

Received: December 11, 2021

Revised: February 03, 2022

Accepted: February 28, 2022

*Corresponding author: Moh Cholid Mawardi, Department of Management, Universitas Islam Malang, Malang, Indonesia

E-mail: mcholidmawardi_fe@unisma.ac.id

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Alternative Work Arrangements, Work Environment, and Job Stress on Job Satisfaction and Turnover Intention

Moh. Cholid Mawardi*

¹ Department of Management, Universitas Islam Malang, Malang, Indonesia.

Email: mcholidmawardi_fe@unisma.ac.id

Abstract: This study was conducted to analyze the influence of Alternative work arrangements, work environment, and job stress on job satisfaction. The object of this research is millennial bankir with a total sample of 120 employees and data collection use online survey. Data were analyzed using Structural Equation Modeling (SEM) with AMOS. The results of this study indicate that Alternative work arrangements, job stress have a negative significant effect on job satisfaction, work environment has a positive significant effect on job satisfaction, job satisfaction has a positive significant effect on turnover intention, and Alternative work arrangements have a positive effect and significant on turnover intention, the work environment has a negative and significant effect on turnover intention, work stress has a positive insignificant effect on turnover intention, Alternative work arrangements have a negative significant effect on turnover intention through job satisfaction, the work environment has a positive significant effect on turnover intention through job satisfaction, and job stress has a negative significant effect on turnover intention through job satisfaction. The human resource management must implement the suitability of employee competencies with their field of work better so that it is expected to reduce turnover in employees creating a conducive work environment.

Keywords: Alternative work arrangements, Work Environment, Job Stress, Job Satisfaction, Turnover Intention.

JEL Classification Code: o15, L20, L30

1. INTRODUCTION

The reality is that there are still high levels of employees who decide to leave and move to other companies. The movement made by employees to leave the company is called turnover intention. Liu-Lastres & Wen (2021) state that turnover is a serious issue, especially in the human resources. Trevor (2001) states that a high turnover rate will have negative implications for the company and become a problem that must be solved by the company. Conditions like this will result in higher investment costs for human resources, namely the high costs of training and employee development, so that the company is not able to achieve maximum efficiency. Jordan & Troth (2011) states that the problem turnover becomes crucial if employees who have good performance during work decide to leave their jobs, of course this will have a negative impact on the organization or company. The increase in the number of offices has an impact on increasing the number of requests for employees to fill certain positions. These data indicate increasingly competitive competition between banks in seeking potential human resources. This competition can trigger employee turnover so this is a serious concern for management, not only in recruiting employees but also being able to retain employees.

Motivating factors such as a poor career path and salary system, the absence of more challenging opportunities for employees, and a lack of appreciation also encourage the occurrence of a talent war. Meanwhile, Formánková & Křížková (2015), in their research, found that perceived alternative job opportunities were negatively correlated with job satisfaction and turnover intention. Very few

empirical studies report a significant positive relationship between job satisfaction and turnover. When job satisfaction is high, the intention to switch is also higher. It is not uncommon for employees who leave the organization to be out of control and are not expected to be very detrimental to the company. If enough employees leave, it will cause considerable losses. It will even paralyze with Nguyen, (2018); San Lam & O'Higgins, (2012) ; Difficulty attracting new people with equal abilities, grace period during vacant positions or not getting a replacement employee can make recovery of organizational performance difficult. If an organization is in an unstable situation, leaving a work environment it is not managed properly, the company is forced to invest thousands of dollars in recruitment, orientation, training, overtime and supervision. This high cost allocation will be the bottom line. Such challenges make it difficult for organizations to compete in the market (Markowska et al., 2020). An effective solution is needed to examine the severe impact of the employee leaving. The trick is to look for factors that encourage employees' intentions to leave and change jobs. In some literature the intention to leave is equated with the intention to leave or quit. Many causative factors can be explained through this research. Job satisfaction is one of the factors that can affect the intention to leave. Chiaburu et al. (2021) explains that the desire to end a task or leave the organization is negatively related to job satisfaction. Individuals who feel satisfied with their jobs tend to stay in the organization. Individuals who feel dissatisfied with their work will choose to leave the organization. Perceived job satisfaction can influence a person's thinking to leave.

