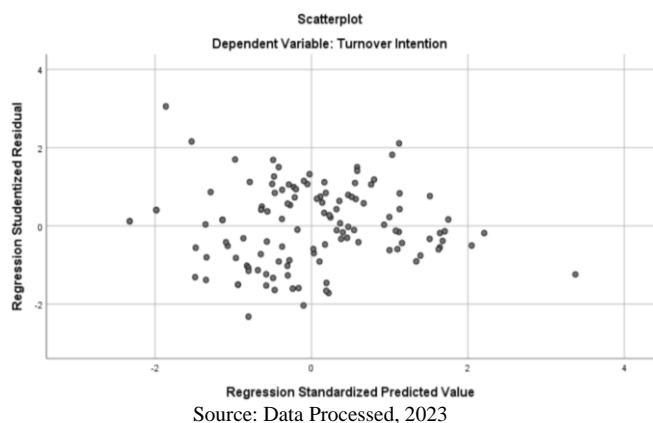
Source: Data Processed, 2023

The above table shows that variable X1, namely perceived organizational support, and variable X2, namely the work environment, have a tolerance value of 0.421 > 0.1. The

VIF value of the two variables is  $2.376 < 10$ . Thus, there is no multicollinearity in each variable.

Heteroscedasticity Test

Table 4 Heteroscedasticity Test Result



The scatterplot above illustrates the distribution of dots without forming a regular pattern, and they are randomly scattered around the Y-axis with some below and some above the 0 mark. From this picture, it can be concluded since there isn't a sign that the regression model is heteroscedastic. Hence, the regression model does not exhibit heteroscedasticity, it may be confirmed.

Path Analysis

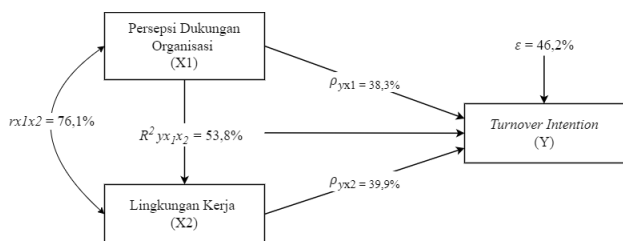


Figure 1 Path Analysis Diagram  
Source: Data Processed, 2023

The structural equation of the path analysis diagram above is as follows.

$$Y = \rho_{yx1}X_1 + \rho_{yx2}X_2 + \rho_y \epsilon$$

$$Y = 0,383X_1 + 0,399X_2 + 0,462\epsilon$$

$$R^2_{yx1x2} = 0,538$$

$$\rho_y \epsilon = 1 - R^2_{yx1x2}$$

$$= 1 - 0,538$$

$$= 0,462 = 46,2\%$$

The perceived organizational support effect value is 0.383, and these means that there is a negative impact from the perceived organizational support of 38.3% on changes that occur in turnover intention. On the other hand, the work

environment is valued at 0.399. This means the work environment contributes to 39.9% on changes in the standard deviation value of turnover intention. Simultaneously, the impact of work environment also perceived organizational support on turnover intention is 0.538, which means that changes in turnover intention of 53.8% can be explained by perceived organizational support and work environment. The residual variable is 0.462, indicating that other factors not analyzed have a 46.2% influence on changes in the turnover intention variable.

Table 5 Path Analysis Result

Variable	Coef. Beta	Direct Influence	Indirect Influence		Total
			Perceived Organizational Support	Work Environment	
Perceived Organizational Support	0,383	14,7%		15,3%	30%
Work Environment	0,399	15,9%	15,3%		31,2%

Source: Data Processed, 2023

The result presented above clarify that perceived organizational support influences turnover intention by 30%, while the work environment's influence on turnover intention amounts to 31.2%. This suggests that perceived organisational support has less of an effect on turnover intention than the work environment.

