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The Effect of Work Environment, Workload and Organizational Commitment on Turnover Intention

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ABSTRACT

Human Resource Management (HRM) plays an important role in managing the workforce to achieve organizational goals. At PT. Arbyan Elektrindo Persada, high turnover intention is triggered by an unsupportive work environment, excessive workload, and low organizational commitment. This study examines the influence of these three factors on turnover intention in 80 permanent employees using quantitative methods with questionnaires and Partial Least Square (PLS) 4.0 analysis. The results show: (1) the work environment has a significant negative effect on turnover intention, (2) workload has a significant positive effect, and (3) organizational commitment has a significant positive effect. The company is advised to improve the work environment, balance the workload, and review the strategy for building organizational commitment.

Keywords: Work Environment; Workload; Organizational Commitment; Turnover.

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RESEARCH BACKGROUND

Human Resources (HR) are a crucial component of a company. According to (Tampubolon & Sagala, 2020), resources are paramount for a company. Many resources can be used to accelerate business processes, one of which is human resources. Without human resources, a company cannot operate. Companies must manage human resources effectively and efficiently to reduce excessive expenses. Turnover can be a major problem for a business or organization, especially if the employees or workforce leaving are those with abilities, expertise, skills, and experience, or those who hold important roles within the company. High turnover rates are one of the problems companies frequently face (Khomaryah et al., 2020).

Turnover is a major problem in an organization; if not managed properly, it can prevent the organization from achieving its goals. A lack of staff impacts work, resulting in work not being carried out properly and accurately (Syahputra, 2024). The intention to leave can lead to instability in working conditions, reduced employee productivity, a poor work environment, and increased human resource costs. Turnover intention negatively impacts the company. Organizational members can experience turnover in several ways, such as dismissal, leaving the organizational unit, resignation, or death (Syahputra, 2024).

This research focuses on employees at PT. Arbyan Elektrindo Persada, a company engaged in contracting services. The company currently employs 80 permanent employees in 2024.

Table 1. Employee Turnover Data at PT Arbyan Elektrindo Persada

Year	Total Employees				Turnover %
	Start of Year	In	Out	End of Year	
2022	95	4	6	93	6,3%
2023	93	5	7	91	7,6%
2024	91	4	15	80	17,5%

Source: Internal Data of PT Arbyan Elektrindo Persada

Table 1.1 shows that each year, the number of employees leaving is disproportionate to the number of employees joining. This can be seen in 2024, when the number of employees leaving was higher than the previous year. The standard for employee turnover in a company is considered normal at 10%, a statement supported by Satwari et al. (2016), who stated that generally, stated turnover intention within a year should not exceed 10% (Tampubolon & Sagala, 2020). According to Parwita et al. (2019), companies must be able to minimize the increase in turnover intention over time. When employees resign, they usually already have a plan to leave the company, such as seeking a new job at another company. High turnover rates will undoubtedly have a negative impact on the company. This will lead to unstable workforce conditions, decreased work productivity, and an unpleasant work environment (Firdaus, 2024).

Pra-survey results indicate that the work environment is the primary factor causing turnover in companies. According to Saputra et al. (2020), the work environment is one of the factors that influences workers' ability to effectively complete their tasks and responsibilities. The work environment is everything surrounding workers that impacts their work performance, including temperature, humidity, air circulation, lighting, noise, cleanliness, and the completeness of work equipment (Marzuqi, 2021). According to Ningsih et al. (2022), the work environment is everything around employees that can influence how they perform their assigned tasks. For example, the presence of air conditioning, adequate lighting, and so on.

Meanwhile, Marzuqi (2021) describes the work environment as everything around workers that can affect them and their work, both physical and non-physical.