Evaluation of various alternative jobs will ultimately result in turnover because individuals who choose to leave the organization will expect more satisfactory results elsewhere. Withdrawal behavior from the organization is generally associated with a mismatch between what employees expect and what the organization provides. For example, salaries, promotions, treatment of superiors and the work itself such as variations in duties, responsibilities and autonomy. One's desire to leave the organization can trigger one's desire to leave and find another job (Park et al., 2021; Zopiatis et al., 2014). Job satisfaction has a mutually influencing relationship with organizational commitment. As revealed by (Jordan & Troth, 2011; Suong et al., 2019) concluded that job satisfaction and organizational commitment are related to exit intentions. commitment has a stronger relationship with intention to leave. So job satisfaction is a variable that precedes organizational commitment.

Thus job satisfaction has a direct positive effect on organizational commitment. Thus the higher the level of job satisfaction of employees in the organization will further increase organizational commitment. Webber et al. (2012) found a significant causal relationship between exit intentions, job satisfaction, and organizational commitment. factors brought by every employee since starting work such as autonomy, rewards, and recognition. Extrinsic factors such as salary, work shift, workload, have been stated as variables related to job satisfaction. One of the factors that influence job satisfaction and organizational commitment is job involvement. the extent to which a person is involved in work and actively participates in it involvement or participation in work is important to note. The involvement of employees causes them to be willing and happy to work together either with the leadership or with fellow co-workers. One way that can be used to provoke employee involvement is to encourage their participation in various decision-making opportunities. This method can foster confidence in employees that what has been decided is a joint decision.

Work involvement or participation will increase when employees face a situation that is important for them to discuss together. One of the situations that need to be discussed together is the personal needs and interests that employees want to achieve in the organization. If these needs can be met until employees get job satisfaction, employees will realize the importance of having a willingness to contribute effort and contribution to the interests organization. Because only by achieving the interests of the organization will their interests be more satisfied. In addition to work involvement, the role of organizational support also affects job satisfaction and organizational commitment. As stated by (Antoñanzas-Baztan et al., 2020; Karatepe, 2013) that the role of organizational support is fully mediated by the job satisfaction relationship. In general, the findings of this study are consistent with the theory of the role of organizational support in relation to previous research. Organizational commitment is also influenced by organizational support. This is confirmed by Chen et al. (2021) have consistently found that organizational support is positively related to organizational commitment.

2. Literature Review

According to Jordan & Troth, (2011), defines turnover as the permanent cessation of the working relationship between the organization and its employees or is a separation between the organization and workers, while Mgaiwa, (2021) defines turnover as the movement of workers to and from an organization. Furthermore (Handoko, 1998), stated that turnover is the exit of employees from the company to work in other companies. (in Susanti, 2008) Mobley. Fishbein and Ajzen (1975) proposed a theory of behavior formation based on the reciprocal relationship between beliefs, attitudes, and individual intentions. Beliefs are categorized as cognitive aspects that involve knowledge, opinions and individual views of objects. Attitudes are categorized as affective aspects that lead to individual feelings towards an object and the evaluation it does. Intention is categorized as a cognitive aspect that shows the individual's intention to behave (behavioral intention) and act when dealing directly with objects. These three changes will form real behavior or action. there are 3 theories of job satisfaction, namely discrepancy, equity theory, and two-factor theory. Discrepancy Theory by Locke states that satisfaction and dissatisfaction with aspects of work depend on the discrepancy between employees' perceptions of what they get and what they want (Locke, 1969) (Ayob & Saiyed, 2020). An employee will feel satisfied if he feels that there is no gap between the working conditions he wants and the actual working conditions. Dissatisfaction will occur when the employee feels that the existing working conditions, the number of existing work characteristics, are less than he wants. Theory of Justice (Equity Theory) (Feng et al., 2019), shows what kind of conditions employees perceive as fair or unfair and reasonable or unreasonable. The main components of this theory as mentioned by Waxley and Yulk are input, outcome and comparison person. Input is anything that is assessed as perceived by the employee as his contribution to his work, such as education, experience, skills, the amount of effort he has put in, the number of hours worked, and personal equipment and materials used in the work. Outcomes are anything of value that employees perceive as a result of their work, such as wages or salaries, benefits, status symbols, recognition, and opportunities for achievement or self-expression. The comparison person is a person or a number of people who work in the same company as himself, or work in another company, or he can also be in a previous position which is used as the basis for comparison with himself (Frenette & Ocejo, 2018)

