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The Influence of Job Satisfaction, Workload, and Work Environment on Turnover Intention (Study on PT. XYZ Employees)

Aniza Ashianti Dewi¹*); **Nia Kusuma Wardhani²**

¹⁾anizaashianti0404@gmail.com Mercu Buana University, Indonesia

²⁾nia.kusuma@mercubuana.ac.id Mercu Buana University, Indonesia

*) Corresponding Author

ABSTRACT

This research seeks to examine how Job Satisfaction, Workload, and Work Environment affect Turnover Intention among employees at PT. XYZ. A quantitative research method was employed, utilizing both primary and secondary data sources. The primary data was collected through questionnaires distributed to all permanent employees, while secondary data was obtained from company records related to employee turnover. The study involved the entire population of permanent staff, with 55 respondents selected using a saturated sampling method. Data analysis was carried out using the Structural Equation Modeling (SEM) approach with the assistance of SmartPLS software version 4.0. The findings revealed that Job satisfaction negative and significant impacts turnover intention, workload positive and significant affects it, and the work environment also negative and significant influences turnover intention at PT. XYZ.

Keywords: Job Satisfaction; Workload; Work Environment; Turnover Intention.

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INTRODUCTION

Human Resources (HR) are valuable assets in an organization that contribute greatly to achieving organizational targets (Yuliantini & Suryatiningsih, 2021). Without competent human resources, business operations and growth will not run optimally. Kamis *et al.*, (2021), Human resources are the most valuable element because they contribute directly to achieving company goals through their skills, creativity, innovation, motivation and work dedication.

A company is an organization that produces products or services by utilizing and managing economic resources to meet needs efficiently and profitably (Nitisemito, 2019). To achieve goals and improve performance quality, every company will focus on managing its human resources (Trisnawati *et al.*, 2021). Therefore, human resources in an organization are encouraged to have high integrity, discipline, professionalism, and a sense of responsibility towards the business.

According to Waskito & Putri (2021) define turnover intention as an employee's intention to resign from their workplace due to discomfort with the current work environment and the hope of finding a more suitable job opportunity elsewhere. While turnover intention is common in companies, it can be a sign of a problem if the turnover rate continues to rise. If this issue is not addressed promptly, it can hamper operational efficiency and reduce company performance. Furthermore, companies must also bear the costs of carrying out the recruitment, selection, and training processes for new employees. (Purwati *et al.*, 2020) If employee turnover intentions are not managed effectively, this can lead to high turnover, which ultimately negatively impacts individual performance, which falls short of expectations.

To retain high-quality employees, companies need to ensure that all employee rights are met and that they establish conducive and comfortable working conditions for all employees (Budiyanto, 2022). If companies fail to do so, employees may decide to leave their jobs, increasing turnover intentions.

At PT. XYZ, a company operating in the transportation services sector (expeditions), data from 2020 to 2023 was obtained which showed that the level of turnover intention at the company has consistently increased over the past four years. The following is employee turnover data for the past four years:

Table 1 Data Employee Turnover PT. XYZ 2020-2023

Year	Number of Employees at the Beginning of the Year	Number of Employees at the End of the Year	Turnover		%
			Enter	Go out	
2020	75	72	3	6	8.1%
2021	72	65	1	8	11.7%
2022	65	60	5	10	16%
2023	60	55	6	11	19.1%

Source: PT. XYZ

Based on the data listed in Table 1, Turnover Intention at PT. XYZ has increased over the past 4 years, from 2020 to 2023. In 2020, the turnover rate was 8.1%, in 2021 there was an increase in turnover of 11.7%, in 2022 there was another increase in turnover of 16%, and in 2023

there was another increase in turnover of 19.1%. Based on these data, the results show that over the 4 years the average turnover at PT. XYZ was 13.7%. According to Gallup on (Iskandar & Rahadi, 2021) level percentage The ideal turnover rate over a year is 10%. Therefore, it can be concluded that the turnover rate at PT. XYZ is high because it is above 10%.

