The Effect of Coworker Support and Work Environment on Turnover Intention Through Work Motivation in Gen Y and Z Workers in Malang City

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ABSTRACT

This study aims to determine the effect of Coworker Support and Work Environment on Turnover Intention by mediating Work Motivation among Generation Y and Z workers in Malang City. The research uses quantitative techniques. The total population in this study was 452,435 people. The sampling technique in this study used the Hair et al. formula nx5, so 160 respondents were obtained. This study uses the Partial Least Square (PLS) data analysis method using Smart-PLS software version 3.0. The results showed that Coworker support has no effect on turnover intention, the work environment has a positive and significant impact on turnover intention, coworker support has a positive and significant effect on work motivation, the work environment has no impact on work motivation, work motivation can mediate the relationship between coworker support and turnover intention, and work motivation is not able to mediate the relationship between work environment and turnover intention in gen y and z workers in Malang City.

Keywords: Coworker Support, Work Environment, Work Motivation, Turnover Intention

INTRODUCTION

Quality human resources are significant for companies in improving the effectiveness of their performance. Any organization or company that understands the importance of having effective and quality human resources in achieving employee satisfaction and performance must set specific targets that their human resources must achieve. Human resource management in the company involves careful recruitment, training, and development of human resources to improve individual and group performance.

The company must maintain individual employee satisfaction with the work they are responsible for, conduct effective communication, and address issues of dissatisfaction with employees. It is expected to increase and maintain effective and quality human resources and have high performance to remain in the company, and no turnover intention occurs. According to Ardam (2021), turnover is the cessation of a person from working voluntarily on his own accord, and turnover intention is the intention of employees to stop working voluntarily for their interests. Based on a survey by Budun et al. (2021), PT Jasa Power Indonesia, based on interviews with HRD, has an employee turnover intention rate of 25%, which is a very high result. Stiglbauer et al. (2012) say the indicators of turnover intention are future careers, position offers, work complexity, and work variability.

Lazzari et al. (2022) argue that organizations must retain a talented workforce as this brings stability and growth. It is also crucial for governments to monitor whether organizations can do so, as employee turnover is a symptom of a weakening economic sector. For example, the European Commission includes it in its annual employment report to the European Union (EU). Understanding why employees leave their jobs is crucial for both employers and policymakers, especially when the goal is to reduce employee turnover to prevent this from happening. Emerald (2019) states that turnover intention is also evidenced in the industrial sector in the United States, which experiences a loss of 1.5 hours of the salary they spend on employees. The company should have spent $40,000 to pay employees, but in reality, the company spent $60,000 to recruit new employees, with employee turnover around 16.8% each year.

One of the factors that influence turnover intention is coworker support. According to Ngestreini (2021), coworker support is the support of coworkers who can make employees factors to stay or leave their jobs. Peer support can also have a positive and negative impact on employees. Coworker support can also act as a factor that encourages employees to stay or leave their jobs. According to Akgunduz and Eryilmaz (2018) defines "coworker support" as something with the willingness of colleagues to help each other's tasks (for example, caring, friendly, warm, empathetic, cooperative, not gossiping, appreciating, respecting, and supporting) in carrying out daily tasks and dealing with uncomfortable work situations. According to Masyitha (2022), the indicators of coworker support are coworker emotional support and coworker instrumental support. Akgunduz and Eryilmaz's (2018) research and Senevirathne's (2020) study showed that coworker support significantly affects turnover intention. However, Budiono (2021) stated in his research that coworker support has no significant effect on turnover intention.

In addition, one of the turnover intentions is the work environment and work motivation. According to Khaeruman (2021), the work environment is the overall tool for work needs, with work methods and work arrangements individually and collectively. According to Marzuqi (2021), a conducive work environment will increase employee enthusiasm in completing their duties; on the other hand, with a work environment that is less conducive or unpleasant, employees will tend to be discouraged from doing their work, which will hurt employee performance. According to Sedarmayanti (Masyitha & Faizah, 2022), work environment indicators are lighting, temperature in the workplace, humidity in the workplace, air circulation in the workplace, noise in the workplace, odors in the workplace, color and decoration in the workplace, music in the workplace, security in the workplace. Some studies say that the work environment significantly affects turnover intention, as evidenced by research (Marzuqi, 2021) and (Daffa et al., 2023).