According to Done, (2015) the conditions of the work environment greatly affect a person's attitude at work. The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the work environment can be seen as a consequence in the long term, furthermore, unfavorable work environments can demand more employees and time and do not support obtaining an efficient work system design (Abdelaal, 2019; Costantino et al., 2021). According to Zopiatis et al. (2014), the work environment is a very important component in employees carrying out their work activities. From this opinion, it can be concluded that the work environment is everything that is around employees at work, both physical and non-physical, directly or indirectly, which can affect themselves and their work at work. According to (Abdelaal, 2019; Costantino et al., 2021) the work environment is the entire tooling and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. The work environment can be categorized into two, namely the non-physical and physical work environment. The non-physical work environment according to Alrawahi et al. (2020) is an employee's desire for work for a sufficient salary, job security, economic expectations, opportunities for advancement, wise leadership, and cohesive colleagues. The employees will work optimally if the work environment is comfortable and supportive because employees are satisfied with the existing work environment. A good work environment includes several aspects that must be considered, for example a comfortable work space, safe environmental conditions, constant room temperature, adequate lighting, room paint colors, good relationships with co-workers. If this can be fulfilled by the company or organization, the performance of the employee can increase which affects the employee's job satisfaction.

Work stress is a feeling of pressure experienced by employees in dealing with work. Meanwhile (e.g. Boukis et al., 2020; Le et al., 2021) state that work stress is an accumulation of a number of sources of stress, namely work situations that are considered as pressure for most people. It is further stated that

work stress is an interaction between a number of working conditions and the characteristics possessed by workers where job demands exceed the ability of workers. Job stress is defined as an adjustment response mediated by individual differences and/or psychological processes that are a consequence of any external action (environment), situations, and events that impose excessive psychological or physical demands on a person. Furthermore, Matteson et al. (2021) gives the meaning of job stress as a combination of sources of stress at work, individual characteristics, and stressors outside the organization. The point is the interaction between the stimulus from the work environment and the individual's response based on his cognitive assessment of the stimulus that is felt to be threatening to him. Matteson et al. (2021) explains that work stress is all processes caused by the work environment that have a negative impact on employees. Thus, job stress is an adaptive response to a situation that is perceived as a challenge or threat to an individual's life.

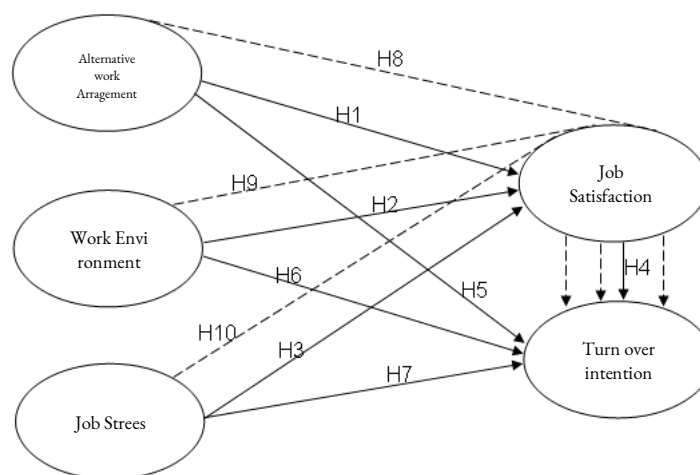


Figure 1. Conceptual Framework

Based on the description of the background, main problem, and research objectives, the following hypothesis is proposed:

- H1 : Alternative work arrangements has a significant negative effect on Job Satisfaction.
- H2 : Work environment has a significant positive effect on job satisfaction.
- H3 : Job stress has a significant negative effect on job satisfaction.
- H4 : Job satisfaction has a significant negative effect on Turnover Intention.
- H5 : Alternative work arrangements has a significant positive effect on Turnover Intention.
- H6 : Work environment has a significant negative effect on turnover intention.
- H7 : Job stress has a significant positive effect on Turnover Intention.
- H8 : Alternative work arrangements has a significant positive effect on Turnover Intention through Job Satisfaction.
- H9 : Work Environment has a significant negative effect on Turnover Intention through Job Satisfaction.
- H10 : Job stress has a significant positive effect on Turnover Intention through Job Satisfaction

3. Research Method and Materials

3.1. Data Samples

This study uses a descriptive research approach and confirmatory research. Descriptive approach aims to explain the data listed in tables, pictures and graphs. While the confirmatory approach is used to confirm the effect of (1) exogenous variables on intervening, (2) exogenous variables on endogenous variables, and (3) the effect of intervening variables on endogenous variables. Exogenous variables are

Alternative work arrangements, Work Environment, and Job Stress.variable intervening is job satisfaction and the endogenous variable is turnover intention.

