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The Influence of Salary, Work Environment, and Working Hours on Employee Turnover Intention at Bintang Pulubala Farm

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ABSTRACT

This study aims to analyze the effect of salary, work environment, and working hours on employee turnover intention at Bintang Pulubala Farm. Turnover intention is an essential indicator in human resource management that can affect the stability of a company's workforce. This research uses a quantitative method with data collection techniques through questionnaires distributed to 93 permanent employees at Bintang Pulubala Farm. The data obtained were analyzed using multiple linear regression analysis with classical assumption tests to ensure data validity and reliability. The independent variables in this study are salary, work environment, and working hours, while the turnover intention is the dependent variable. The results showed that salary had a negative and significant effect on turnover intention, which means that the higher the salary, the lower the employee's desire to change jobs. The work environment also negatively and significantly affects turnover intention, indicating that a conducive work environment can reduce employee intentions to leave. Meanwhile, working hours have a positive and significant effect on turnover intention, which means that the higher the workload, the more likely employees are to look for other jobs. This study concludes that salary and work environment factors can be the main strategies for reducing turnover intention. At the same time, more flexible working hour management can be a solution to increase employee retention. Therefore, company management is advised to improve employee welfare through more competitive wage policies and a better work environment to reduce turnover intention.

Salary, Work Environment, Working Hours, Turnover Intention

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INTRODUCTION

Companies and organizations require human resources to achieve their goals. According to Suharno, (2021) employees are the most important asset of a company because, without them, the company will not grow. Employees with high skills, quality, and commitment can enhance operational efficiency, drive

innovation, and maintain good workplace communication. Therefore, employee development and retention are crucial for an organization's long-term success.

The workforce is not merely a resource but also the key driver of organizational performance and goal achievement. Human resource management must create a comfortable and conducive work environment to keep employees productive and loyal. Poor working conditions can increase employees' intention to resign, negatively impacting the company's stability. On the other hand, a positive work environment can improve job satisfaction, loyalty, and teamwork.

One of the challenges faced by companies is the high turnover intention. Employee characteristics such as tenure, job distribution, and employment status also play a role in turnover intention. These factors influence how employees interact with the work environment and how they respond to salary, work conditions, and working hours.

According to observations at Bintang Pulubala Farm, turnover intention is relatively high. Table 1.1 shows that out of 60 permanent barn operator employees, 7 resigned within 0-5 years. Meanwhile, in the feed mill division, out of 10 temporary employees, 2 also resigned. High turnover can negatively impact the company by causing losses in terms of workforce, costs, and time, ultimately reducing productivity.

Jaelani, (2021) stated that the turnover rate within one year should not exceed 10%. If turnover intention is high, the company must evaluate the causes and develop more effective retention policies. One of the main factors influencing employee job satisfaction is salary. If the salary received is not proportional to the workload or industry standards, employees tend to seek other job opportunities that offer better prospects.

In the modern era, workers prefer jobs that provide financial stability to meet their living needs and secure their future. Fair wages, clear salary increments, and compensation that align with employees' skills and experience are crucial indicators of job satisfaction. If a company offers competitive salaries, employees will be more motivated to work and have a higher commitment to the organization.

Apart from salary, the work environment also affects employees' decisions to stay or leave the company. Relationships between employees and between employees and management play a significant role in creating a comfortable workplace. A positive environment can reduce stress and enhance productivity, while an unfavorable work environment can increase the desire to resign. Therefore, companies must establish a safe, healthy, and comfortable workplace for their employees.

Working hours also influence turnover intention. Employees today seek jobs with balanced working hours that allow them time for family, hobbies, and adequate rest. Excessive working hours can lead to fatigue, stress, and decreased productivity. Conversely, reasonable and flexible working hours can enhance employee loyalty and reduce turnover rates.

The layer poultry farming industry in Indonesia still has great potential for growth despite facing various challenges such as animal health, environmental management, and market fluctuations. According to the 2023 BPS (Statistics Indonesia) data, there are 257 layer poultry farms in Indonesia, with national egg production reaching 6,117,905.4 tons. One of the major farms in Gorontalo, Bintang Pulubala Farm, is also experiencing challenges related to employee turnover intention.

Based on observations at Bintang Pulubala Farm, many employees resign before completing one year of service. The main factors contributing to this issue are salary discrepancies with the cost of living, uncertainty in salary increments, an uncomfortable work environment due to odors and noise, and long working hours without days off. Considering this phenomenon, this study is titled: "The Influence of Salary, Work Environment, and Working Hours on Employee Turnover Intention at Bintang Pulubala Farm."

RESEARCH METHOD

The population of this study consists of 103 employees. However, since it includes temporary employees, the researcher will only use permanent employees as the sample. The number of permanent employees at Bintang Pulubala Farm is 93, so the sample for this study consists of 93 employees.