Meanwhile, according to Fatari and Wiguna (2023), motivation is a process that explains an individual's intensity, direction, and perseverance to achieve his goals. There are three primary keys, namely intensity, direction, and perseverance. Diputra (2021) states that work motivation encourages passion for subordinate

work, so subordinates want to work hard by providing the abilities and skills needed to achieve a company goal. Wardana (2020) says that work motivation is active in improving work performance, productivity, and organizational commitment. Not only that, work motivation can also reduce the level of turnover intention in employees. Vroom (Rita et al., 2018) explains the indicators of work motivation, namely valence, expectations, and instruments. Some studies say that work motivation has a significant effect on turnover intention, such as (Marcella, 2022), (Yunitasari et al., 2023), (Diptera et al., 2021), and (Wardana, 2020). However, research (Utama & Basri, 2023) shows that work motivation does not significantly affect turnover intention.

Gen Y and Gen Z are generations that grew up with technology. According to Priyani (2020), Gen Y is a generation born from 1981 to 1996. Gen Y grew up in the transition to the digital era with high social awareness of social and environmental issues, and innovation and technology in Gen Y are very striking changes in the previous generation because of the technology that can innovate what is done to increase job satisfaction and reduce turnover intention. According to Priyani (2020), Gen Z, born in 1997 to 2012, is a generation that grew up in the established digital era, with easy internet access, smartphones, and social media from an early age. We know that Gen Y and Gen Z are generations that have grown up with technology and can innovate to increase employee job satisfaction.

The phenomenon is that 3 out of 10 millennials plan to stay in a company for only 2-3 years. A survey conducted by job search site Jobstreet Indonesia found that 66% of millennials plan to stay in a company for only 2-3 years. Sixteen thousand millennials tend to change jobs in less than two years. Survey results and research by Deloitte Consulting LLP (Christiana & Rahardjo, 2019) show that 48.9% of millennial employees who are dissatisfied with their jobs plan to quit after six months to 2 years.

RESEARCH FRAMEWORK
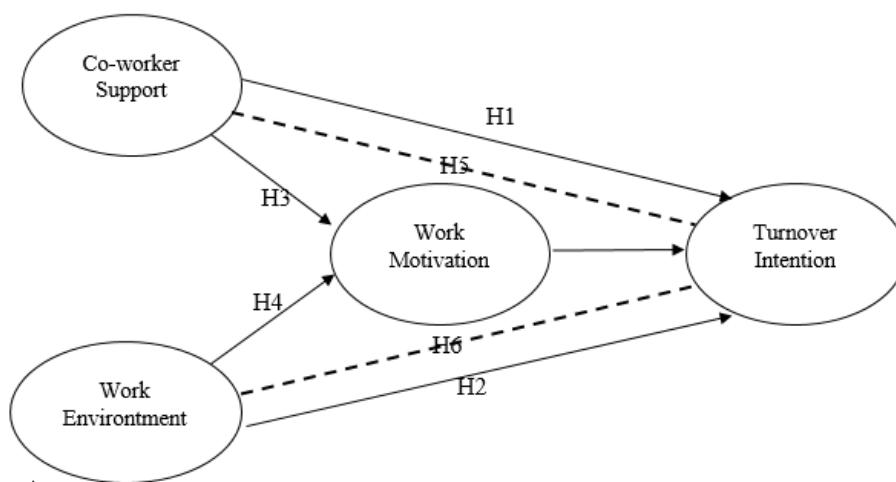
Figure 1. Research framework

From the figure above, the framework supports the hypothesis, and there is a positive and significant relationship between the variables of coworker support and work environment on turnover intention, with work motivation as a mediating variable. For example, the coworker support variable (X1) has a positive effect on the turnover intention variable (Y), the work environment variable (X2) has a positive impact on the turnover intention variable (Y), the coworker support variable (X2) has a positive effect on work motivation (Z), the work environment (X2) has a positive effect on the work motivation variable (Z), the work motivation variable (Z) mediates between the coworker support variable (X1) on turnover intention (Y), the work motivation variable (Z) mediates between the work environment (X2) on turnover intention (Y). Based on the above statement, the hypothesis can be described as follows:

H1: It is suspected that coworker support has a significant effect on turnover intention

H2: It is suspected that the work environment has a significant effect on turnover intention

H3: It is suspected that coworker support affects work motivation

H4: It is suspected that the work environment affects work motivation

H5: It is suspected that work motivation mediates coworker support on turnover intention

H6: It is suspected that work motivation mediates the work environment on turnover intention.