3.2. Measurement

Furthermore, the method of data analysis used in this study is the analysis of structural equation modeling (SEM) to determine the causal relationships between latent variables contained in structural equations. The measurement of variables using a Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Measurement items as shown in table 1. The testing phase is to test the instrument's validity, reliability, reliability of the instrument is measured by Cronbach's alpha, i.e., if Cronbach's alpha coefficient > 0.60, it means that the instrument is reliable and fulfills the reliability requirements. However, Cronbach's alpha < 0.60 means the instrument is unreliable (Hair et al., 1998:118). The coefficient of determination (R^2), if R^2 is very high (e.g., between 0.7 - 1) and none of the regression coefficients are significant, then statistically, this means that multicollinearity symptoms occur. Looking at the Variance Inflating Factor (VIF) value, if the VIF value is less than 10, then multicollinearity symptoms do not occur, but if the VIF value 10 means there are multicollinearity symptoms. Data analysis techniques used in explaining the phenomena in this study are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis with the criteria of Goodness of Fit Chi-square Index (Expected to be small), Significant Probability (≥ 0.05), RMSEA (≤ 0.08), GFI (≤ 0.90), AGFI (≥ 0.90), CMIN / DF (≤ 2.0), TLI (≥ 0.95), CFI (≥ 0.95) (Mashur et al., 2020); (Indahingwati et al., 2019); (Putra et al., 2019); (Hair et al., 2014).

Table 1: Measurement of variables

Code	Variables	Item	Major References
X ₁	Alternative work arrangements	(X1.1) Labor market opportunities	(Brumit Kropf, 1999; Feldmann et al., 2015; Formánková & Křížková, 2015; Keith et al., 2020)
		(X1.2) The attractiveness of the company outside	
		(X1.3) Competency suitability	
		(X1.4) Job availability	
X ₂	Work environment	(X2.1) Availability of supporting facilities in the workplace	(Abdelaal, 2019; Lehner, 2020; Padave et al., 2021; Rederiene et al., 2021)
		(X2.2) Physical Environment	
		(X2.3) Praktik Manajemen	
		(X2.4) Application of the concept of OHS (Occupational Health & Safety)	
X ₃	Job Stress	(X3.1) Overload	(Boukis et al., 2020; Durodolu et al., 2020; Matteson et al., 2021; San Lam & O'Higgins, 2012)
		(X3.2) Conflict	
		(X3.3) Responsibility	
		(X3.4) Career Development	
Y ₁	Job Satisfaction	(Y1.1) Award	(Jordan & Troth, 2011; Perera & John, 2020; Suong et al., 2019)
		(Y1.2) Welfare	
		(Y1.3) The Work Itself	
		(Y1.4) Supervision	
Y ₂	Turnover Intention	(Y2.1) Perception of ease of changing jobs	(Burke, 1996; Jordan & Troth, 2011; Mgaiwa, 2021)
		(Y2.2) Job search efforts	
		(Y2.3) Unexpected job offer	
		(Y2.4) Income Ratio	
		(Y2.5) Work rotation	

4. Results and Discussion

4.1. Descriptive Analysis

Characteristics of respondents can be seen from the results of research conducted on a sample of employees explained in table 2.

Table 2: Demographics of Respondents

No.	Demographic	Measurement	Total	%
1.	Age (years)	<30	53	44,17
		31-40	43	35,83
		41-50	12	10
		>50	12	10
2.	Gender	Men	66	55
		Women	54	45
3.	Length of work	<5	23	19,17
		6-10	65	54,17
		11-15	10	8,33
		>15	22	18,33
4.	Education Level	Magister	40	33,33
		Bachelor	80	66,67

Before processing data, it will be conducted a test of validity (validity) and a test of reliability (reliability) of research instruments. Instrument testing is conducted with the aim of testing whether the instruments used in this study meet the requirements of a good measuring instrument or conform to the standards of the research method. Furthermore, the results of the validity and reliability tests of each variable statement item in this study can be seen in Table 3.