LITERATURE REVIEW

Job satisfaction

According to Badriyah (2018), job satisfaction refers to an individual's emotional condition of pleasure or displeasure felt by employees, formed from personal perceptions of the extent to which their work fulfills their needs, expectations, and personal values. When employees are satisfied with important aspects such as compensation, work environment, interpersonal relationships with superiors and coworkers, and opportunities for development, they tend to have higher motivation and a strong emotional bond with the organization. In research conducted by Suwarsono *et al.*, (2023) the findings regarding the research reveal that job satisfaction has a significant negative effect on turnover intention.

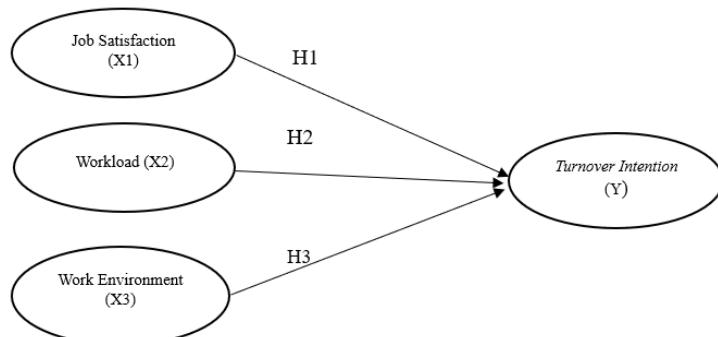
Workload

According to Sunyoto (2020), workload is defined as the number of tasks an employee must complete within a certain time period. When employees feel overburdened by high work volumes, constant pressure, and tight deadlines, this can lead to stress, fatigue, and decreased job satisfaction. In research conducted by Daru Prihatin *et al.*, (2023) the findings regarding the research reveal that workload has a significant positive effect on turnover intention.

Work environment

According to Sedarmayanti (2017), work environment encompasses all aspects that can influence a person's work activities, including equipment, work methods, and work arrangements both individually and in groups. A good, healthy, and comfortable work environment can reduce stress levels turnover intention. When the work environment is supportive and conducive, employees will feel more comfortable and tend to stay with the company longer. Research conducted by Diany Chaerunissa *et al.*, (2024) the findings regarding the research reveal that work environment has a significant negative effect on turnover intention.

Figure 1 Conceptual Framework



Referring to the background description and conceptual framework as previously discussed, the hypothesis formulation in this study is presented as follows:

H1: There is a negative and significant influence on job satisfaction turnover intention to PT. XYZ employees

H2: There is a positive and significant influence on workload turnover intention to PT. XYZ employees.

H3: There is a negative and significant influence of the work environment on turnover intention to PT. XTZ employees.

Description: The independent variable (X) is a variable that influences or is a determining factor for other variables, but is not influenced by those variables. This is:

1. Variable X1: Job Satisfaction
2. Variable X2: Workload
3. Variable X3: Work Environment

The dependent variable (Y) is a variable whose value depends on the independent variable.

Variable Y: Turnover Intention.

METHOD

Research Design

This research employed a quantitative approach using a causal design to investigate the influence of job satisfaction, workload, and work environment on turnover intention. Data were collected through a structured questionnaire with closed-ended questions measured using a likert scale.

Population and Sample

The population in this study consisted of all 55 permanent employees of PT. XYZ. Given the relatively small and accessible population, this study used a saturated sampling technique. According to Sugiyono (2020) saturated sampling is used when the entire population is included in the research sample.

Data collection technique

The primary data in this study was collected by distributing online questionnaires to all respondents. Meanwhile, secondary data was sourced from books, journals, and other sources turnover intention obtained from the company.