RESEARCH METHODS

This research is quantitative; according to Notoatmodjo (2018), quantitative research is data in numbers and statistical analysis. Data was collected using a questionnaire distributed via a Google form. This type of research is explanatory of the research objectives that have been explained. In this study, the variable measurement used is a Likert scale consisting of five scale points, namely 1) Strongly Disagree, 2) Disagree, 3) Disagree, 4) Agree, and 5) Strongly Agree.

According to Notoatmodjo (2018), the population is a generalization area consisting of objects or subjects with specific qualities and characteristics set by researchers to study and draw conclusions. The population in this study were Generation Y and Z workers in Malang City, with a total population of 5,000 people. 452,435 (BPS, 2022). According to Hair (2010), the number of samples is adjusted to the number of question indicators in the questionnaire with the assumption of nx5 observed variables (indicators). In this study, 29 question items were multiplied by 5, totaling 145. However, this study used a sample of 160 respondents for more accurate information, with all respondents being Gen Y and Z workers in Malang City. The data obtained from the questionnaire is processed using Smart PLS through 3 testing stages: measurement model evaluation (outer model), structural model evaluation (inner model), and hypothesis testing.

RESULTS AND DISCUSSION

Research Results
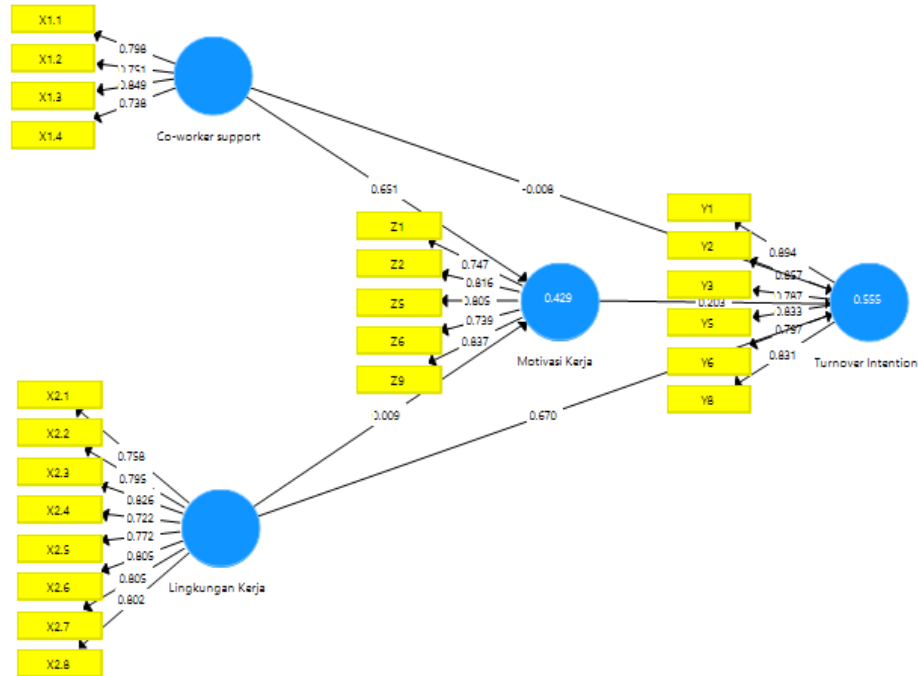
Figure 2. Outer Weight

Evaluation of the Measurement Model (Outer Model)

Validity Test (Convergent et al.)

Outer loading is carried out based on the convergent validity of a variable that is considered valid. According to Hair et al. (2018), if the acquisition of the outer loading value exceeds 0.7, it can be said to be valid. Convergent Validity testing can also be assessed through the AVE value. If the AVE value> 0.05, it can be categorized as valid.

Table 1. Convergent Validity Test (Outer Loadings)

Indicator	Coworker support	Work Environment	Work Motivation	Turnover Intention
X1.1	0,798			
X1.2	0,751			
X1.3	0,849			
X1.4	0,738			
X2.1		0,758		
X2.2		0,795		
X2.3		0,826		
X2.4		0,722		
X2.5		0,772		

X2.6	0,805		
X2.7	0,805		
X2.8	0,802		
Y1			0,894
Y2			0,857
Y3			0,787
Y5			0,833
Y6			0,797
Y8			0,831
Z1		0,747	
Z2		0,816	
Z5		0,805	
Z6		0,739	
Z9		0,837	

From the overall results, the indicators for the variables have met the loading factor above 0.70. Therefore, the construct formed by the indicator is categorized as valid.