Table 3: Validity and Reliability Test Results of Research Instruments

No	Variables	Indicator	Koefisien Korelasi (r-hit.)	P - Value	Cronbach Alpha	Description
1.	Alternative work arrangements	X1.1	0,971	< 0.01	0,969	Valid & Reliable
		X1.2	0,936			
		X1.3	0,949			
		X1.4	0,968			
2.	Work environment	X2.1	0,922	< 0.01	0,952	Valid & Reliable
		X2.2	0,943			
		X2.3	0,927			
		X2.4	0,951			
3.	Job Stress	X3.1	0,959	< 0.01	0,971	Valid & Reliable
		X3.2	0,959			
		X3.3	0,955			
		X3.4	0,964			
4.	Job Satisfaction	Y1.1	0,954	< 0.01	0,963	Valid & Reliable
		Y1.2	0,947			
		Y1.3	0,943			
		Y1.4	0,955			
5.	Turnover Intention	Y2.1	0,944	< 0.01	0,971	Valid & Reliable
		Y2.2	0,943			
		Y2.3	0,944			
		Y2.4	0,958			
		Y2.5	0,949			

Based on the data in Table 3, it can be explained that of the six variables used in this study, the Corrected Item Total Correlation value was obtained between 0.631 - 0.875 so that it can be said that

the results of validity and reliability testing showed that all indicators used to measure each variable met the requirements > 0.60 .

4.2. Statistical Result

The final model test of the relationship between leadership style, employee commitment, work motivation, and work climate on job satisfaction and employee performance in full is presented in Figure 2.

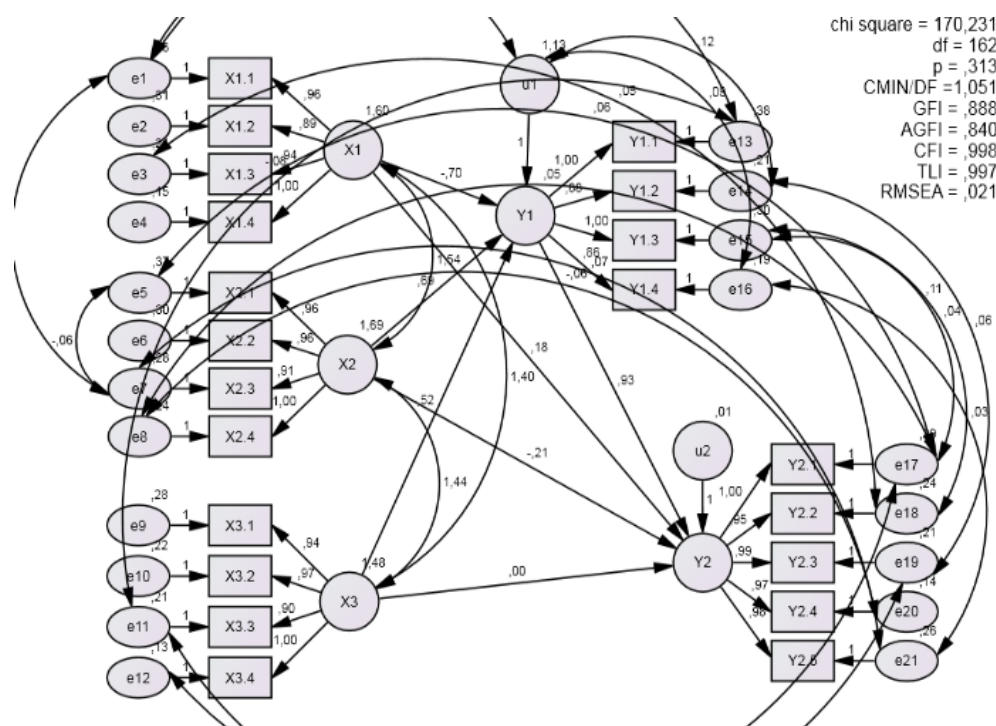


Figure 2. Final model test of SEM - AMOS

Based on figure 2, can be explained that the results of the goodness of fit analysis of the complete SEM model in the final stage show a synergistic relationship between Alternative work arrangements variables, work environment, and work stress with job satisfaction and turnover intention. The results of the goodness of fit criteria analysis of the complete SEM model can be seen in Table 4 as follows:

