Study on the Influence of Work Environment & Work Engagement Moderated by Work Family Conflict to TurnOver Intension in IT Integration System Company

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Abstract: **The purpose of this study is to investigate how Work Engagement and Work Environment affect the turnover of employees in IT companies with a sample of programmers. By using Resource Conservation theory as a theoretical framework, this study contributes to existing research by examining the relationship between Work Engagement (ie Vigour, Dedication and Absorbtion) and Work Environmnent moderated by Work Family Conflict. Descriptive analysis and correlation will be conducted using SPSS. Then, to test the hypothesis above, Partial Least Square Structural Equation Modeling (PLS-SEM) analysis is used using SMARTPLS. From the results of the study indicated to have significant influence on TurnOver Intension from the three variables studied, they are Work Environment, Work-Engagement and Work-Family Conflict, only Work Engagement has significant influence on TurnOver Intension, and it is negative. This means that the higher the employee's Work Engagement, the lower the TurnOver level in the company that becomes the object of study.**

Keywords: **work engagement; work environment, work-Family conflict; Turnover Intention, IT Company.**

I. INTRODUCTION

Labor in the field of programmer is very important in companies engaged in IT technology. Company leaders are beginning to realize that their employees are assets to the company. Maintaining work engagement and workplace atmosphere needs to be considered for company leaders to minimize turnover intention. Coupled with the phenomenon of IT programmers who like to move from one company to another one and even many who move to competitors. Those factors can be influenced by internal factors in the company itself or because of external factors such as work famly conflict.

Work environment becomes another determinant factor to convince employees to feel at home working in the company. The amount of pressure on their work makes many programmers moving to another company or even to a competitor. According to Anitha (2014), there is a significant relationship between the work environment and employee engagement. Workplace condition plays an important role for employees whether they want to keep working in the organization. A safe working environment can attract new candidates to apply for positions that still have to be met. The work environment plays an important role because people want to work in a safe workplace. Previous studies have shown that the work environment is a factor that can be used to determine the degree of engagement for every employee working in the organization.

In addition to environmental factor, the Company requires employees who are enegergic, enthusiastic, and easy to receive jobs quickly. In other words, they need employees who feel involved (Schaufeli, 2013). Work engagement has been defined as "a positive, satisfying, and work-related state of mind embodied by dedication, vigour and absorption" (Schaufeli & Bakker, 2004, p. 295).

Vigour refers to experience with high spirit at work/energy, mental resilience while working, and a willingness to face challenges. Dedication refers to a high sense of enthusiasm, and involvement in one's work, while absorption is characterized by feelings of pleasure at work, in a way that makes time pass quickly and which makes him difficult to get away from work.

Work Engagement has become a popular concept, both in business and academic research. However, researchers have noted a potential downside for engagement. They question whether employees can become so engrossed in their work that this negatively affects other parts of their lives, such as Work-Home Balance (George, 2011; Halbesleben, 2011). Others argue that, since highly engaged employees are usually in a positive mood and have better access to work resources, they tend to experience a positive work-home balance through improved work-home facilitators (Culbertson, Mills, & Fullagar, 2012; Siu et al., 2010).

According previous studies are indicative of a negative relationship between employee absorption and turnover intention. In the event that employees are absorbed, they will be aware of what is expected of them and how they can be of aid to the organization. Absorption will also enable them to improve and develop thereby reducing their level of turn over. The organizations should therefore design employees job schedule in such a way that they can find meaning and purpose in the work that they do. For the managers, they need to help employees build confidence, establish routines and set realistic goals for the employees to achieve. In so doing, the effectiveness and functioning of the organization will be improved (Agoi, 2015).

Halim (2013) describes the condition of the workers in Indonesia is only 36% of employees in Indonesia are highly engaged. Furthermore, 17% feel not engaged in which this poses a potential risk for productivity and performance. In addition, 23% felt that they do not get support while working or are classified as employees who are barely engaged. The remainder is grouped in a breakaway group.

