



THE INFLUENCE OF WORK ENVIRONMENT AND TURNOVER INTENTION ON PERFORMANCE: EVIDENCE FROM A MARITIME VOCATIONAL POLYTECHNIC

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This study aims to examine the effects of work environment and turnover intention on the performance of lecturers at Politeknik Ilmu Pelayaran Semarang. Limited research exists on work environment and turnover intention in the context of maritime vocational education, and inconsistencies in previous studies on turnover intention and lecturer performance further justify this investigation. Turnover intention is also crucial for identifying factors that influence an employee's decision to stay with or leave the organization. This study employs a quantitative, causal approach to test the relationships between variables, with quantitative methods chosen for their generalizability within the maritime vocational education context. Due to the limited number of lecturers, a saturated sample of 30 respondents was used, all of whom were faculty members at Maritime Vocational Polytechnic. Data were analyzed using Variance-Based Structural Equation Modeling (VB-SEM). Findings indicate that both work environment and turnover intention have a positive and significant effect on lecturer performance. However, turnover intention does not mediate the relationship between work environment and performance, suggesting that other factors may shape performance outcomes. This implies that enhancing lecturer comfort and fostering a supportive work environment could further improve performance. Future research should explore factors underlying the positive influence of turnover intention on lecturer performance at PIP Semarang.

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INTRODUCTION

Lecturer performance is a crucial aspect of educational organizations, particularly in maritime vocational colleges, as it directly impacts the quality of learning (Widyanto & Wahyuni, 2020), skill development (Setianigsih & Kader, 2018). Additionally, it influences the readiness of students to confront challenges in the maritime industry. Vocational education aims to produce graduates who are equipped with competencies that align with industry needs. In this context, the role of lecturers extends beyond

that of a traditional teacher; they also assist cadets in preparing for an increasingly competitive job market (Lu et al., 2018)

Research indicates that lecturer performance plays a significant role in enhancing students' academic achievement and in developing the practical skills necessary for the workplace (Akbar, 2021). In the maritime field, graduates are expected to acquire specific skills through effective learning. Lecturers are anticipated to possess the knowledge and expertise necessary to transfer these skills in an efficient and applicable manner, aligning with the

work environment that graduates will encounter (Kusuma & Iswanto, 2021).

Lecturer performance is assessed through various indicators, including teaching effectiveness, research publications, community service activities, and involvement in collaborative projects with industry. In vocational colleges, particularly in the maritime sector, collaboration with industry is essential for ensuring that the curriculum remains relevant and aligned with the needs of the field. This collaboration also offers opportunities for lecturers to enhance their skills, ultimately improving the quality of education (Ubaidah et al., 2021). Furthermore, effective lecturer performance enhances the university's reputation, attracts high-quality prospective students, and strengthens relationships with industry partners. This not only contributes to the sustainability of educational institutions but also increases the competitiveness of graduates in the job market (Rahmatullah et al., 2021).

One of the critical factors in enhancing lecturer performance is a work environment that supports the achievement of organizational goals (Subarto et al., 2021). A positive work environment is an important element in ensuring the success of maritime vocational universities. These institutions require a work environment that is not only comfortable but also fosters collaboration, innovation, and the professional development of lecturers. A supportive work environment positively influences the performance of lecturers and staff, cultivates a productive atmosphere, and enhances motivation to perform tasks optimally (Hanaysha, 2016).

The work environment plays a crucial role in supporting the activities and productivity of lecturers in higher education organizations, particularly in vocational colleges. A positive work environment not only serves as a physical space for lecturers but also encompasses the social, emotional, and cultural factors present within the organization (Mushtaq et al., 2019). This condition directly influences the welfare and satisfaction of lecturers, which has implications for their performance.

A conducive work environment encourages lecturers to actively engage in various academic activities and pursue self-development. For instance, lecturers who feel comfortable are more likely to be motivated to innovate in their teaching methods, participate in curriculum development, and collaborate on research projects (Karkoulou et al., 2016). This shows that the work environment contributes to productivity. A supportive work environment can reduce stress and burnout, a common problem that is often faced by lecturers at various levels of education. Factors such as work flexibility, openness of communication, availability of resources, and

recognition of lecturers' contributions contribute to a productive and sustainable work atmosphere (Yamin, 2017). Lecturers who work in a positive environment tend to have a better life balance, thus increasing engagement and commitment to work.

Organizations must understand the factors that contribute to employee comfort by addressing various aspects to reduce turnover intention among staff. Turnover intention, or the desire to leave one's job, refers to an employee's inclination to exit their current organization and seek opportunities elsewhere (Brohi et al., 2018). Turnover intention is a critical aspect for understanding the early indicators of an employee's actual behavior regarding resignation. Consequently, managing turnover intention is essential for maintaining workforce stability and enhancing organizational performance.