Table 4: Results of Analysis of Goodness of Fit Indices Criteria (GFI) Complete SEM Model at The Final Stage

Goodness of fit index	Cut-off Value	Hasil Model*	Description
Chi_Square	Expected Less	170,231<(0,05:162=192,700)	Fit
Probability	≥ 0.05	0,313	Fit
CMIN/DF	≤ 2.00	1,051	Fit
RMSEA	≤ 0.08	0,021	Fit
GFI	≥ 0.90	0,888	Marginal
AGFI	≥ 0.90	0,840	Marginal
TLI	≥ 0.94	0,997	Fit
CFI	≥ 0.94	0998	Fit

Source: Result 2022

The variables in the complete model in the final stage indicate a good fit. Thus, the causal relationship between each of the variables tested can be accepted and used for future purposes.

4.3. Hypothesis Test

Based on the empirical model proposed in this study, it can be tested on hypotheses submitted through testing of pathway coefficients in structural equation models. Table 6 is a hypothesis test by looking at the p-value, if the p-value is less than 0.05 then the relationship between variables is significant. Conversely, if the significant value is greater than 0.05 then the relationship between variables is not negifnifiable. The test results are presented in Table 5 as follows:

Table 5. Hypothesis Test

Hip.	Variables	Direct	Indirect	Total Effect	P-Value	Description
1	Alternative work arrangements → Job Satisfaction	-0,696	-	-0,696	0,018	Negative Significant
2	Work environment → Job Satisfaction	0,705	-	0,705	0,016	Positive Significant
3	Job Stress → Job Satisfaction	-0,496	-	-0,496	0,022	Negative Significant
4	Job Satisfaction → Turnover Intention	0,999	-	0,999	0,000	Positive Signifikan
5	Alternative work arrangements → Turnover Intention	0,193	-	0,193	0,048	Positive Significant
6	Work environment → Turnover Intention	-0,230	-	-0,230	0,019	Negative Significant
7	Job Stress → Turnover Intention	0,005	-	0,005	0,943	Positive Significant
8	Alternative work arrangements → Job Satisfaction → Turnover Intention	0,193	-0,695	-0,502	0,0196	Negative Significant
9	Work environment → Job Satisfaction → Turnover Intention	-0,230	0,704	0,474	0,0167	Positive Significant
10	Job Stress → Job Satisfaction → Turnover Intention	0,005	-0,495	-0,49	0,0234	Negative Significant

Source: Result 2022

Based on the overall testing of the model, of the seven direct influences resulting in five significant effects and corresponding to the direction of the proposed relationship in the hypothesis, one had an insignificant effect and corresponded to the direction of the proposed relationship in the hypothesis, one had an insignificant effect and corresponded to the direction of the proposed relationship in the hypothesis.

4.4. Discussion

Based on pre-survey research interviews, alternative work outside the company is dominated by opportunities. Quitting a job from a company is an everyday thing at work. Resigning seems to have become something that workers or employees usually do. The number of job vacancies in big cities is a reason why it is straightforward for many employees to leave their jobs and move to other jobs, especially when they have good competencies, which makes them more confident that it will be easy to get a job outside the company where they currently work. The results of Dechawatanapaisal's (2018) study support the study's empirical findings that the external availability of job alternatives has a negative and significant effect on employee job satisfaction. When employees are satisfied, they intend to stay in the organization, and when they feel dissatisfied, they think about leaving.

Moreover, when employees perceive job opportunities in the large labor market, their intention to quit is higher. This finding is also consistent with the findings of Sung & Hu (2021); the study results found that the interaction effect of job satisfaction and alternative job opportunities was felt to be negative and significant. When job satisfaction is low, on the other hand, when employees perceive many alternative job opportunities, they may quit their job immediately because they believe they can find a new job quickly. Empirical facts show that based on the results of survey research interviews, one of the causes of the problem turnover is employee dissatisfaction with the work environment that is not conducive due to high pressure from the leadership in achieving targets, both monthly targets and annual targets. The measure of bank performance is profitability, and employees are categorized as performing well when they can achieve the targets set by the leadership and the company in general. The results of this study support the empirical findings of (See. Padave et al., 2021; Potnuru et al., 2019), in their research found that the physical environment, such as noise, air quality, light, exposure to toxins, temperature, humidity, and aesthetics can affect employee job satisfaction levels. Likewise, (Durocher et al., 2016; Jebali & Meschitti, 2021) found that providing a conducive work environment encourages employee job satisfaction and retention. Rusdi et al. (2020) found that the work environment has a significant positive effect on employee job satisfaction. A healthy work environment is essential in increasing job satisfaction, reducing turnover intentions, and improving work results.