The purpose of this study is to find out the relation between work environement, work engagement and work-family conflict to TurnOver Intention. Besides, the influence between age and gender on TurnOver Intention level. The results of this study are useful for company manegement to continue to keep their employees who are also assets to keep dedicated to the company and reduce the number of TurnOver for the company.

II. LITERATUR RIVIEW

2.1 Work Environment (WEV)

Work environment affects employees in working. The work has many different characteristics, involving tasks such as job training, control over one's work related activities, achievements gained from the work performed, various tasks and intrinsic values for a task. Many research papers have focused on the intrinsic aspects of job satisfaction. The results show that there is a positive relationship between the work environment and the intrinsic aspect of job satisfaction. They further illustrate the second dimension of job satisfaction known as the context consisting of physical work conditions and social work conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008).

Spector (1997) observes that most businesses ignore the work environment in their organizations that adversely affects the performance of their employees. According to him, the work environment consists of safety to employees, job security, good relationships with colleagues, recognition of good performance, motivation to perform well and participation in the company's decision making process. He further explains that once employees realize that the company considers them important, they will have a high level of commitment and a sense of ownership for their organization. Different factors in the work environment such as wages, working hours, autonomy given to employees, structure of organization and communication between employees & management can affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) argues that in organizations, it can be observed that most employees have problems with their superiors who do not give them any respect for them. Supervisors also exhibit rude behavior to employees because they are uncomfortable to share good and innovative ideas with them.

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2.2 Work Engagement (WEG)

Work engagement is a current issue in the management of Human Resources (HR). Work engagement is defined as a positive, satisfying related to work characterized by vigour, dedication, and absorption (Schaufeli et al., 2002). Study on work engagement has shown a positive effect on the job. First, work engagement itself is an individual positive experience (Schaufeli et al., 2002). Second, work engagement deals with good health and work effects for employees (Demerouti et al., 2001; Rothbard, 2001). Third, work engagement helps individuals benefit from stressful work (Britt et al., 2001). Fourth, work engagement correlates positively with organizational commitment (Demerouti et al., 2001) and ultimately affects employee performance (Kahn, 1990). These are important for managers to strengthen work engagement, since non-engaged employees are central to problems if workers lose their commitment and motivation (Aktouf, 1992), increased tendency to leave the organization or company (turnover), low levels of attendance and decreased performance of these employees. (Caldwell et al., 1990).

Schaufeli and Bakker (2004) state that work engagement is formed by two main factors, they are job demands and job resources. Schaufeli and Bakker (2004) state that job demands are physical, psychological, social and organizational aspects of work that require constant physical, cognitive and emotional effort. Therefore, it is associated with certain physical and/or psychological costs. However, job demands do not always produce negative effects, but job demands can turn into job stress when accompanied by demands that require great effort, which can ultimately lead to negative effects such as depression, anxiety, and burnout.

The study report shows that 3 out of 10 individuals working in an office experience mental health problems in the form of a psychological fatigue caused by a workload called a burnout. The demands of work to be resolved or pursued by deadlines have spawned a group of urban individuals with an instant and adrenaline metropolitan lifestyle. Individuals become too fixated on things such as laptops, smart phones, digital sash or high attachment with the 'email'.

Studies showed that there was an increase in mental health problems in workers from 26% to 37% within the last 5 years. Of these figures, only 43% of workers conveyed burnout conditions to their superiors. A survey in 2016 showed that only about 46% of employees considered their superiors to be concerned with mental health problems in the workplace. Another study showed that 25% to 50% of health professionals experienced burnout at work.

2.3 Work-Family Conflict (WFC)

Work-Family Conflict refers to an employee's experience that his or her job pressures or efforts to optimize job requirements interfere with the ability to meet family demands (Frone, 2000; Judge et al., 2006), are also addressed as work interface with family (WIF) and family interface with work (FIW) (Amstad et al., 2011). Work-Family Conflict is the most commonly used term in the literature to describe this phenomenon.