Data Analysis Methods

The data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) assisted by SmartPLS version 4.0 software. The procedures for analyzing the data are as follows:

RESULTS AND DISCUSSION

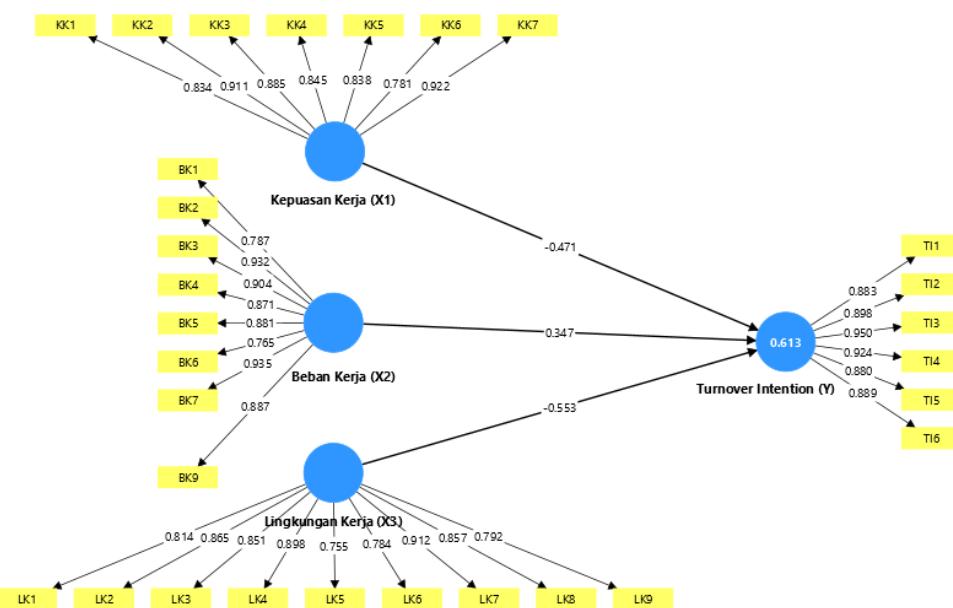
Data Quality Test Results

1. Outer Model

a. Convergent Validity

To assess convergent validity in a measurement model with reflective indicators, the correlation between each item score and the corresponding construct score is examined. An indicator is deemed valid if its correlation value exceeds 0.70.

Figure 1 PLS Algorithm Results



Source: *Smart OutputPLS*, 2025.

Based on the modified model after removing invalid indicators, all remaining indicators met the required factor loading threshold (>0.70). This finding indicates that the indicators are convergently valid and reliable in representing each construct. The following table presents the result of the convergent validity test:

Table 2 Test Results Convergent Validity

Variables	Indicator	Outer Loading	Information
Job satisfaction	KK 1.1	0.834	Valid
	KK 1.2	0.911	Valid
	KK 1.3	0.885	Valid
	KK 1.4	0.845	Valid
	KK 1.5	0.838	Valid
	KK 1.6	0.781	Valid
	KK 1.7	0.922	Valid
Workload	BK 2.1	0.787	Valid
	BK 2.2	0.932	Valid
	BK 2.3	0.904	Valid

	BK 2.4	0.871	Valid
	BK 2.5	0.881	Valid
	BK 2.6	0.765	Valid
	BK 2.7	0.935	Valid
	BK 2.9	0.887	Valid
Work environment	LK 3.1	0.814	Valid
	LK 3.2	0.865	Valid
	LK 3.3	0.851	Valid
	LK 3.4	0.898	Valid
	LK 3.5	0.755	Valid
	LK 3.6	0.784	Valid
	LK 3.7	0.912	Valid
	LK 3.8	0.857	Valid
	LK 3.9	0.792	Valid
Turnover Intention	TI 4.1	0.883	Valid
	TI 4.2	0.898	Valid
	TI 4.3	0.950	Valid
	TI 4.4	0.924	Valid
	TI 4.5	0.881	Valid
	TI 4.6	0.889	Valid

Source: *Smart OutputPLS*, 2025.

b. Discriminant Validity

To evaluate discriminant validity for reflective indicators, a cross-loading analysis is performed, comparing each indicator's loading across multiple constructs. An indicator is considered to exhibit adequate discriminant validity if its loading is highest on the construct it is intended to measure, relative to its loadings regarding other constructs.