Stress arises when employees are unable to meet the demands of the job. Conflicts occur; it is unclear what are the responsibilities of the position or the amount of responsibility carried, lack of time to complete tasks caused by overload, and careers that do not go up, all of which trigger stress on employees at work. Facts that occur in the field are related to the career development system in the banking industry, especially Bank Mandiri, which is different from the career path system in other companies. This is because it relates to the achievement of time targets and nominal targets that must be achieved by a bank employee within a specific time interval. So, according to him, he had a little difficulty in his career path. The results of this study support the empirical findings of Diana et al. (2022), who found that increasing job satisfaction could absorb the effects of job stress to increase job satisfaction and decrease nurse pressure at work. Briki (2018); Suong et al. (2019) found that job dissatisfaction will affect work attitudes such as job satisfaction, motivation, and emotional well-being. Alrawahi et al. (2020); Gameda & Lee (2020) found that job satisfaction experienced mostly comes from psychological and physiological needs satisfaction. Work stress related to conflict and the heavy workload was significantly and negatively associated with all dimensions of job satisfaction (physical environment and career opportunities, management style and work enrichment, and job rewards and security).

Similarly (e.g., Boukis et al., 2020; Matteson et al., 2021) found research results that job stress had a significant adverse effect on job satisfaction. Empirical facts, as evidenced by various complete facilities and infrastructure to support work, proper and adequate facilities, a high salary or income not to mention bonuses or compensation earned in a year can reach 3 to 4 times the salary, including the implementation of the K3 concept that is implemented correctly by Bank Mandiri to all of its employees, all of which makes the level of employee satisfaction relatively high. The high workload is not proportional to the completion time of working hours, the ideal working hours of employees are 8 hours of work outside of break hours (starting at 08.00 to 17.00), but the reality that occurs in the field is that when the employee returns home, the tendency is above 17.00 even when a specific time to achieve the target at the end of the month, the majority of employees go home from work at night. This causes an imbalance in employees' lives, which can have an impact on their personal lives. The results of this study do not support the empirical findings of Park et al. (2021), who found that satisfied employees who have high perceptions of available job alternatives will still have higher intentions to get their jobs than happy employees who have low perceptions of existing job alternatives.

Similarly, research conducted by (e.g., Kelly et al., 2022; Liu-Lastres & Wen, 2021; Mgaiwa, 2021) found that job satisfaction has a negative effect on turnover. Trevor (2001) summarizes the existing literature and argues that the empirical results of the correlation of job satisfaction with a turnover range from -0.18 to -0.24. Job satisfaction is negatively correlated with turnover.

The Effect of Alternative work arrangements on Turnover Intention Empirical facts shows that based on the survey results, one of the causes of the problem is alternative job opportunities outside the company's dominant turnover intention. The results of this study support the empirical findings of

Torka & Schyns (2007), finding that the higher the alternative work arrangement opportunities in the job market, the higher the intention or desire of employees to leave the organization. According to his theory, the alternative concept is part of various sequential steps before choosing to quit. Dechawatanapaisal (2018) found that employees see more alternative job opportunities when the job market is plentiful and fewer job opportunities when unemployment is high. Bryer (2018) shows a positive relationship between job alternatives and turnover; team members' willingness to quit will increase if the job market is perceived to have profitable and attractive opportunities. Employees perceive job alternatives as a greater tendency to want to leave the organization because their perception of an alternative job is related to the availability of job opportunities elsewhere. The more job opportunities there are, the more likely a team member will find a suitable role. Oliveira et al. (2014) found that when employees perceive their opportunities as high, their turnover is high. The cause of turnover is employee dissatisfaction with a non-conducive work environment caused by increased pressure from the leadership in achieving targets, both monthly targets and annual targets. The measure of bank performance is profitability, and employees are categorized as performing well when they can achieve the targets set by the leadership and the company in general. The fact in the field is the tendency that employees work under pressure from the administration, and this is a problem for every employee, which causes them to work in uncomfortable and safe conditions because the relationship with the leadership is very rigid and adheres to a command system so that it triggers employees to have the intention to leave. Of the company, and even that desire is realized in total turnover. The results of this study support the empirical findings of (Jannelli, 2020; Toren et al., 2012), who found that low satisfaction with the work environment causes turnover intention to be relatively high. The better the work environment, the lower the turnover intention. Thus, it is essential to improve the work environment so that it is expected to reduce employee turnover. Pagán-Castaño et al. (2020) found that a good and healthy work environment will lead to turnover intention low employees; based on the description above, it can be assumed that the work environment has a significant negative effect on turnover intention.