WFC's latest meta-analysis points to multiple workplaces and personal variables as its predecessor sources such as tasks, work autonomy, family-friendly organization policies, role conflict and ambiguity, role overload, time demands, job involvement, work centrality, organizational support, family- (un)supportive supervision, peer support, individual internal locus of control, negative influence and neuroticism, family centrality, family social support, and family climate (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Moreover, gender differences are found, suggesting that workplace factors such as shift work, job insecurity, and conflicts with coworkers or supervisors in one hand and responsibility for housekeeping or caring for member families on the other hand are significant factors that contribute to WFC among men. For women, physical demands, overtime, time to go to work, and to have children depend on WFC's key factors (Jansen, Kant, Kristensen, & Nijhuis, 2003).

Previous study has recognized WFC as an important factor affecting not only the well-being of employees but also their superiors (Kossek, Baltes, & Matthews, 2011; Lapierre et al., 2008), and has been shown to have an adverse impact on a variety of related work outcomes such as stress, fatigue, and the need for recovery from work (Bacharach, Bamberger, & Conley, 1991; Kinnunen & Mauno, 1998), productivity, work performance, risk of accidents, interpersonal conflicts at work, turnover rates, marital satisfaction, and physical and mental health conditions (Allen, Herst, Bruck, & Sutton, 2000; Barnett, Raudenbush, Brennan, Pleck, & Marshall, 1995; Frone, 2000; Jansen et al., 2006; Judge et al., 2006). On the other hand, when WFC decreases, employees exhibit greater job satisfaction, affective organizational commitment, less desire for moving (Butts, Caspar, & Yang, 2013), and report greater family satisfaction and overall life satisfaction

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(Lapierre et al., 2008). Particularly, relevant for today's work is the role of individual disposition as a work-family conflict predictor. Examples of such personal factors are internal locus of control, negative influence, and neuroticism (Allen et al., 2012). Following this path of study, current inquiry seeks to explain more about the role of individual psychological orientation in the WFC, borrowing a personal value perspective along with the idea of work involvement. In other words, we aim to examine whether employee values and work involvement can account for individual differences in conflict experience and a balance between workplace requirements and family pressure.

2.4 Turnover Intension (TOI)

Study conducted by Takawira et al. (2014) reveals that turnover intention is closely related to work engagement and job embeddedness. High turnover intention significantly shows low levels of work engagement and job embeddedness.

The study result of Mobley et al. (1978) found that before an employee leaves the workplace, he will undergo several cognitive processes which then direct him to the actual behavior of turnover. This is called intention. Turnover intention is indicated by thoughts of leaving, looking for new job and willing to accept better job chances if available (Zhang and Feng, 2011).

2.5 Framework and Hypothesis

Baah dan Amoako (2011) explains that motivating factors (the nature of the work, the sense of achievement of their work, the recognition, the responsibilities given to them, and the opportunities for personal growth and personal progress) help employees find their value with respect to the value given to them by the organization.

Previous studies include Alfes et al. (2013) has indicated that engaged employees tend to have a low intention for turnover. According to Saks (2006), work engagement can be conceptualized as antecedent of intent for turnover. Engaged employees who are so busy with positive energy in which they are actively and constantly immersed in work, they leave little time and space for negative thoughts, such as leaving the organization. In accordance with the theory of engagement, that is the work that decides the employees to stay in the organization. So if the job is interesting, employees will not think of leaving the organization.

