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## The Influence of Work Motivation, Organizational Communication, and Work Discipline on Organizational Citizenship Behavior (OCB) among Employees of CV. Bonucci

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### ABSTRACT

Employee turnover intention poses a critical challenge for organizations, as it leads to the loss of experienced workers and increases recruitment and training costs. This study aims to analyze the effect of compensation, workload, and work environment on employee turnover intention at PT. Maxistar Intermoda Indonesia. The research employed a causal quantitative design with a descriptive approach, involving 30 respondents selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method. The findings reveal that compensation has a positive and significant effect on turnover intention, while workload and work environment show negative but insignificant effects on turnover intention. These results suggest that, although workload and work environment do not substantially influence employees' intention to leave, compensation emerges as a primary determinant driving such intentions. The study concludes that human resource management strategies should prioritize the development of fair and competitive compensation systems, while maintaining balanced workloads and supportive work environments, in order to minimize turnover intention and enhance workforce sustainability in the long term.

**Keywords:** Compensation; Workload; Work Environment; Turnover Intention.

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## INTRODUCTION

Human resources (HR) are the main driver in achieving organizational goals, because employee performance contributes directly to the success of the company (Hariandja, 2002). In an increasingly competitive business environment, many companies face serious challenges in retaining competent workers. High turnover incurs significant costs related to recruitment, training, and loss of productivity. Turnover intention, which is the conscious intention of employees to leave the company (Abdillah, 2012), is often characterized by increased absenteeism, decreased responsibility, and weakened work commitment. PT. Maxistar Intermoda Indonesia, for example, experienced an increasing turnover trend from 2020 to 2023, resulting in strategic and operational losses.

Compensation, workload, and work environment are believed to play an important role in influencing turnover intention. Fair compensation can increase motivation while reducing the desire to change jobs (Nurhasanah, 2021). Conversely, excessive workload has the potential to trigger stress and dissatisfaction (Kurniawan et al., 2016). A comfortable and supportive work environment encourages loyalty, while poor working conditions can accelerate the desire to resign (Sedarmayanti, 2006). However, previous studies have shown varying results, so further empirical studies are needed.

Based on these conditions, this study focuses on the following questions: (1) Does compensation affect the turnover intention of employees at PT. Maxistar Intermoda Indonesia? (2) Does workload affect turnover intention? (3) Does the work environment have a significant effect on turnover intention? The purpose of this study is to analyze the effect of compensation, workload, and work environment on employee turnover intention at PT. Maxistar Intermoda Indonesia. The results are expected to provide empirical evidence that can clarify the differences in findings in previous studies and serve as a practical basis for human resource policy management in companies.

Academically, this research contributes to the development of human resource management literature, particularly regarding factors that influence turnover intention in the Indonesian business context. Identifying the dominant factors that drive employee turnover can enrich theoretical discourse and provide strategic guidance for companies in formulating employee retention policies.

## LITERATURE REVIEW

### 2.1. Compensation and Turnover Intention

Compensation refers to all forms of rewards given by an organization to its employees, both financial and non-financial. According to Maulida (2019), compensation includes direct and indirect rewards for employee contributions. Research by Azhari and Kasmir (2018) shows that compensation has a significant influence on employees' intentions to stay or leave the company. International studies also show consistent results, where low compensation satisfaction correlates with increased turnover intention (Yousaf et al., 2014). Thus, compensation is seen as one of the crucial factors *that determine employee loyalty*.

### 2.2. Workload and Turnover Intention

Workload is defined as employees' perceptions of the number of tasks and responsibilities that must be completed within a certain time frame (Munandar, 2014). Excessive workload often causes work stress, which leads to increased turnover intention (Siahaan, 2017). However, several studies have shown inconsistent results. Sitanggang's (2019)

study, for example, found that workload does not always significantly influence employees' intention to leave, as individual factors and organizational support also play an important role.

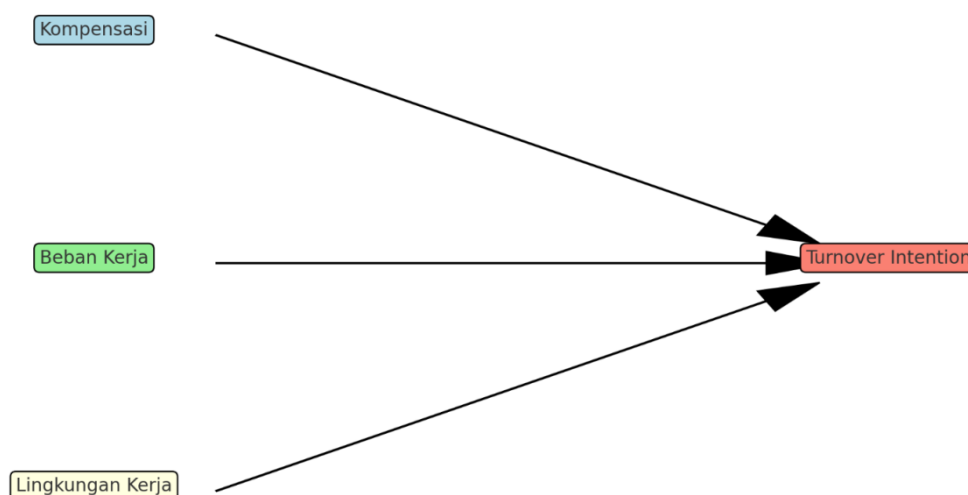
### 2.3. Work Environment and Turnover Intention