The research method used in this study is a quantitative approach, with multiple linear regression analysis applied to test the hypotheses. The analytical model used in this study is formulated as follows:

First Structure:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + \epsilon$$

Where:

Y = Turnover intention

X1 = Salary

X2 = Work environment

X3 = Working hours

a = Constant

B1, B2, B3 = Regression coefficients of each variable

ε = Error term (measurement error)

RESULT AND DISCUSSION

Validity Test

Table 1.
Salary Validity Test

Item Number	r_calculated	r_table	Description
1	0.782	0.203	Valid
2	0.824	0.203	Valid
3	0.779	0.203	Valid
4	0.602	0.203	Valid

Source: Processed SPSS Data, 2025

Based on the calculation of the validity test for the salary instrument consisting of 4 items, all items are declared valid because the $r_{\text{calculated}}$ value is greater than the r_{table} value (0.203). This indicates that the reliability test can be continued.

Table 2.
Work Environment Validity Test

Item Number	r_calculated	r_table	Description
1	0.545	0.203	Valid
2	0.612	0.203	Valid
3	0.564	0.203	Valid
4	0.520	0.203	Valid

Source: Processed SPSS Data, 2025

The validity test for the work environment instrument, which consists of 4 items, shows that all items are valid because the $r_{\text{calculated}}$ value is greater than the r_{table} value (0.203). This indicates that the reliability test can proceed.

Table 3.
Working Hours Validity Test

Item Number	r_calculated	r_table	Description
1	0.594	0.203	Valid
2	0.354	0.203	Valid
3	0.385	0.203	Valid

Source: Processed SPSS Data, 2025

The validity test for the working hours instrument, consisting of 3 items, shows that all items are valid as the $r_{\text{calculated}}$ value is greater than the r_{table} value (0.203). This confirms that the reliability test can be conducted.

Table 4.
Turnover Intention Validity Test

Item Number	r_calculated	r_table	Description
1	0.821	0.203	Valid
2	0.744	0.203	Valid
3	0.787	0.203	Valid

The validity test for the turnover intention instrument, consisting of 3 items, confirms that all items are valid because the $r_{\text{calculated}}$ value exceeds the r_{table} value (0.203). This allows the reliability test to proceed.

Reliability Test

Table 5.
Reliability Test

Variable	Reliability Coefficient	Description
Salary (X1)	0.882	Reliable
Work Environment (X2)	0.758	Reliable
Working Hours (X3)	0.622	Reliable
Turnover Intention (Y)	0.890	Reliable

Source: Processed SPSS Data, 2025

The reliability test results indicate that the Cronbach's alpha values range from 0.622 to 0.890, all of which are greater than 0.60. This confirms that all observed variables are reliable.

Normality Test Results

Table 6.
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

N	93
Mean	0.0000000
Standard Deviation	0.21153838
Kolmogorov-Smirnov Z	1.321
Asymp. Sig. (2-tailed)	0.061

Source: Processed SPSS Data, 2025

The normality test using the Kolmogorov-Smirnov method shows a significance value of 0.061, which is greater than 0.05. This indicates that the data follows a normal distribution.

Multicollinearity Test Results

Table 7.
Multicollinearity Test Results

Variable	Tolerance	VIF
X1 (Salary)	0.873	1.146
X2 (Work Environment)	0.873	1.145
X3 (Working Hours)	0.906	1.104

Source: Processed SPSS Data, 2025

All tolerance values are greater than 0.10, and all VIF values are below 10. This confirms that there is no multicollinearity issue among the independent variables.

Heteroscedasticity Test Results

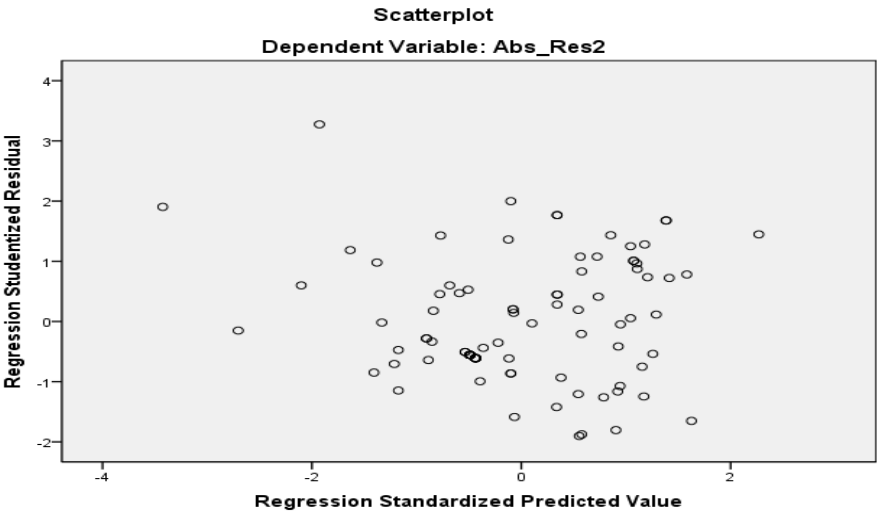


Figure 1.
Heteroscedasticity Test Results

The heteroscedasticity test results indicate that the data points are scattered randomly and do not form a specific pattern, confirming the absence of heteroscedasticity.