The second factor is workload. Workload is something that feels heavy, such as carrying heavy objects that are difficult to handle. There are two types of workload: physical workload, such as lifting and pushing, and psychological workload, such as a person's level of skill in interacting with others. Employees tend to leave a company if they perceive the workload as heavy and exhausting (Gayatri & Muttaqiyathun, 2020). The level of workload depends on the complexity of work procedures, job demands, and varying job responsibilities. Consequently, the speed of task completion and productivity of each employee vary depending on their workload. Excessive workloads will make employees consider looking for other jobs that are considered more rational in providing a workload commensurate with the compensation received (Sutikno & Muhamad, 2020).

The third factor is organizational commitment. Organizational commitment is an employee's strong desire to remain a member of the company. Organizational commitment is a strong desire to be part of the organization, a desire to strive to achieve the organization's goals, values, and beliefs. It is possible that the achievement of organizational goals is determined by the level of employee commitment to the company where they work. If organizational followers have a high level of commitment, they will carry out their tasks enthusiastically and achieve high levels of performance (Lubis & Onsardi, 2021). According to Firdaus (2024), organizational commitment requires an active relationship with the organization so that individuals are willing to contribute to the organization's success. Commitment demonstrates belief in the organization, which includes its core goals and principles.

LITERATURE REVIEW

Human Resource Management

According to Wulandari (2022), human resource management is the policies, practices, and systems that influence employee attitudes, behavior, and performance. Human resource management studies focus on job analysis and design, planning and recruitment, employee selection, training and development, compensation, performance management, and employee-industry relations. According to Dessler's research (2017), HRM is a series of actions related to employees in a company, including planning, recruitment, selection, training and development, employee assessment, compensation, and layoffs (Wulandari, 2022). According to Tampubolon & Sagala (2020), resources are paramount for a company. Many resources can be utilized to accelerate business processes, one of which is human resources. A company cannot operate without human resources.

Turnover Intention

Employee performance is the observable outcome of an employee's behavior in completing assigned tasks. Septanto et al. (2018) defines it as the achievement of work results in terms of both quality and quantity in accordance with responsibilities. Similarly, Mangkunegara in Widodo (2014) and Hasibuan in Yani (2016) highlight that performance is determined by an employee's competence, skills, and commitment.

Factors influencing performance are summarized by Robbins in Kasmir (2016) as ability, motivation, and opportunity. Mathis and Jackson in Widodo (2014) classify them into ability (knowledge, skill, and IQ) and motivation (work attitudes and drive). Performance assessment

is therefore critical not only for evaluating individual achievements but also for organizational development, compensation decisions, and human resource planning (Bangun, 2018). Dimensions commonly used to measure performance include work quality, work quantity, responsibility, and employee attitudes (Mangkunegara, 2011).

Job Satisfaction

Job satisfaction refers to an employee's emotional response and general attitude toward their work. Afandi (2018) defines it as a general attitude that influences how employees perform assigned tasks. Wibowo (2016) adds that satisfaction results from the gap between actual rewards received and expectations. Previous studies, such as Nugraha et al. (2022), demonstrate that compensation and organizational climate significantly affect employee satisfaction.

Several theories explain job satisfaction, including the Equity Theory, Discrepancy Theory, Need Fulfillment Theory, Group Reference Theory, Herzberg's Two-Factor Theory, and Expectancy Theory (Faizah, 2020). Factors influencing satisfaction include fair compensation, work environment, recognition, promotion opportunities, and supportive supervision (Hidayat, 2019). High satisfaction often leads to increased productivity, reduced absenteeism, and lower turnover, whereas dissatisfaction results in negative behaviors such as neglect or resignation.

Work Discipline

Discipline is a fundamental aspect of HRM because it ensures that employees comply with organizational rules and standards. Handoko (2020) defines work discipline as an individual's willingness, arising from self-awareness, to follow organizational rules. Hasibuan & Hasibuan (2016) highlights that discipline is essential for achieving optimal performance, while Tupamahu & Balik (2020) describes it as adherence to organizational and social norms.