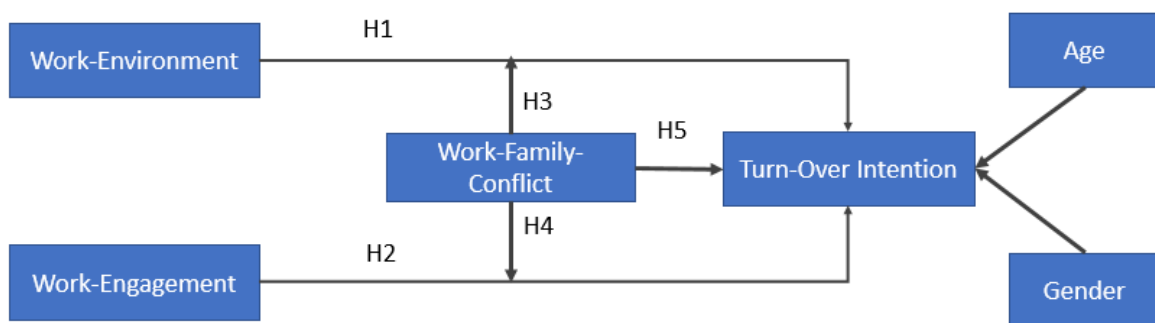Based on the literature above, the conceptual model tested is described in Fig 1.

Figure 1: Conceptual Model of Work-Environment, Work Engagement, Work Family Conflict and TurnOver Intention

a. Hypothesis 1: The Influence of Work-Environment (WEV) on employees' TurnOver Intention (TOI). There is allegedly significant influence of WEV on TOI.

- Ho: Has no positive influence of WEV on TOI
- Ha: Has positive influence of WEV on TOI

b. Hypothesis 2: The Influence of Work-Engagement (WEG) on employees' TOI. There is allegedly significant influence of WEG on TOI

- Ho: Has no positive influence of WEG on TOI
- Ha: Has positive influence of WEG on TOI

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c. Hypothesis 3: The Influence of Work-Family-Conflict (WFC) moderating relationship between WEV with Turn-Over

• Ho: Has no positive influence of WEV moderated by WFC on TOI

• Ha: Has positive influence of WEV moderated by WFC on TOI

d. Hypothesis 3: The Influence of Work-Family-Conflict (WFC) moderating relationship between WEG with Turn-Over

• Ho: Has no positive influence of WEG moderated by WFC on TOI

• Ha: Has positive influence of WEG moderated by WFC on TOI

e. Hypothesis 5: The Influence of Work-Family-Conflict (WFC) on Turn-Over

• Ho: Has no positive influence of WFC on TOI

• Ha: Has positive influence of WFC on TOI

III. RESEARCH METHODOLOGY

3.1. Population and Number of Sample

This study was conducted on workers who work as programmers in companies engaged in IT technology in Jakarta, Indonesia. Researchers chose research quantitative approach to find out the relationship between work-environment, work-engagement, work-family-conflict and turn-over. The method used is by using questionnaire distribution.

Data were collected randomly from employees with programmer or IT support roles/positions from 2 IT technology companies in Jakarta. The number of samples taken was 165 employees from IT technology company with position as programmer, IT support and business consultant. Information was gained through randomly distributed questionnaires. The evidence shows that self-administered questionnaires, distributed by hand and/or by email, are most appropriate in many studies (Werner & Eleanor, 1993).

Of the number of respondents, the gender representing the male was 75.15%, while the female was 24.85%. With the number of female less than half of the sample makes this variable cannot be differentiated.

The sample population was also divided into 5 different age categories such as Less than 20 years old, 20 – 25 years old, 26 – 30 years old, 31 – 35 years old and 36 – 40 years old. From 5 categories of age, there were 9 respondents aged less than 20 years old, 46 respondents aged 20 – 25 years old, 81 respondents aged 26 – 30 years old, 25 respondents aged 31 – 35 years old and 3 respondents aged 36 – 40 years old.

3.2 Instrumen Data and Data Analysis Technique

The quisioner data dispersed is a questionnaire about work-environment, and the turnover-intention adapted from State Statistical Office (SSO, 2009) numbered 25 questions, using a 5-point Likert scale to evaluate the answers of highly dissatisfied, dissatisfied, not both, satisfied and very satisfied. Meanwhile, work engagement and work-family conflict are adapted from Uthrecht Work Engagement Scale (UWES) developed by Schaufeli, Baker and Salanova (2006). 7-point Likert Scale is used to measure vigour, dedication and absorption, from 0 0 ("Never") to 6 ("Every Day").

