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Workload, Environment, and Career Development Effects on Employee Turnover at Lead Home Bakery in Tangerang

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ABSTRACT

This study examines the effects of workload, career development, and work environment on employee turnover at Lead Bakery Home Industry Tangerang. The research involves 70 permanent employees as the study population, with a saturated sampling technique applied, meaning the entire population is used as the sample. Data analysis was conducted using the Structural Equation Model–Partial Least Square (SEM-PLS) approach with SmartPLS 3 software. The findings reveal that workload has a positive and significant impact on turnover intention, indicating that heavier workloads increase employees' desire to leave. The work environment, however, shows a negative and significant influence on turnover intention, meaning better work conditions can reduce employees' intention to resign. Meanwhile, career development demonstrates a positive and significant effect on turnover intention, suggesting that employees with clearer or greater career opportunities may also seek advancement elsewhere. Overall, the study highlights the importance of managing workload balance, creating a supportive work environment, and designing effective career development systems to minimize turnover rates and enhance employee retention within Lead Bakery Home Industry Tangerang.

Keywords : Workload; Work Environment; Career Development; Employee Turnover.

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INTRODUCTION

Human resources are a determining factor in achieving goals effectively and efficiently (N Sidharta, M. M, 2021). Therefore, companies need reliable and qualified human resources. Companies must be able to manage and pay attention to human resources as best as possible (A A Wasposito, H N C , 2018). Every organization must maintain employee loyalty to the organization so that employees remain in the organization and do not want to leave.

Turnover is a form of withdrawal from the world of work, and it is an individual's right and choice to continue working or to choose to leave. (N Sidharta, M. M, 2021) explaining that this behavior is not bad because employees want the opportunity to work in a better place or they leave because they feel bad about themselves, feel uncomfortable, and cannot tolerate the situation at work.

Lead Bakery Home Industry was established in early January 2018, located in Vila Regency 1 Sangiang Kota Bumi. The business began to grow because the owner had a background and experience in the food and beverage industry. As time went by, the product developed significantly and many new innovations began to attract market interest. The following is the employee turnover data for Lead Bakery Home Industry:

Table 1. Employee Turnover Data Lead Bakery Home Industry

Quarter	Number of Employees	Out	In	Turnover Rate
I	30	4	2	13%
II	28	3	3	10%
III	28	4	2	14%
IV	26	2	-	7%
Total				44%

Based on Table 1.1, it shows that in 2022, in the first to fourth quarters, there was an ups and downs cycle, and in one year, there was a percentage of 44%, which according to (N Sidharta, M. M, 2021). Turnover is considered normal in the range of 5-10% and high above 10%. Based on this data, Lead Bakery Home Industry has a problem with turnover intention. The researchers also conducted a pre-survey using a questionnaire for Lead Bakery Home Industry employees to find out their responses to job satisfaction, workload, career development, and turnover by answering questions discussing these indicators of change.

In addition to workload, another factor that affects turnover is career development. (Sinambela, 2020) argues that career development is a means of personal improvement undertaken by an individual to achieve their desired career plans. Career development means that the organization/company/management has prepared a plan in advance on how to develop the careers of employees during their employment.

A conducive work environment will provide a sense of security and encourage employees to work optimally. In addition, the work environment can also affect employees' emotions. For example, if an employee enjoys the work environment where he or she works, then that employee will feel comfortable at work and perform activities effectively, resulting in effective use of working time and high work performance. The work environment is everything that directly or indirectly affects employees in performing their work, both physically and psychologically.

Lead Bakery Home Industry Tangerang has one of the Sustainable Development Goals, namely SDG 8 Decent Work and Economic Growth. It aims to create decent jobs, inclusive economic growth, and social protection for all. This goal emphasizes the importance of creating productive employment opportunities and decent working conditions.

LITERATURE REVIEW

According to (Mangkunegara, 2020) Human Resources is the planning, organizing, coordinating, implementing, and supervising of the procurement, development, compensation, integration, maintenance, and separation of the workforce in order to achieve organizational goals. (Hasibuan, 2020) states that human resource management is the science and art of managing labor relations and roles to be effective and efficient, helping to achieve the goals of the company, employees, and society. In order to compete, companies must have strong resources.

Turnover Intention

According to (M N Muzaki, K C Kirana, E D Subiyanto, 2024) states that Intention means the intention or desire that arises in an individual to do something. Turnover intention is a subjective perception of an organization member to quit their current job with the aim of seeking other opportunities. The understanding of turnover (A Buulo, S L Ratnasari, 2020) is that turnover can be in the form of resignation, transfer out of the industry, layoffs, or death of an employee. The dimensions of turnover intention according to (Ansori, 2021) are: (1) Thinking of Quitting; (2) Intention to Search for Alternatives; (3) Intention to Quit.