Table 3 Test Results Discriminant Validity (Cross Loading)

Questionnaire Code	Job satisfaction	Workload	Work environment	Turnover Intention
KK 1.1	0.834	-0.150	-0.048	-0.579
KK 1.2	0.911	-0.090	-0.043	-0.420
KK 1.3	0.885	0.001	-0.039	-0.329
KK 1.4	0.845	-0.167	-0.218	-0.255
KK 1.5	0.838	-0.197	-0.167	-0.230
KK 1.6	0.781	-0.061	-0.041	-0.309
KK 1.7	0.922	-0.204	-0.127	-0.449
BK 2.1	-0.060	0.787	0.007	0.417
BK 2.2	-0.063	0.932	0.108	0.345
BK 2.3	-0.151	0.904	0.111	0.259
BK 2.4	-0.204	0.871	0.129	0.254
BK 2.5	-0.132	0.881	0.026	0.274
BK 2.6	-0.063	0.765	0.200	0.133
BK 2.7	-0.130	0.935	0.020	0.438
BK 2.9	-0.245	0.887	0.077	0.264

LK 3.1	0.053	-0.024	0.814	-0.564
LK 3.2	-0.144	0.111	0.865	-0.334
LK 3.3	-0.110	0.135	0.851	-0.337
LK 3.4	-0.108	0.100	0.898	-0.431
LK 3.5	-0.234	0.026	0.755	-0.295
LK 3.6	-0.286	0.006	0.784	-0.247
LK 3.7	0.001	0.159	0.912	-0.418
LK 3.8	-0.072	0.117	0.857	-0.366
LK 3.9	-0.048	-0.010	0.792	-0.438
TI 4.1	-0.507	0.549	-0.455	0.883
TI 4.2	-0.349	0.404	-0.540	0.898
TI 4.3	-0.435	0.344	-0.427	0.950
TI 4.4	-0.418	0.282	-0.379	0.924
TI 4.5	-0.453	0.135	-0.334	0.880
TI 4.6	-0.345	0.176	-0.415	0.889

Source: *Smart OutputPLS*, 2025.

Based on Table 3, each variable has the highest cross-loading value on its corresponding construct compared to other constructs. This indicates that all indicators are able to accurately represent their respective constructs.

Besides that, discriminant validity It entails comparing the square root of each construct's AVE with its corresponding correlation values among constructs within the model. One such construct is considered to have strong discriminant validity when its AVE square root exceeds its correlations with other constructs.

Table 4 AVE Test Results

Variables	Average Variance Extracted (AVE)	Information
Job satisfaction	0.741	Reliable
Workload	0.761	Reliable
Work environment	0.702	Reliable
Turnover Intention	0.818	Reliable

Source: *SmartPLS output*, 2025.

Referring to Table 4, the results of the AVE test show that all variabels have AVE values above 0.50. Thus, all constructs are confirmed to fulfill the requirements for satisfactory discriminant validity.

Table 5 Test Results Discriminant Validity (Fornell Lacker Criterion)

	Job satisfaction	Workload	Work environment	Turnover Intention
Job satisfaction	0.861			
Workload	-0.145	0.872		
Work environment	-0.100	0.079	0.838	
Turnover Intention	-0.466	0.372	-0.478	0.904

Source: *SmartPLS output*, 2025.

According to the data presented in Table 5, it can be inferred that the square root of the AVE for every constructs within the model. This suggests that all constructs satisfy the requirements for discriminant validity.

c. Composite Reliability & Cronbach Alpha's

The composite reliability and Cronbach's alpha tests were conducted to assess the reliability of the instruments in the research model. A construct is deemed to be reliable when both its composite reliability and Cronbach alpha's values above 0.70, it can be concluded that the construct has good reliability. This means that the questionnaire used in this study can be considered reliable and consistent.