Previous study has indicated that demographic variables such as gender, age, and family structure have a significant impact on the balance between work and family (Byron, 2005; Innstrand et al., 2009). When the data was collected, family structure data could not be obtained. However, as substitute it was added the variable of years in job. Thus, gender, age and years in jobs are included as control variable.

3.3 Statistical Analysis

Descriptive analysis and correlation will be conducted by using SPSS. Then to test the hypothesis above, Partial Least Square Structural Equation Modeling (PLS-SEM) analysis was used using SMARTPLS. Structural equation model involves statistical applications that simultaneously analyze many variables and allow the researcher to combine unoboservable variables measured indirectly (Hair, Hult, Tomas, Ringle, & Sartedt, 2014). PLS-SEM analysis was chosen based on its character that is enough with small size sample and PLS is better for exploratory approach.

PLS-SEM analysis was conducted to examine the impact of work engagement, work environment, work family conflict, as well as control variables (ie gender, age, years in job). For this current study, the conceptual model consists of the reflective measurement model which has the relationships from construct tot he indicators

IV. RESULT AND DISCUSSION

4.1 Descriptive Statistic

From the table 4.1.1, the correlation of analysis shows that the Work Environment has a negative correlation with work engagement, but the work environment has a positive correlation with TurnOver Intention and work family conflict. Work Engagement has a negative correlation with TurnOver Intention and work family conflict. Work Family conflict has a positive correlation with TurnOver Intention.

TABLE I: Descriptive Statistic Result

	Mean	SD	WEV1	WEV2	WEV3	WEG1	WEG2	WEG3	TOI	WFC	Age	Gender
WEV1	44.798	.28619	1	.365**	.402**	-.349**	-.367**	-.344**	.202**	.481**	.099	-.073
WEV2	44.715	.29628	.365**	1	.357**	-.467**	-.418**	-.427**	.124	.368**	.057	.203**
WEV3	44.364	.33296	.402**	.357**	1	-.436**	-.400**	-.354**	.219**	.496**	.193*	.020
WEG1	22.505	.87296	-.349**	-.467**	-.436**	1	.779**	.743**	-.211**	-.457**	-.282**	-.138
WEG2	21.055	.94264	-.367**	-.418**	-.400**	.779**	1	.778**	-.310**	-.364**	-.292**	-.062
WEG3	20.727	.80528	-.344**	-.427**	-.354**	.743**	.778**	1	-.394**	-.378**	-.332**	-.083
TOI	56.091	103.660	.202**	.124	.219**	-.211**	-.310**	-.394**	1	.246**	.154*	-.141
WFC	43.800	.27032	.481**	.368**	.496**	-.457**	-.364**	-.378**	.246**	1	.107	-.066
Age	2.81	.833	.099	.057	.193*	-.282**	-.292**	-.332**	.154*	.107	1	-.125
Gender	1.19	.397	-.073	.203**	.020	-.138	-.062	-.083	-.141	-.066	-.125	1

Legend:

WEV1 = Top Management & Esteem Needs

WEV2 = Job safety, Security, Works Hours

WEV3 = Relational With Co-worker

WEG1 = Vigour

WEG2 = Dedication

WEG3 = Absorption

4.2 PLS-SEM Analysis

In the variant-based SEM model or PLS-Path Modeling, this model consists of an Outer model (measurement model) and an Inner model (structural model). Thus the model evaluation on the PLS-PM also consists of two stages, including outer model evaluation and Inner Model. The important thing to consider in using PLS-PM is the absence of a statistical criterion that is capable of assessing the overall model so that researchers are unable to perform inference analysis to test the feasibility of the model. Alternatively, nonparametric tests through re-sampling methods such as Jackknifing and Bootstrapping can be used on estimation of a resulting model.