Work discipline can be preventive (encouraging employees to obey regulations voluntarily) or corrective (imposing sanctions for violations) (Mangkunegara, 2011). Rivai (2016) identifies key indicators such as attendance, adherence to regulations, compliance with work standards, vigilance, and ethical behavior. Factors influencing discipline include leadership role models, fairness, compensation, sanctions, and organizational culture (Hasibuan, 2017).

Job Training

Job training is designed to improve employees' knowledge, skills, and behavior to enhance job performance. Kader (2021) describe training as a process to prepare employees to perform effectively, while Simamora in Widodo (2014) emphasizes it as a set of activities to enhance competence and attitudes. Training methods are typically classified into on-the-job training—such as job rotation, mentoring, and planned assignments—and off-the-job training—such as case studies, simulations, or external courses (Bangun, 2018).

The effectiveness of training is influenced by factors such as the instructor, training materials, methods, facilities, and participant. Sitio & Simamora (2019) suggests that training outcomes can be evaluated through four levels: reaction, learning, behavior, and results. Properly implemented training provides benefits not only for employees, such as improved competence and career growth, but also for organizations in terms of productivity, morale, and long-term competitiveness. engagement (Rivai, 2016).

METHOD

Research Design

This study employed a causal research design to examine the effect of independent variables—job training, work discipline, and job satisfaction—on the dependent variable, employee performance. A causal design was chosen because it aims to identify cause-and-effect relationships between variables.

The research was conducted at PT. Modelline, located in the Rawa Melati B Industrial and Warehousing Area, Jalan Kapuk Kamal No. 1/2, West Jakarta, Indonesia. Data collection was carried out from May 2024 to July 2025. The company was selected as the research site due to its reliance on human resources in production processes, making it relevant for analyzing the influence of training, discipline, and satisfaction on performance.

Population and Sample

The population of this study consisted of all permanent employees of PT. Modelline, totaling 50 individuals. Due to the relatively small population size, this research employed a saturated sampling technique (census), in which all members of the population were included as respondents. This method ensures representativeness and eliminates sampling bias.

Data Analysis Method

Primary data were collected using a structured questionnaire distributed to all respondents. The questionnaire items were developed based on theoretical constructs of the research variables and adapted from previous validated instruments.

1. Measurement Model (Outer Model) Evaluation

Convergent Validity: Indicators with loading factors ≥ 0.70 were retained.

Discriminant Validity: Assessed using cross-loading and Average Variance Extracted (AVE), with AVE > 0.50 considered acceptable.

Reliability: Composite Reliability and Cronbach's Alpha values ≥ 0.70 indicated internal consistency.

2. Structural Model (Inner Model) Evaluation

R-square: Measured the proportion of variance in the dependent variable explained by the independent variables (threshold: 0.25 = weak, 0.50 = moderate, 0.75 = strong).

Predictive Relevance (Q^2): Assessed model predictive capability, with values of 0.02, 0.15, and 0.35 indicating weak, moderate, and strong predictive relevance, respectively.

Path Coefficients and Hypothesis Testing: Bootstrapping was applied to test the significance of relationships, with t-statistics > 1.96 considered significant at the 5% level.

This methodological framework allows for a comprehensive assessment of how job training, work discipline, and job satisfaction influence employee performance within PT. Modelline.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

The descriptive analysis was conducted on 50 respondents, representing the workforce of PT. Modelline. This analysis aimed to provide an overview of respondents' demographic profiles, namely gender, age group, education level, and length of service.

By Gender

Shows that the majority of respondents were male (62.0%), while female employees accounted for 38.0%. This indicates that the workforce composition at PT. Modelline is predominantly male. The largest proportion of respondents fell within the 31–40 years age group (42.0%), followed by those aged above 41 years (22.0%), and 21–30 years (20.0%). Only 16.0% were below 20 years old. These results suggest that the majority of employees are within their productive age, which typically correlates with high energy levels and strong work performance. Most respondents (76.0%) had a senior high school (SMA/equivalent) background. Meanwhile, 10.0% held a bachelor's degree, 6.0% a diploma, and 8.0% other qualifications. This highlights that the workforce primarily consists of employees with secondary-level education.