Workload

Workload is the capacity of tasks assigned to employees, both physically and psychologically, and is their responsibility. Each task is a burden for the person carrying it out, and each employee has their own expertise to cope with their workload (Mahawati, 2021). In addition, according to Utomo in (Nabawi, 2020), workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

METHOD

The research design used by the author in this study is causal research. Causal research is a cause-and-effect relationship in which independent variables influence dependent variables (Sugiyono, 2020). This study aims to determine the effect of three variables, namely workload, career development, and work environment, on the dependent variable, turnover intention. In this study, the author will examine the relationship between three independent variables, namely Workload (X1), Work Environment (X2), and Career Development (X3) on one dependent variable, namely Turnover Intention (Y) among permanent employees at Lead Bakery Home Industry.

According to (Sugiyono, 2020) a population is the totality of all objects or individuals that have certain, clear, and complete characteristics to be studied. A population is a generalization consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. In this study, the population is the employees of Lead Bakery Home Industry Tangerang, consisting of 70 permanent employees.

Data analysis is an activity that takes place after data from all respondents or other data sources has been collected. This activity includes grouping data based on variables and respondent data types; tabulating data; presenting data for each variable; performing calculations to answer the research questions; and performing calculations to test hypotheses.

RESULTS AND DISCUSSION

Results

This study aims to determine the effects of workload, work environment, and career development on turnover intention at Lead Bakery Home Industry Tangerang. Data collection was conducted using a research questionnaire distributed via Google Forms to 70 respondents.

Table 2. Convergent Validity Test Results

Variable	Indicator	Factor Loading	Conclusion
Workload (X1)	X1.1	0.831	Valid
	X1.2	0.792	Valid
	X1.3	0.762	Valid
	X1.4	0.758	Valid
	X1.5	0.721	Valid
	X1.6	0.706	Valid
Work Environment (X2)	X2.1	0.668	Valid
	X2.2	0.823	Valid
	X2.3	0.800	Valid
	X2.4	0.892	Valid
	X2.5	0.872	Valid
	X2.6	0.804	Valid
	X2.7	0.826	Valid
	X2.8	0.861	Valid
Career Development (X3)	X3.1	0.798	Valid
	X3.2	0.926	Valid
	X3.3	0.879	Valid
	X3.4	0.845	Valid
	X3.5	0.851	Valid
	X3.6	0.871	Valid
	X3.7	0.750	Valid
	X3.8	0.738	Valid
Turnover Intention (Y)	Y1	0.736	Valid
	Y2	0.807	Valid
	Y3	0.830	Valid
	Y4	0.756	Valid
	Y5	0.753	Valid
	Y6	0.761	Valid

Based on Table 2 above, it shows that in general, the loading factor value obtained for each indicator must be greater than 0.7. However, there is a theory provided by (Ghozali, 2020) which states that a loading factor of 0.6 can still be maintained for models that are still in the development stage, so that it can be declared valid if it has an AVE value of more than 0.5.

Table 3. Composite Reliability and Cronbach's Alpha Test Results

Variable	Composite Reliability	Critics Value	Cronbach's Alpha	Critics Value	Results
Workload (X1)	0.893		0.856		Reliable
Work Environment(X2)	0.943	> 0,7	0.930	> 0,6	Reliable
Career Development (X3)	0.948		0.937		Reliable
Turnover Intention (Y)	0.900		0.866		Reliable

Based on the table above, it can be seen that all variables in this study meet the reliability criteria. This is indicated by the Cronbach's Alpha and composite reliability values obtained from the SmartPLS estimation results. The resulting value is > 0.70, as recommended by the criteria.

Table 4. Results of the Coefficient of Determination Test

	R-square	R-square adjusted
Turnover Intention	0.833	0.825

Based on Table 4, it is found that the R square value for Turnover Intention is 0.833. The result of the coefficient of determination (R square) has an r-square value of 0.833 after calculation using SmartPLS. This means that the ability of variation to influence the turnover intention variable is 83.3%, while the remaining 16.7% is influenced by other variables not used in this study.