4.3 Outer Model

This model specifies the relationship between latent variables and their indicators. or it can be said that the outer model defines how each indicator relates to its latent variable. The valdity test in the outer model with the reflexive indicator is evaluated through convergent validity and discriminant validity of the latent construct form indicator. Meanwhile, the outer model with formative indicators is evaluated through substantive content by comparing the relative weight and see the significance of the indicator of the construct (Chin, 1998 in Ghozali and Latan, 2015:73). From outer loadin constructs calculated, about 5 construct items < 0.50, which its considered has strong validated if > 0.50 (Hair et al, 2010: Ghozali, 2008). Then the accepted constructs were calculated again.
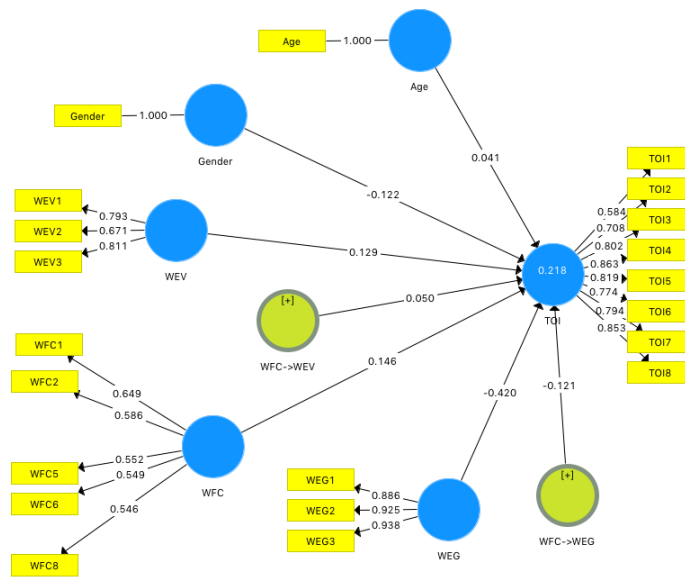
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Figure 2: Path Coefficient

The most cmmon method of evaluating the structural model is the coefficient of determination (R2 value) which is used to measure the predictive power of th model. This value represent the exogenous latent variable's combined effects on the endogenous latent variable. That is the amount of variance of variance in the endogenous constructs explained by all of the exogenous constructs linked to it (Hair, Hult, Ringle, & Sartedt, 2017). The R2 for Work Environment is 0.129 (21.9%) and can be considered as rather weak. Work Engagement is -0.420 (-42.0 %), its moderate negative relation. Work Family Conflict is 0.146 (14.6%) and considered as rather weak, moderation Work Engagement with Work Family Conflict is -0.121 (-12.1%) and moderation Work Environment with Work Family Conflict is 0.050 (5 %), and this also very weak relation.

4.4 Composite Reliability (CR)

This value shows the internal consistency of high composite reliability value indicating the consistency of each indicator in measuring the construct. CR value is expected > 0.7. From the table below, all the variables have composite reliability value more than 0.70.

TABLE II : Composite Reliability Result

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Age	1.000	1.000	1.000	1.000
Gender	1.000	1.000	1.000	1.000
TOI	0.905	0.906	0.924	0.607
WEG	0.908	0.973	0.940	0.840
WEV	0.642	0.667	0.804	0.579
WFC	0.520	0.511	0.714	0.334
WFC->WEG	1.000	1.000	1.000	1.000
WFC->WEV	1.000	1.000	1.000	1.000

4.5 Average Variance Extracted (AVE)

The value of AVE is used to measure the amount of variance that the construct can capture compared to the variance caused by the misuse of measurement. AVE value must be greater (> 0.5). From the table above, only WFC constructs whose AVE value is 0.334, lower than 0.5 or does not qualify for AVE.