Empirical facts show that based on the results of research interviews, one of the causes of a turnover in employees of Bank is a high level of employee stress caused by the increased workload of employees. Stress arises when employees are unable to meet the job's demands, and conflicts occur. It is unclear what the job responsibilities are, the amount of responsibility carried, lack of time to complete tasks caused by overload, and careers that do not go up. Lead to stress in employees at work. The immense contribution to turnover intention is the long shift working time system that affects employee health and work stress experienced by employees in low or moderate conditions. The results of this study are not aligned with the empirical findings of Calvert et al. (2020). The results show that if organizations want to retain their employees, they must reduce the workload that can cause work stress and ultimately lead to employee turnover. Le et al. (2021); Rederiene et al. (2021) found that it is not only the stress factor itself that causes employees to leave their jobs but the physical consequences of stress, such as missing lunch, physical symptoms that, over time, cause employees to want to leave their jobs. Alrawahi et al. (2020); Monroe et al. (2021) also found a significant relationship between workload and stress as well as stress and turnover.

Satisfaction variables through rewards and supervision indicators can play a good role in the relationship between Alternative work arrangements variables through indicators of competency suitability with turnover intention through income ratio indicators. Although employees have a high perception of Alternative work arrangements jobs outside the company, when employees are satisfied with their work, this will reduce turnover intention. The results of this study support the empirical findings of Prommer et al. (2020). Alternative work arrangements have a negative effect on turnover intention through job satisfaction. The interaction between job satisfaction and perceived alternative job opportunities has a negative impact on turnover intention; job satisfaction alone does not affect turnover intention; however, the exchange will have a negative effect on turnover, which indicates that job satisfaction will affect turnover only if combined with perceived alternative job opportunities. The results of this study support the empirical findings of (e.g., Brumit Kropf, 1999; Formánková & Křížková, 2015; Verduzco-Zapata et al., 2021) finding that Alternative work arrangements have a positive effect on turnover intention, through job satisfaction. When employees are satisfied, they

intend to stay in the organization, and when they feel dissatisfied, they think about leaving. Moreover, when employees perceive job opportunities in the labor market, the intention to quit or leave the organization is higher.

The work environment affects the variable of turnover intention through the variable of job satisfaction expressed through the relationship between the indicators. Job satisfaction variables through reward and supervision indicators can play a good role in the relationship between work environment variables through hands of the application of the OHS concept (Occupational Health and Safety) with turnover intention through income ratio indicators. The results of this study support the empirical findings of (Dechawatanapaisa, 2018; Kraft et al., 2019). The study results found a relationship between the influence of the work environment on turnover intention through job satisfaction. By involving employees in decision-making about their physical work environment, the result can increase job satisfaction and decrease employee pressure which ultimately lowers turnover. Stress affects the variable of turnover intention through job satisfaction which is expressed through the relationship between the indicators. Job satisfaction through reward and supervisory indicators can play a good role in the relationship between work stress variables through conflict indicators and career development indicators with turnover intention through income ratio indicators.

5. Conclusion

To reduce team member perceptions of Alternative work arrangements to quit intention, the human resource management must implement the suitability of employee competencies with their field of work better so that it is expected to reduce turnover in employees. Creating a conducive work environment. The application of the K3 concept that HRM has carried out needs to be improved so that it is expected to reduce turnover and reduce employee work stress. All human resources managers must suppress conflicts between employees and increase efforts for career development opportunities for employees so that it is expected to reduce turnover. Employee job satisfaction, then the application of appropriate awards to outstanding employees, and consultative supervision that the organization has carried out need to be improved so that it is expected to reduce turnover intention employee minimize turnover intention; the efforts that the organization can make are to reduce the gap in the ratio of income earned by employees between units or divisions in internal management.

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