Table 5. Hypothesis Test Results

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workload	->					
Turnover Intention		0.300	0.306	0.080	3.739	0.000
Work Environment	->					
Turnover Intention		-0.378	-0.379	0.121	3.130	0.002
Career Development	->					
Turnover Intention		0.324	0.320	0.124	2.614	0.009

Based on the results of hypothesis testing in this study, it was found that Workload has a positive effect on Turnover Intention. This is indicated by a t-statistic value of 3.739 and a P-Value of 0.000, as well as a positive parameter coefficient value of 0.300. Therefore, it can be concluded that H1 is accepted. Work Environment has a negative and significant effect on Turnover Intention. This is indicated by a t-statistic value of 3.130 and a P-Value of 0.002, and the parameter coefficient value shows a positive number of -0.378. Therefore, it can be concluded that H2 is accepted. Career Development has a positive and significant effect on Turnover Intention. This is indicated by a t-statistic value of 2.614 and a P-Value of 0.009, and the parameter coefficient value shows a negative number of 0.324. Therefore, it can be concluded that H3 is accepted.

Discussion

The Effect of Workload on Turnover Intention

Workload has a significant effect on turnover intention of 0.000 and 3.739. The P-value obtained is significantly less than 0.05 and the t-statistic value is greater than 1.96. Thus, H₁ in this study is accepted and H₀ is rejected, so it can be concluded that there is a direct effect of workload on turnover intention. In addition, a path coefficient value of 0.300 was obtained, which is positive, so it can be assumed that the effect of workload on turnover intention is a positive effect. This means that employees at Lead Bakery Home Industry Tangerang who experience excessive workload will certainly consider various options to work at other companies that offer better jobs or benefits. However, employees at Lead Bakery Home Industry Tangerang believe that workload is a job responsibility for workers and is not considered an important factor in someone's decision to move on.

The Influence of Work Environment on Turnover Intention

Based on the test, it can be concluded that the P-value and t-statistic values of the work environment have a significant effect on turnover intention, at 0.002 and 3.130, respectively. The P-value obtained is significantly less than 0.05, and the t-statistic value is greater than 1.96. Thus, H₂ in this study is accepted and H₀ is rejected, so it can be concluded that there is a direct influence of the work environment on turnover intention. In addition, a path coefficient value of -0.378 was obtained, which is negative, so it can be assumed that the influence of the work environment on turnover intention is negative. This means that the better the work environment, the lower the turnover intention at Lead Bakery Home Industri Tangerang. Employees feel comfortable, the atmosphere is conducive and supportive, so the likelihood of employees resigning is low. Conversely, if employees feel uncomfortable and work in inadequate facilities, employees feel that the work atmosphere is not conducive, then it is likely that employees will resign.

The Effect of Career Development on Turnover Intention

Based on hypothesis testing, it can be concluded that the P-value and t-statistic values of career development have a significant effect on turnover intention, at 0.009 and 2.614, respectively. The P-value obtained is significantly less than 0.05, and the t-statistic value is greater than 1.96. Thus, H₃ in this study is accepted and H₀ is rejected, so it can be concluded that there is a direct effect of career development on turnover intention. In addition, a path coefficient value of 0.324 was obtained, which is positive, so it can be assumed that the effect of career development on turnover intention is a positive effect. This means that the higher or better the career development perceived by employees, the higher the employees' intention to leave the company. When the company provides career development opportunities, such as job training, certification, and promotion, employees choose to leave the company. Conversely, the lower the employees' intention to leave the company, the more the company will continue to provide career development opportunities for employees, such as training and certification for promotion. The results of this study are reinforced by previous research conducted by According to (N Husainah, M Yusuf, 2019) career development has a positive and significant effect on turnover intention.

CONCLUSION

This study analyzes variables related to Workload and Work Environment through Career Development on Employee Turnover at Lead Bakery Home Industry Tangerang. The results

of this study were obtained from research on employees at Lead Bakery Home Industry Tangerang. From the results of this study, the following conclusions can be drawn: (1) Workload has a positive and significant effect on turnover intention at Lead Bakery Home Industry Tangerang. This means that employees at Lead Bakery Home Industry Tangerang who experience excessive workloads will naturally consider various options for working at other companies that offer better jobs or benefits. Conversely, if the workload is excessive and the company does not provide overtime and does not give incentives to employees, then employees will want to change jobs or resign. (2) The work environment has a negative and significant effect on turnover intention at Lead Bakery Home Industry Tangerang. This means that the better the work environment, the lower the turnover intention at Lead Bakery Home Industry Tangerang. Employees feel comfortable, the atmosphere is conducive and supportive, so the likelihood of employees resigning is low. Conversely, if employees feel uncomfortable and work in inadequate facilities, employees feel that the work atmosphere is not conducive, then it is very likely that employees will resign. (3) Career development has a positive and significant effect on turnover intention at Lead Bakery Home Industry Tangerang. This means that the higher or better the career development perceived by employees, the higher the employees' intention to leave the company. When the company provides career development opportunities, such as job training, certification, and promotion, employees choose to leave the company. Conversely, the lower the employees' intention to leave the company, the more the company will continue to provide career development opportunities for employees, such as training and certification for promotion.

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