4.6 Discriminant Validity

The fornell-Larcker criterian was applied to assess the construct's discriminant validity. This criterion requires that the squared correlations of all other constructs should be lower than each construct's AVE (Hair et al, 2014). According to this criterion, the constructs all displayed adequate discriminant vality (see table 3).

TABLE III: Discriminant Validity

	TOI	WEG	WEV	WFC	WFC->WEG	WFC->WEV
TOI	0.779					
WEG	-0.364	0.917				
WEV	0.263	-0.545	0.761			
WFC	0.305	-0.442	0.519	0.578		
WFC->WEG	0.133	-0.673	0.626	0.402	1.000	
WFC->WEV	-0.097	0.574	-0.464	-0.347	-0.803	1.000

4.7 Formative Indicator

In the model of formative relationships, the outer weight of each indicator is compared with each other to determine which indicator contributes the greatest in a single construct. At the alpha 5% indicator with the smallest weigher (t-statistics > 1.96). In addition to the significance of the weight value, the evaluation is conducted whether there is multicollinearity in the indicator. To test it by knowing the value of Variance Inflation factor (VIF). VIF value < 10 indicates there is no multicol.

From this inner VIF Values table, VIF value is below 5 meaning that no indication of highly correlated

Table IV: Variance Inflation Factor

	Age	Gender	TOI	WEG	WEV	WFC	WFC>WEG	WFC>WEV
TOI	1.200	1.125		2.163	1.975	1.545	4.155	2.951

4.8 Hypothesis Test and Result

H1 shows the result of Work Environment has no effect on Turn Over Intention. Ho is accepted with the value of t stats = 1.187 < 1.96. On H2 shows the result of Work Engagement has a significant effect on Turn Over Intention. And the value of its effect is negative for this male gender. It means that, the higher the value of employee's Work-Engagement, it will reduce the probability level of the employee's intention to TurnOver, Ha is rejected by the value of t stats=2.430 > 1.96. On H3 shows that the Work Environment has no significant effect on TurnOver Intention which has been moderated by Work Family Conflict. Ho is accepted, with value of t stats = 0.731 < 1.96 Ho is rejected. On H4 shows that Work Engagement has no effect on TurnOver Intention which has also been moderated by Work Family Conflict. Ho is accepted with value of t stats = 1.049 > 1.96. On H5 shows that Work Family Conflict has no effect on TurnOver Intention. Ho is accepted with value of t stats = 1.597 < 1.96. With value of t stats = 0.414 < 1.96 then Age has no significant effect on TOI (Ho accepted). With the value of t stats = 1.652 < 1.96 then Gender has no significant effect on TOI (Ho accepted).

Table V: Hypothesis Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Age -> TOI	0.041	0.035	0.099	0.414	0.679
Gender -> TOI	-0.122	-0.125	0.074	1.652	0.099
H1: WEV -> TOI	0.129	0.117	0.109	1.187	0.236
H2: WEG -> TOI	-0.420	-0.423	0.173	2.430	0.015

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H3: WFC->WEV -> TOI	0.050	0.068	0.068	0.731	0.465
H4: WFC->WEG -> TOI	-0.121	-0.084	0.115	1.049	0.294
H5: WFC -> TOI	0.146	0.176	0.092	1.597	0.111

4.9 Discussion

The purpose of this study is to find out the relationship of worker interaction at work and problems that happen in family or personal life and work environment. Connecting with the predictions of this study, the result of the correlation analysis indicate that the work environment has a positive influence on TurnOver Intention so that it conforms H1. However, PLS-SEM shows different results in which Hypothesis 1 is accepted ie the work environment has no significant influence on TurnOver Intention. The result obtained show different results to the explanation of Spector (1997) in which the more the level of work environment will increase, ownership and commitment to the organization and indirectly decrease the level of TurnOver Intention (inversely), in other words, Spector (1997) expects a negative relationship occurs between the Work Environment with TurnOver Intention. And Spector (1997) also expects the work environment to affect the intetion of employees to resign from the organization.