Table 6 Composite Reliability & Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Composite Reliability	Information
Job satisfaction	0.944	0.952	Reliable
Workload	0.956	0.962	Reliable
Work environment	0.947	0.955	Reliable
Turnover Intention	0.956	0.964	Reliable

Source: *SmartPLS output, 2025.*

According to the data presented in Table 6, each latent construct demonstrated composite reliability and Cronbach's alpha scores equal to or greater than 0.70. Therefore, it can be inferred that all constructs satisfied reliability criteria and are deemed dependable within the context of this research.

2. Inner Model

Structural model assessment was carried out to determine how well the inner model aligns with the theoretical foundation and conceptual framework established in this research. This analysis aimed to evaluate the linkages between exogenous and endogenous constructs within the proposed model.

a. R-Square

Table 7 R-Square Value Test Results

Endogenous Variables	R-Square	R-Square Adjusted
Turnover Intention	0.613	0.590

Source: *SmartPLS output, 2025.*

Referreng to Table 7, the R-square value of 0.613 621 reveals that the latent independent variables (Job Satisfaction, Workload, and Work Environment) It accounts for 61.3% of the variation in the Turnover Intention construct, while the remaining 38.7% is influenced by other factors not included in this research model, such as Compensation, Organizational Commitment, and Leadership Style.

b. Q-Square

A Q² value greater than zero signifies that the model possesses predictive relevance. In this research, the R² value of the dependent variable serves as the foundation for computing Q², which is determined using the following formula:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.613)$$

$$Q^2 = 1 - 0.387$$

$$Q^2 = 0.613$$

The computed Q-Square value is 0.613, exceeding zero, which implies that 61.3% of the variability in the Turnover Intention construct is accounted for by the model's independent variables. As a result, the model is considered appropriate and demonstrates strong predictive relevance.

c. F-Square

F-square shows the extent to which the R-square changes when an exogenous variable is excluded from the model, so it can be used to measure the importance of a variable in forming a predictive model.

Table 8 F-Square Test Results

Variables	F-Square	Information
Job satisfaction	0.557	Big
Workload	0.304	Currently
Work environment	0.778	Big

Source: *Smart OutputPLS*, 2025.

Based on Table 8, Job Satisfaction and Work Environment exhibit F^2 values of 0.557 and 0.778, indicating a strong effect size. On the other hand, the Workload variable has an F^2 value of 0.304, which is considered a moderate effect. This result indicates that each independent variable plays a significant role in influencing the turnover intention variable within the framework of this study.

d. Hypothesis Testing Results

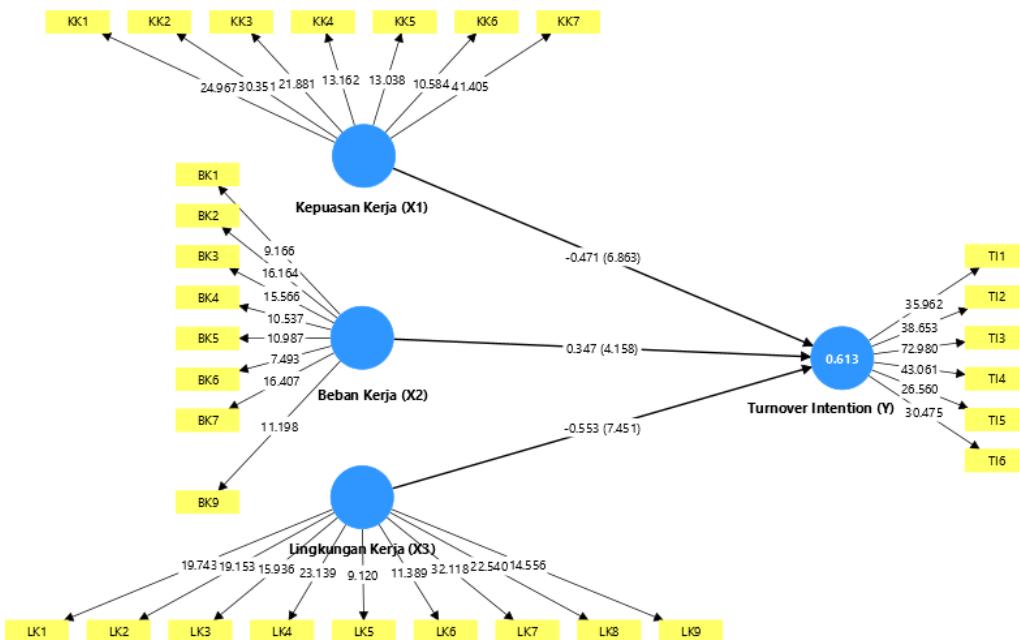
Hypothesis testing is carried out using techniques Bootstrapping. To assess the significance of the hypothesis, examine the parameter coefficient values as well as the significance of the T-statistic in the bootstrapping result. The significance of the relationship between variables is determined by comparing the T-statistic with the p-value at an alpha significance level of 0.05 (5%), which corresponds to 1.96. If the p-value is less than 0.05 and the T-statistic is greater than 1.96, then the relationship between variables in the model is considered statistically significant.