T-Test

Table 6 T-Test Result

Model	Coefficients <sup>a</sup>				
		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	48.671	2.491	19.535	.000
	Perceived Organizational Support	-.271	.069	-3.951	.000
	Work Environment	-.285	.069	-4.113	.000

a. Dependent Variable: Turnover Intention

Source: Data Processed, 2023

The significant value for perceived organisational support was  $0.000 < 0.05$ , also the t count was  $3.951 > t$  table = 1.65810. These results indicate H1 is accepted. Thus, organizational support perception has a significant influence on the intention to turnover among millennial employees within West Java's industry of textile. The significant value for the Work Environment was  $0.000 < 0.05$  also t count of  $4.113 > t$  table of 1.65810. The results show H2 is accepted. That way, the work environment significantly influence on the intention of millennial employees to turnover in the textile industry sector in West Java.

F-Test

With a significant value of 0.000, the f value that was obtained is 68.013. H1 is accepted when the calculated f value is  $68.013 > 3.07$  and the significant value is  $0.000 < 0.05$ . This indicates there a concurrent also significant impact of both

perceived organizational support also the work environment for the intention to turnover of millennial employees engaged in the textile industry in West Java.

Table 7 F-Test Result

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1763,118	2	881,559	68,013	,000 <sup>b</sup>
	Residual	1516,500	117	12,962		
	Total	3279,618	119			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Lingkungan Kerja, Persepsi Dukungan Organisasi

Source: Data Processed, 2023

### Coefficient of Determination Test

Table 8 Coefficient of Determination Test

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,773 <sup>a</sup>	,538	,530	3,60021	1,782

a. Predictors: (Constant), Lingkungan Kerja, Persepsi Dukungan Organisasi

b. Dependent Variable: Turnover Intention

Source: Data Processed, 2023

The R-squared value is 0.538, equivalent to 53.8%. This signifies that 53.8% of the variance in Turnover Intention can be attributed to the combined influence of Perceived Organizational Support also Work Environment. The remaining 46.2% is attributable to unexamined factors within this research.

### Influence Perceived Organizational Support on Turnover Intention

The first hypothesis (H1) is that organizational support perception significantly affects the intention of millennial employees to turnover in West Java's textile industry. As revealed by the T-test outcomes, the perceived organizational support significantly impacts the turnover intention of millennial employees within West Java's textile industry. A negative beta coefficient of -0.271 demonstrates this effect's significance. It may be inferred from this that an employee's perceived amount of organisational support is positively correlated with their desire to leave the company. A lower employee's perception of the organization's support, on the other hand, is associated with a larger chance of an increased desire to leave.

### Influence of Work Environment on Turnover Intention

The work environment hypothesis (H2) states that the work environment significantly affects millennial employees' turnover intention in the West Java textile industry. The T-test outcome concerning the work environment underscores its significant impact on turnover intention, illustrated by a negative beta coefficient of -0.285. This signifies that an

improved work environment condition is associated with a reduction in turnover intention. Conversely, a deteriorated work environment corresponds to a heightened likelihood of increased turnover intention.

### Influence of Perceived Organizational Support and Work Environment on Turnover Intention

Based on the F-test findings, Hypothesis (H3) is accepted. This signifies that both perceived organizational support also the work environment simultaneously impacts turnover intention among millennial employees in the West Java textile industry. Considering the findings of the F-test, therefore, it may be said that both perceived organizational support also the work environment collectively exert an influence on turnover tendencies among employees belonging to the millennial generation engaged in West Java's textile industry.

## IV. CONCLUSION

This study concludes that in the textile industry sector in West Java, perceptions of organizational support and work environment conditions are in good condition. However, turnover intention among employees in the textile industry sector in West Java is considered quite high. The findings indicate that both perceptions of organizational support also work environment conditions have an influence on turnover intention, both partially and simultaneously. A clear connection exists where perceived organizational support influences turnover intention by 14.7% directly and the work environment indirectly affects turnover intention by 15.3%. The cumulative influence of perceived organizational support on this aspect is 30%. The direct impact from the work environment on turnover intention stands at 15.9%, with an additional 15.3% indirect influence from perceived organizational support. Thus, the work environment has a 31.2% impact on turnover intention. From the research results, it is hoped that the company where employees work can provide more opportunities for promotion to employees in order to increase company productivity. In addition, providing employees with learning opportunities can help them explore their potential and careers. The company should also create a good and comfortable work environment such as fulfilling employee rights to improve employees' careers and welfare.

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