The implications of turnover intention are significant for organizations. High turnover intention often results in increased resignation rates, which can disrupt organizational productivity and efficiency. Additionally, the process of recruiting and training new employees requires substantial time and financial resources (Gusroni, 2021). The loss of experienced employees can significantly reduce the quality of services or products delivered by an organization. A high turnover rate may also adversely impact the morale and motivation of remaining employees, as they might feel insecure or dissatisfied with the prevailing work environment conditions.

Various factors influence turnover intention among employees, which can be broadly categorized into individual, job-related, and organizational factors. Individual factors pertain to personal characteristics, such as age, gender, education level, and work experience (Saputri, et al., 2020). Younger employees tend to exhibit higher turnover intentions as they are generally more open to exploring new opportunities and less likely to form strong attachments to their current organization. Job-related factors include elements such as workload, career development opportunities, and the quality of the work environment. Organizational factors encompass aspects such as organizational culture, management policies, relationships between employees and managers, and overall job satisfaction (Kusumah et al., 2022).

The work environment is a critical factor influencing employee satisfaction and productivity within an organization. A conducive work environment encompasses not only physical aspects, such as facilities and cleanliness, but also psychological and social dimensions, including interpersonal relationships, communication, and organizational culture (Latifa & Rojuaniah, 2022). A positive work environment can enhance

job satisfaction, organizational commitment, and employee loyalty, thereby reducing turnover intention or the likelihood of employees leaving the organization. High turnover intention within an organization may signal underlying issues in the work environment that require immediate attention. When employees are dissatisfied with their work environment—whether due to excessive job pressure, insufficient support from supervisors, or strained relationships with colleagues—they are more likely to seek employment elsewhere (Hakim, 2016).

Research on the influence of the work environment on employee turnover intention has yielded diverse findings, highlighting differing perspectives among scholars. Paradise (2023) found that maintaining low or controlled turnover intention can positively impact employee performance. This is primarily because employees who are satisfied with their jobs and demonstrate a high level of organizational commitment are more likely to perform effectively (Alkandari et al., 2023). In this context, low turnover intention can indicate stability within the work team, enhance continuity, and strengthen motivation to achieve shared organizational goals.

Research inconsistencies regarding turnover intention and its impact on employee performance, Soelton et al., (2021) suggest that high turnover intention can negatively impact employee performance. This finding is supported by Otache & Inekwe (2022), who argue that when employees feel dissatisfied with their jobs or less attached to the organization, their motivation to work optimally decreases. Additionally, the departure of employees with high potential to contribute to the organization may disrupt work processes, increase the workload for remaining employees, and diminish team cohesion and effectiveness (Zahn et al., 2023). However, previous research findings on this relationship remain inconsistent, presenting a research gap that warrants further investigation into the influence of turnover intention on employee performance.

One type of organization facing challenges related to turnover intention and performance is a maritime school. Maritime schools encounter difficulties in maintaining the quality of education while addressing the demands of the global maritime industry (Kurniawan, 2022; Ulfa et al., 2021). Lecturers are required to possess not only strong academic expertise in their discipline but also relevant practical experience, particularly in vocational settings. The quality of teaching and learning in a shipping school directly impacts

students' preparedness to face professional challenges in the workplace.

Turnover intention among lecturers in shipping vocational maritime schools can be influenced by various factors, including job satisfaction, recognition of academic achievements and contributions, career development opportunities, and organizational and managerial conditions. Lecturers who perceive their work environment as uncondusive are more likely to exhibit high turnover intention. This study focuses on examining turnover intention and lecturer performance at PIP Semarang, a shipping school dedicated to producing competent graduates in the maritime field. Based on this background, the urgency of the research lies in testing the influence of turnover intention on lecturer performance.

RESEARCH METHOD

This study aims to examine the impact of work environment, turnover intention on employee performance using a quantitative, causal approach. Quantitative research focuses on collecting and analyzing numerical data to measure variables and test hypotheses (Apuke, 2017). It is characterized by objectivity and systematic data analysis, allowing researchers to generalize findings from a sample to a broader population (Bryman & Bell, 2015).

Causal research seeks to understand cause-and-effect relationships between variables, identifying whether changes in one variable influence another (Sugiyono, 2018). This study was conducted from January to May 2024 at Politeknik Ilmu Pelayaran Semarang, focusing on the influence of work environment and turnover intention on lecturer performance.

The population consists of all lecturers at Semarang Maritime Polytechnic. A saturated sample of 30 respondents, encompassing all lecturers, was utilized to ensure comprehensive representation given the limited sample size. Saturated sampling was employed to provide a complete representation of the population, particularly in studies with smaller groups.

RESULTS AND DISCUSSION

The validity test was conducted by calculating the correlation between the score of each statement item and the total score of the variable. The detailed results of the validity test are presented in Table 4.1.