Table 2. Convergent Validity Test Average Variant Extracted (AVE)

Variables	Average Variance Extracted	Description
Coworker support (X1)	0,617	**Valid**
Work Environment (X2)	0,618	**Valid**
Turnover Intention (Y)	0,624	**Valid**
Work Motivation (Z)	0,696	**Valid**

Each AVE value for the construct coworker support = 0.617, work environment = 0.618, turnover intention = 0.624, and work motivation = 0.696. The four constructs already have AVE values ≥ 0.50, so they can be considered valid.

The acquisition of the cross-loading value for each indicator is greater than the value of other variables; this means that the variable is valid based on Discriminant Validity.

Table 3. Discriminant Validity Test (Cross Loadings0029

Indicator	Coworker Support (X1)	Environment Work (X2)	Turnover Intention (Y)	Motivation Work (Z)
X1.1	**0,798**	0,210	0,540	0,189
X1.2	**0,751**	0,173	0,483	0,207
X1.3	**0,849**	0,246	0,598	0,250
X1.4	**0,738**	0,548	0,432	0,528
X2.1	0,292	**0,758**	0,238	0,551
X2.2	0,263	**0,795**	0,190	0,591

X2.3	0,367	**0,826**	0,261	0,639
X2.4	0,442	**0,722**	0,423	0,497
X2.5	0,311	**0,772**	0,180	0,549
X2.6	0,220	**0,805**	0,080	0,553
X2.7	0,271	**0,805**	0,142	0,575
X2.8	0,236	**0,802**	0,091	0,555
Y1	0,340	0,622	**0,383**	0,894
Y2	0,287	0,520	**0,352**	0,857
Y3	0,337	0,597	**0,250**	0,787
Y5	0,350	0,652	**0,269**	0,833
Y6	0,281	0,664	**0,276**	0,797
Y8	0,320	0,516	**0,339**	0,831
Z1	0,709	0,177	0,747	**0,285**
Z2	0,414	0,153	0,816	**0,265**
Z5	0,501	0,265	0,805	**0,317**
Z6	0,428	0,242	0,739	**0,296**
Z9	0,427	0,188	0,837	**0,300**

The cross-loading results show that the value of the indicator's relationship with its construct is greater than the correlation value with other constructs. Therefore, all constructs or latent variables have good discriminant validity, where the indicators in the construct indicator block are more significant than those in different blocks.

Reliability Test

Can also do testing in the reliability test, which, in this case, the reliability test is carried out using Cronbach's alpha and composite reliability values. A measuring device will be declared reliable and consistent if it has a Cronbach's alpha value> 0.6 and composite reliability above 0.70. Which in more detail will be explained in the table below:

Table 4. Reliability Test

Variables	Composite Reliability	Cronbach's Alpha
Coworker Support (X1)	0,865	0,792
Work Environment (X2)	0,928	0,912
Work Motivation (Z)	0,892	0,851
Turnover Intention (Y)	0,932	0,912

The reliability testing table shows that all of Cronbanch's alpha values exceed 0.6. This value indicates that the variable reliability level criteria have been met, and the composite reliability is more significant than 0.7, which states that all variables are declared reliable and the testing criteria have been met.

Structural Model Evaluation (Inner Model)

Test Coefficient of determination (R-Square)

Prediction of a model that aims to evaluate accuracy. Other terms are used to determine how the variation in the value of the dependent variable is influenced by the variation in the value of the independent variable in the path model. According to (Latan & Ghozali, 2014), the criteria for the R-Square value of 0.75 describe substantial/strong, 0.50 describe moderate/moderate, and 0.25 describe weak/bad.

Table 5. Determination Test R2 (R-Square)

Variables	R Square	R Square Adjusted
Work Motivation	0,429	0,422
Turnover Intention	0,555	0,546

The effect of coworker support and work environment on the turnover intention variable is 0.555, as shown in Table 4.13. Based on the R Square value of 0.555, the variation in the value of coworker support and the work environment can contribute 55.5% to the value of the turnover intention variable. The work motivation variable is influenced by coworker support, work environment, and turnover intention by 0.429. Based on the R Square value of 0.429, a 42.9% variation in the value of coworker support, work environment, and turnover intention can explain the variation in the value of work motivation variables.

Hypothesis test

Hypothesis testing is carried out to answer hypotheses or presumptions that have arisen before this study. Where hypothesis testing is carried out using the bootstrapping command in the SmartPLS application with the Rules of Thumb used to use a P-value significance level of 0.05 (5%).