Table 9 Hypothesis Testing Results

Variables	Original Sample	Standard Deviation	T Statistics	P Values	Information
Job satisfaction→Turnover Intention	-0.471	0.069	6,863	0.000	Significant Negative
Workload→Turnover Intention	0.347	0.084	4.158	0.000	Significant Positive
Work environment→Turnover Intention	-0.553	0.074	7,451	0.000	Significant Negative

Source: *SmartPLS output*, 2025.

Figure 2 Test Results Bootstrapping



Source: *Smart OutputPLS*, 2025.

e. Discussion

The Effect of Job Satisfaction on Turnover Intention

The hypothesis testing results of this study reveal job satisfaction has a negative and significant effect on turnover intention. This is demonstrated by an original sample value of -0.471, a T-statistic of 6.863, exceeding 1.96, and a P-value of 0.000, which is below 0.05. A negative coefficient indicates that higher job satisfaction leads to lower turnover intention. This means that employees tend to feel comfortable and are reluctant to move on, as they are required to readjust to their new environment.

This research finding is strengthened by Asmi *et al.*, (2024), Suwarsono *et al.*, (2023), And Prasetyiani *et al.*, (2021) which shows that Job Satisfaction exerts a negative and significant impact on Turnover Intention.

The Effect of Workload on Turnover Intention

The findings of the hypothesis test in this research reveal workload has a positive and significant effect on turnover intention. This is demonstrated by the original sample value of 0.347, a T-statistic of 4.158, exceeding threshold of 1.96, and a P-value of 0.000, which is below 0.05. A positive coefficient value indicates that a maximum workload will increase turnover intention. This means that excessive work pressure can cause stress and discomfort, thus encouraging employees to seek better jobs.

This research finding is strengthened by Daru Prihatin *et al.*, (2023), Diany Chaerunissa *et al.*, (2024), And Putri *et al.*, (2023) which shows that workload has a positive and significant impact on Turnover Intention.

The Effect of Work Environment on Turnover Intention

The hypothesis testing results in this study indicate work environment has a negative and significant effect on turnover intention. This is demonstrated by the original sample value of -0.553, a T-statistic of 7.451, exceeding the 1.96, and a P-value of 0.000, which is below 0.05. The negative coefficient value indicates that an improved work environment, leads to a decrease in turnover intention. This means that a comfortable and structured work environment can provide a sense of security and satisfaction that encourages employees to stay longer at the company. This research finding is strengthened by Fatah *et al.*, (2024), Ilmia *et al.*, (2023), And Putra & Adiputra, (2023) which shows that the work environment has a negative and significant impact on Turnover Intention.

CONCLUSION

- 1) Job satisfaction negatively and significantly impacts turnover intention at PT. XYZ. The findings indicate that as employees' job satisfaction decreases, their intention to leave the company increases.
- 2) Workload variable positively and significantly affects turnover intention. The data reveals that an increase in workload assigned to employees correlates with a higher turnover intention at PT. XYZ.
- 3) Work environment variable has a negative and significant effect on turnover intention. The results suggest that poorer working conditions lead to a greater intention to leave among employees at PT. XYZ.

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