Table 4.1 Validity Test Results

Indicator	Employee Performance	Turnover Intention	Work Environment
EP1	0.928		
EP2	0.942		
EP3	0.957		
EP4	0.956		
TI1		0.921	
TI2		0.941	
TI3		0.914	
TI4		0.959	
TI5		0.948	
WE1			0.881
WE2			0.917
WE3			0.948
WE4			0.939

The results of the validity test presented in Table 4.1 indicate that all statement items have a loading factor of ≥ 0.7 . This confirms that all items for the Lecturer Performance variable are valid and suitable for measuring the construct addressed in this study.

Table 4.2 Cross Loading Test Results

Indicator	Employee Performance	Turnover Intention	Work Environment
EP1	0.928	0.553	0.795
EP2	0.942	0.505	0.774
EP3	0.957	0.526	0.784
EP4	0.956	0.555	0.792
TI1	0.556	0.921	0.485
TI2	0.524	0.941	0.455
TI3	0.512	0.914	0.479
TI4	0.519	0.959	0.482
TI5	0.538	0.948	0.469
WE1	0.783	0.547	0.881
WE2	0.784	0.405	0.917
WE3	0.752	0.443	0.948
WE4	0.741	0.462	0.939

The cross-loading test results presented in Table 4.2 further reinforce the validity test findings in Table 4.1. The outcomes from both tables confirm that the indicators used in this study are valid.

Reliability Test

The reliability test aims to assess the consistency of measurement results when two or more measurements are taken for the same construct using the same measuring instrument. In this study, the reliability test was conducted using the Cronbach's Alpha method. A variable is

considered reliable if it yields a Cronbach's Alpha value of ≥ 0.70 . A higher Alpha coefficient indicates a greater level of reliability for the measuring instrument used. By performing this reliability test, the researchers can ensure that the instruments employed to measure lecturer performance and turnover exhibit good consistency and reliability.

Table 4.3 Reliability Test Result

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.961	0.961	0.971	0.895
Turnover Intention	0.965	0.965	0.973	0.877
Work Environment	0.941	0.941	0.957	0.849

Based on the results of the reliability test presented in Table 4.3, it can be concluded that all research variables demonstrate an excellent level of reliability. This indicates that the instruments used to measure the variables exhibit very high

internal consistency and are reliable for producing stable and consistent measurements. Therefore, it can be concluded that this research instrument has a very high level of reliability and is suitable for data collection in the context of studying the influence of turnover on lecturer performance.

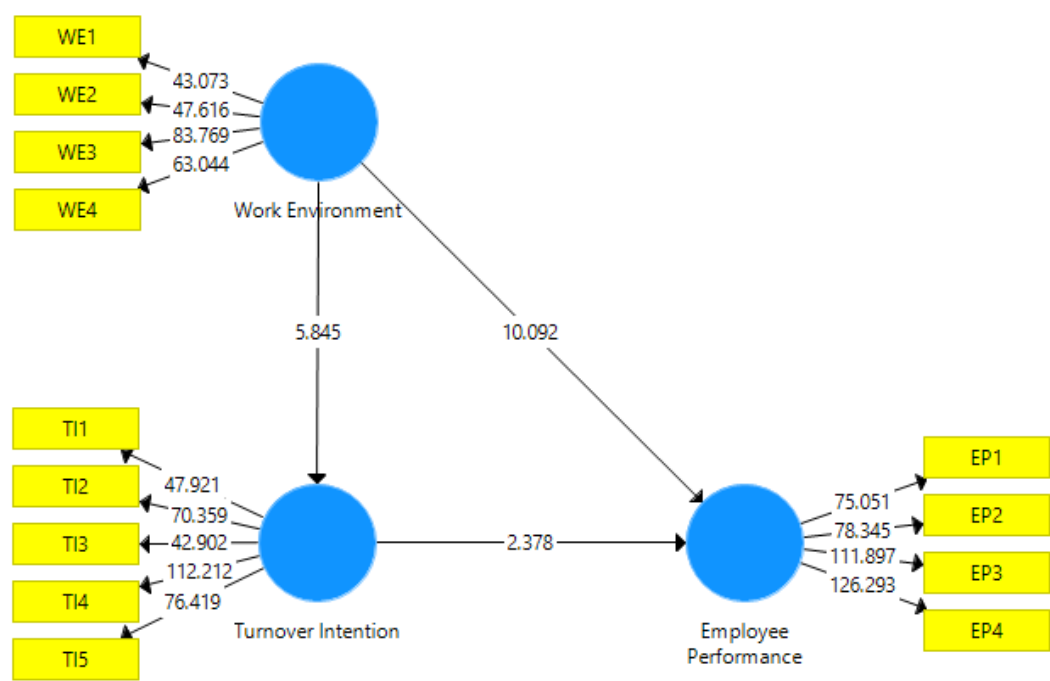


Figure 1. Research Framework

This study directly and indirectly examines the influence between variables. Figure 1, Table 4.4 and 4.5 show the results of the research test