Partial Test (T-Test)

Table 8.
Partial Test Results

Variable	t-value	Sig.
X1 (Salary)	-1.421	0.159
X2 (Work Environment)	0.410	0.683
X3 (Working Hours)	0.362	0.718

Source: Processed SPSS Data, 2025

Since all significance values exceed 0.05, none of the independent variables (Salary, Work Environment, Working Hours) have a significant effect on Turnover Intention.

Simultaneous Test (F-Test)

Table 10.
Simultaneous Test Results

F-Value	Sig.
7.220	0.000

Source: Processed SPSS Data, 2025

The F-test result (F = 7.220, Sig. = 0.000) confirms that the regression model as a whole is significant.

Coefficient of Determination (R-Square) Test

Table 11.

R-Square Test Results

R	R-Square	Adjusted R-Square
0.442	0.196	0.169

Source: Processed SPSS Data, 2025

The R-Square value of 0.196 indicates that only 19.6% of the variation in Turnover Intention is explained by Salary, Work Environment, and Working Hours, while 80.4% is influenced by other factors.

Multiple Linear Regression Analysis

Table 10.

Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,536	1,996		4,776	,000
	X1	-,134	,094	-,152	-1,421	,159
	X2	,051	,126	,045	,410	,683
	X3	,055	,151	,041	,362	,718

Source: Processed SPSS Data, 2025

Regression Equation:

Constant of 9.536 indicates that if the variables salary (X1), work environment (X2), and working hours (X3) have a value of zero, the dependent variable will have a value of 9.536. The regression coefficient for salary is -0.152, indicating that each one-unit increase in salary will decrease the dependent variable by 0.152, assuming other variables remain constant. Meanwhile, the regression coefficient for the work environment is 0.045, meaning that each one-unit increase in the work environment will increase the dependent variable by 0.045, assuming other variables do not change. Additionally, the regression coefficient for working hours is 0.041, indicating that each one-unit increase in working hours will increase the dependent variable by 0.041, assuming other variables remain constant. The standard error of 1.996 reflects the extent of data variation around the regression line, indicating the accuracy of the regression model in predicting the dependent variable.

Discussion

The Influence of Salary on Turnover Intention

Research shows that salary (X1) does not significantly affect turnover intention (Y), with a significance value of 0.159 (>0.05). The study by Al-Asmar et al, (2021) states that other factors such as job satisfaction, supervisor recognition, and career opportunities have a greater impact. Mardiana, (2020) emphasizes the importance of fair salaries, bonuses, and feedback in reducing turnover intention. Gani et al., (2022) add that inadequate compensation decreases productivity and increases turnover intention.

The Influence of Work Environment on Turnover Intention

The work environment variable (X2) has a significance value of 0.683 (>0.05), indicating no significant effect on turnover intention. Studies by Saleem (2024) and Farooq (2020), suggest that although the work environment is important, factors such as job satisfaction and leadership play a more crucial role in employee retention. Improving the work environment without enhancing incentives or promotion opportunities may even increase pressure.

The Influence of Working Hours on Turnover Intention

The working hours variable (X3) has a significance value of 0.718 (>0.05), indicating no significant effect on turnover intention. Studies by Sharma et al., (2020) and Kaur et al., (2023) found that interpersonal relationships and work-life balance are more influential in employees' decisions to stay than working hours.

The Influence of Salary, Work Environment, and Working Hours on Turnover Intention

The F-test results show that salary, work environment, and working hours collectively influence turnover intention ($F_{\text{calculated}} = 9.241 > F_{\text{table}} = 2.706$). Melani., (2020) asserts that a fair salary reduces turnover intention, while Pinem (2020) highlights the role of a positive work environment. Prabowo., (2024) finds that imbalanced working hours increase the intention to leave.

CONCLUSION

This study shows that salary, work environment, and working hours individually do not have a significant effect on turnover intention. While salary is important, factors such as supervisor recognition and career opportunities play a more dominant role in employees' decisions to stay. Similarly, a comfortable work environment alone is not enough to retain employees without good leadership and growth opportunities. Long working hours also do not directly increase turnover intention, as work-life balance and relationships with management have a greater influence. However,

simultaneously, salary, work environment, and working hours have a significant effect on turnover intention. Therefore, companies are advised to offer competitive salaries, create a supportive work environment, and manage working hours effectively to improve employee retention and reduce turnover.

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