Table 6. Hypothesis Test Results (Path Coefficients)

Variable Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviasi (STDEV)	T Statistics (O/STDEV)	P Values
Coworker support -> Turnover Intention	-0,008	0,007	0,085	0,094	0,925
Work Environment -> *Turnover Intention*	0,670	0,664	0,076	8,846	0,000
Coworker support -> Work Motivation	0,651	0,659	0,054	12,040	0,000
Work Environment -> Work Motivation	0,009	0,006	0,078	0,120	0,905
Coworker support -> Work Motivation -> Turnover Intention	0,132	0,130	0,044	3,013	0,003

Work Environment -> Work Motivation -> Turnover Intention	0,002	0,002	0,017	0,113	0,910

Discussion

The results of testing the coworker support hypothesis on turnover intention have p-values of 0.925, which means that coworker support has no significant effect on turnover intention. On the other hand, the original sample value is characterized by -0.008 and a t-statistic of 0.094. So, the hypothesis in this study on the relationship between coworker support and turnover intention is rejected. Hypothesis rejected

H1: Coworker Support (X1) affects Turnover Intention (Y)

The results of testing the work environment hypothesis on turnover intention have p-values of 0.000, which means that the work environment significantly affects turnover intention. On the other hand, the original sample value is 0.670, and the t-statistic is 8.846. So, the hypothesis in this study of the relationship between the work environment and turnover intention is accepted.

H2: Work Environment (X2) Affects Turnover Intention (Y)

The results of testing the coworker support hypothesis on work motivation have p-values of 0.000, which means that coworker support significantly affects work motivation. On the other hand, the original sample value is characterized by 0.651 and t-statistic 12.040. So, the hypothesis in this study of the relationship between coworker support and work motivation is accepted. Hypothesis accepted

H3: Coworker Support (X1) Affects Work Motivation (Z)

The results of testing the work environment hypothesis on work motivation have p-values of 0.905, which means that the work environment has no significant effect. On the other hand, the original sample value is characterized by 0.009 and a t-statistic of 0.120. So, the hypothesis in this study of the relationship between work environment and work motivation is rejected. Hypothesis rejected

H4: Work Environment (X2) Affects Work Motivation (Z)

The results of hypothesis testing between coworker support and turnover intention through work motivation have p-values of 0.003, which means that coworker support has a significant effect on turnover intention through work motivation. On the other hand, the original sample value is characterized by 0.132 and t-statistic 3.013. So, the hypothesis in this study of the relationship between coworker support and turnover intention through work motivation is accepted. Hypothesis accepted

H5: Work Motivation Mediates Coworker Support on Turnover Intention.

The results of hypothesis testing between the work environment and turnover intention through work motivation have p-values of 0.910, which means

that the work environment has no significant effect on turnover intention through work motivation. On the other hand, the original sample value is characterized by 0.002 and a t-statistic of 0.113. So, the hypothesis in this study on the relationship between work environment and turnover intention through work motivation is rejected. Hypothesis rejected

H6: Work motivation mediates work environment on Turnover Intention.

CONCLUSIONS

From the data analysis of research conducted on Sleman Regency Social Service employees, the following conclusions are that coworker Support (X1) does not affect turnover intention (Y). This shows that Gen Y and z workers in Malang City own coworker support. The work environment (X2) affects turnover intention (Y), and it shows that the work environment in the company or organization is better for generation y and z workers in Malang. Coworker support (X1) significantly affects work motivation (Z); the higher the coworker supports each worker has, the higher the motivation in Gen Y and z workers in Malang City. The work environment (X2) has no significant effect on work motivation (Z), and it shows that the existing work environment has not been able to increase work motivation in Gen Y and Z workers in Malang. Work motivation (Z) can act as a mediating variable between coworker support (X1) and turnover intention (Y); it shows that t h e better the coworker support owned by gen y and z workers in Malang City. Work motivation (Z) is not able to act as a mediating variable between coworker support (X1) and turnover intention (Y). It shows that the variable of work motivation as a mediator cannot increase the influence of the relationship between coworker support and turnover intention in Gen Y and Z workers in Malang.

SUGGESTION

Generation Y and Z workers in Malang City should consider improving performance by improving the work environment. The importance of developing a supportive work environment and work motivation as strategies to address and reduce turnover intention in the future. Therefore, generation Y and Z workers can use the results of this study as a foundation to design improvement measures in their work environment to increase job satisfaction, productivity, and attachment to their work.

Future researchers can use additional or replacement variables to conduct in-depth research on the influence of coworker support, work environment, work motivation, and turnover intention. This is because researchers have several limitations. As a result, it is hoped that future research will still examine the HR field.

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