Table 4.4 Direct Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Turnover Intention → Employee Performance	0.195	0.2	0.084	2.316	0.021

Work Environment → Employee Performance	0.733	0.728	0.073	9.983	0
Work Environment → Turnover Intention	0.506	0.515	0.093	5.471	0

Table 4.5 Indirect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment → Turnover Intention → Employee Performance	0.099	0.106	0.056	1.759	0.079

These results indicate that the work environment and turnover intention positively influence lecturer performance. While this finding differs from previous studies that associate turnover with negative impacts, it reflects the unique dynamics at organization. This test demonstrates that, within the context of educational organization, turnover has a significant impact on lecturer performance.

Discussion

A conducive work environment can increase employee motivation, comfort, and productivity, which ultimately has a positive impact on their performance. According to a study conducted by Prasetyono & Ramdayana (2020), a supportive work environment encourages employees to deliver their best performance by making them feel valued and comfortable in their daily tasks. Elements of a positive environment, such as social support, adequate facilities, and constructive interactions with colleagues, enhance employee engagement and commitment, ultimately leading to improved performance (Firdaus, 2023). Although the work environment significantly influences employee performance, the findings of this study indicate that turnover intention does not serve as a mediating variable in this relationship. Specifically, the intention to leave the job does not act as a pathway through which the work environment affects employee performance. This suggests that even when employees work in a less supportive environment, their intention to leave does not necessarily diminish their performance as long as they remain employed within the company. These results align with the study by Jia et al. (2022), which highlights that turnover intention does not always directly impact performance but is more closely associated with the final decision to leave the job.

The findings of this research reveal a significant relationship between turnover intention and lecturer performance. The results indicate that turnover intention positively

influences lecturer performance. This suggests that an increase in turnover intention is accompanied by an improvement in lecturer performance. This finding contrasts with prior studies, which have reported a negative relationship between these variables. The results of this study highlight a positive and significant influence of turnover intention on the performance of lecturers. This finding is different from the results of Asmara (2017) research which found that turnover intention negatively affects employee performance. This discrepancy can be attributed to differences in job characteristics between lecturers and medical personnel, as well as variations in organizational culture across higher education institutions. Turnover intention is defined as the internal process within an organization in which an employee contemplates leaving their position. Turnover occurs when an employee leaves an organization, necessitating the replacement of their position. Turnover can be classified as voluntary, where employees resign of their own accord, or involuntary, where the organization terminates the employment relationship. Lecturer performance refers to the work outcomes achieved by lecturers in fulfilling their assigned tasks, based on their skills, experience, dedication, and available time. Lecturer performance encompasses three core aspects aligned with the Tri Dharma of Higher Education: education and teaching, research, and community service. Factors influencing lecturer performance include competence, motivation, job satisfaction, and the work environment.

The relationship between turnover intention and employee performance has been extensively studied. Many studies suggest that high turnover intention rates can negatively affect organizational performance, including reduced productivity and increased costs related to recruitment and training. However, in certain contexts, turnover can have positive effects, such as introducing new ideas and fostering innovation. Some research indicates that turnover intention may positively impact employee performance. In this context, the intention to

leave an organization can motivate employees to enhance their performance in order to secure favorable references or improve their chances of finding new employment opportunities. During the transition period, employees may strive to demonstrate their best competencies and contributions, resulting in improved performance. Additionally, organizations aware of high turnover intention rates may proactively enhance working conditions and provide incentives to motivate employees, thereby improving their performance. Conversely, other studies have found that turnover intention negatively impacts performance. The intention to leave is often accompanied by a decline in commitment and loyalty, leading to decreased productivity and work quality. Employees with turnover intentions may feel less motivated to engage in their tasks and exert less effort, as they do not envision a long-term future within the organization. Furthermore, high turnover intention can destabilize the work environment and lower team morale, negatively affecting both individual and collective performance. The differing results across studies can often be attributed to organizational context. For instance, in organizations with a supportive work culture and clear career development opportunities, turnover intention may not significantly harm performance.

CONCLUSION

This study identifies several key findings regarding the effects of the work environment and turnover intention on employee performance. First, a positive work environment significantly improves employee performance, demonstrating that a supportive and comfortable workplace fosters optimal productivity. Second, an unsupportive work environment increases turnover intention, indicating that employees are more likely to contemplate leaving when their workplace conditions are unfavorable. Third, contrary to prior research, turnover intention exerts a positive and significant influence on lecturer performance, suggesting that other motivational factors may sustain or enhance performance despite the intention to leave. Lastly, turnover intention does not mediate the relationship between the work environment and performance, signifying that the direct effect of the work environment on performance outweighs any indirect influence through turnover intention.

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