The correlation of analysis and PLS-SEM on H2 for work engagement on TurnOver Intention indicates the type of negative relationship, but in PLS-SEM adds significant influence of work engagement on TurnOver, meaning that the more the employee engages in his work (vigour, dedication, abrobtion), it will reduce the intention to leave the organization. This is in line with what Aktouf (1992) says that these things are important for managers to strengthen work engagement, since non-engaged employees are central to problems if workers lose their commitment and motivation and can increase TurnOver rates for the company.

The correlation of analysis and PLS-SEM on H3 and H4 for work environement dan work engagement on TurnOver moderated by work family conflict has no significant influence. This is inversely proportional to what Arnetz (1999) argues that in organizations, it can be observed that most employees have problems with their superiors who do not give them any respect. Supervisors also exhibit rude behavior to employees because they are uncomfortable to share good and innovative ideas with them. Results for employees who work as programmers have unique and different results from general employees in which the work environment relationship moderated by work family conflict does not become a reason for them to leave the company/organization.

In H5, the relationship between work family conflict and turnover also shows an insignificant relationship. Previous studies have recognized WFC as an important factor affecting not only the well-being of employees but also their superiors (Kossek, Baltes, & Matthews, 2011; Lapierre et al., 2008), and have been shown to have an adverse impact on a variety of related work outcomes such as stress, fatigue, and the need for recovery from the work (Bacharach, Bamberger, & Conley, 1991).

From the result of this hypothesis test in which of the three variables, they are Work Environment, Work Engagement, Work Family Conflict, and only Work Engagement that has a significant influence on employees' TurnOver Intension. The Work Engagement relationship with TurnOver Intension is in accordance with a study by Takawira et al. (2014). For Work Family Conflict, it is not enough for employee to make reasons in this case the driving variable of TurnOver Intension. Although the result of the questionnaire is dominated by the agreed answer that family conflict interfere with the life balance of work and personal life. Meanwhile, for the Work Environment although the questionnaire result shows high response to TurnOver Intension but still not make a significant variable.

Work Environment has no influence on the Turn Over Intention of the survey results which shows a positive outcome for gender and age segmentation but after seeing TOI in all gender and age, the values show a high TOI value. There is a relationship athough the result of PLS-SEM shows no significant influence.

4.10 Limitation Study

This study results in further insight into the work environment, work engagement, work family confict and TurnOver Intention relationships by studying subscales from work environments, work engagement and work family conflicts to populations in companies engaged in IT Technology. However, it is important to mention the limitation of this study, the first is the duration of the study that led to 5 companies where the respondents were chosen randomly and professionally

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as programmers and IT support. Second is the number of samples that meet the minimum limit of 165 respondents. Third is the background of the respondents which is the same of IT programmer and IT support and business consultant, ie a high mean level of work environment. Fourth is the location for sampling is in West Jakarta, taking this location because in Jakarta is the economic center in Indonesia and many companies engaged in IT Technology in Jakarta, especially in West Jakarta. Because this study is homogeneous and has the same background then this study can not be used for companies engaged in non-IT Technology and in other parts such as finance and other staff that have nothing to do with IT.

4.11 Suggestions for Future Studies

Although there is a limitation above, the current study has resulted in an insight to the relationship between work environment, work engagement, work family conflict and turnover intention in future study by adding control variables ie year experience, marital status, educational background and population extends in companies engaged in non IT Technology.

V. CONCLUSION

That vigour, dedication and absobtion which are parts of work engagement are important factors for the company to suppress turnover number in an organization. The position of programmer, IT Support and business consultant generally have a pretty heavy job. Company leaders should be able to maintain relationships with their employees. Other factors that are usually considered important such as work environment and work family conflict do not have a significant influence on the turnover factor of a company engaged in IT Technology. This shows the job description, the closeness of superiors with subordinates into something more important.

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