The work environment includes physical, social, and psychological conditions that affect employee comfort at work (Sedarmayanti, 2017). A conducive work environment can reduce turnover intention because employees feel more comfortable and productive. Pranomo (2016) proved that a poor work environment, such as a lack of facilities and break rooms, increases the intention to resign. However, the results of recent studies are still mixed. Wulandari et al. (2024) found that the influence of the work environment on turnover intention is not significant, indicating that this factor may not be a dominant variable in all organizational contexts.

### 2.4. Turnover Intention

Turnover intention refers to an employee's intention or desire to voluntarily leave their job (Mobley, 2011). Common indicators include the desire to seek other employment, feelings of dissatisfaction, and the urge to resign. Turnover intention is important to study because it is a strong predictor of actual turnover, which has direct implications for recruitment costs, training, and organizational stability.

**Figure 1**  
**Conceptual Framework**



Description:

The independent variables are denoted by the symbol (X):

X1: Compensation

X2: Workload

X3: Work Environmen

The dependent variable is denoted by the symbol (Y), as follows:

Y: Turnover Intention

## **METHOD**

### **3.1. Research Design**

This study uses a quantitative approach with a correlational design. The objective is to determine the relationship between independent variables (compensation, workload, and work environment) and dependent variables (turnover intention) without manipulating the variables.

### **3.2. Population and Sample**

The research population consists of all 30 employees of PT Maxistar Intermoda Indonesia. Due to the relatively small number, the sampling technique used is saturated sampling, whereby all members of the population are included as research respondents.

### **3.3. Data Collection Techniques**

Data was collected through questionnaires compiled based on indicators from each variable: Compensation (Maulida, 2019), Workload (Munandar, 2014), Work environment (Sedarmayanti, 2017), Turnover intention (Mobley, 2011)

The scale used was a 1–5 Likert scale, ranging from “strongly disagree” to “strongly agree”.

### **3.4. Data Analysis Techniques**

Data was analyzed using the Partial Least Squares (PLS) method with the help of SmartPLS software. This analysis was chosen because it is suitable for small sample sizes and is capable of testing the relationship between latent variables. The analysis process included: Testing the validity and reliability of the instruments, Testing the structural model (inner model) to see the influence between variables, Testing hypotheses through path coefficient values and bootstrapping t-statistics.

## **RESULTS AND DISCUSSION**

### **4.1 Results**

#### **Respondent Characteristics**

This study involved 30 employees of PT Maxistar Intermoda Indonesia. The majority of respondents were from the logistics operations department, were of productive age (20–35 years old), and had worked for the company for varying lengths of time, ranging from <1 year to >3 years.

#### **Validity and Reliability Test**

The test results show that all variable indicators have a loading factor value > 0.70, which means they are valid. Cronbach's Alpha and Composite Reliability values for all variables are above 0.70, which means the research instrument is reliable.

#### **Structural Model Testing (Inner Model)**

Analysis using PLS produced an  $R^2$  turnover intention value of 0.512, indicating that compensation, workload, and work environment simultaneously explained 51.2% of the variation in turnover intention. The remainder was influenced by other factors outside the model.

### **4.2 Discussion**

1. Compensation has been proven to have a significant positive effect on turnover intention. These findings show that an increase in compensation is actually followed by

an increase in employees' intention to leave. This is in line with the phenomenon in companies that compete fiercely in offering jobs. Employees who receive higher compensation feel they have the bargaining power to seek new opportunities elsewhere.

2. Workload does not have a significant effect on turnover intention. These results support Sitanggang's (2019) research that workload levels are not always a determining factor in employees' intention to leave, due to moderating factors such as individual adaptability and organizational support.
3. Work environment also has no significant effect. Although a good work environment is expected to reduce turnover intention, the results of this study are consistent with the findings of Wulandari et al. (2024) that this variable is not always dominant in influencing employees' intention to leave.

Overall, the results of this study show that financial factors (compensation) are more dominant than non-financial factors (workload and work environment) in explaining employee turnover intention at PT Maxistar Intermoda Indonesia.

## CONCLUSION

This study aims to analyze the effect of compensation, workload, and work environment on employee turnover intention at PT Maxistar Intermoda Indonesia. The results show that compensation has a positive and significant effect on turnover intention, while workload and work environment have no significant effect. This, it can be concluded that financial factors in the form of compensation are more dominant in driving employees' intention to leave than non-financial factors. Theoretically, these findings reinforce studies on the importance of compensation factors in the dynamics of turnover intention. Practically, companies need to be more careful in designing compensation systems that are not only competitive but also capable of increasing employee retention.

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