By Length of Service

Regarding tenure, 40.0% of employees had worked for 1–3 years, 32.0% for 4–5 years, while 16.0% had been employed for more than 6 years. Only 12.0% had less than 1 year of experience. This reflects that a significant portion of employees are relatively experienced in their roles.

Descriptive Statistics of Research Variables

Job Training

Presents respondents' perceptions of training. The highest mean score was for the statement "The company provides quality training instructors" ($M = 4.10$; $SD = 0.831$), whereas the lowest was "The training materials are aligned with the intended objectives" ($M = 3.54$; $SD = 0.921$). Overall, employees considered the training program satisfactory, particularly in terms of instructor quality.

Work Discipline

The item with the highest mean was "I always follow company rules regarding working hours" ($M = 4.36$; $SD = 0.686$). Conversely, the lowest was "I am willing to accept sanctions for violating company regulations" ($M = 2.90$; $SD = 0.984$). These findings suggest that employees demonstrate strong compliance with time-related rules but are less receptive toward sanction-based enforcement.

Job Satisfaction

Shows that the highest-rated statement was "Colleagues provide motivation in performing tasks" ($M = 4.32$; $SD = 0.859$), followed by teamwork-related aspects. In contrast, "I am satisfied because the salary meets my expectations" recorded the lowest mean ($M = 3.22$; $SD = 0.964$). This indicates that non-monetary factors such as teamwork and peer support play a larger role in employee satisfaction compared to financial rewards.

Employee Performance

The descriptive results highlight that the highest mean score was for "I am thorough in carrying out tasks" ($M = 4.06$; $SD = 0.705$), while the lowest was "I take initiative in completing my tasks" ($M = 3.62$; $SD = 0.718$). This demonstrates that employees excel in accuracy and conscientiousness, though initiative levels remain relatively lower.

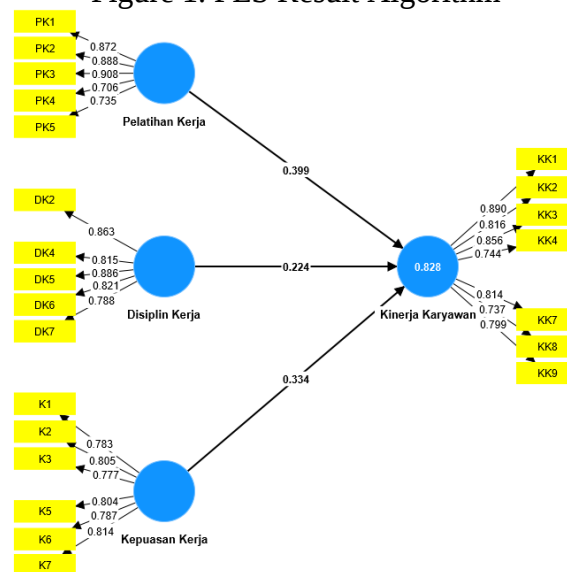
Measurement Model Evaluation Convergent Validity

Table 1. Convergent Validity Testing Result

Variable	Indicator	Outer Loading	Information
Work Discipline	DK2	0,863	Valid
	DK4	0,815	Valid
	DK5	0,886	Valid
	DK6	0,821	Valid
	DK7	0,788	Valid
Job Satisfaction	K1	0,783	Valid
	K2	0,805	Valid
	K3	0,777	Valid
	K5	0,804	Valid
	K6	0,787	Valid
	K7	0,814	Valid
Employee Performance	KK1	0,890	Valid
	KK2	0,816	Valid
	KK3	0,856	Valid
	CD4	0,744	Valid
	CD7	0,814	Valid
	KK8	0,737	Valid
	KK9	0,799	Valid
Job Training	PK1	0,872	Valid
	PK2	0,888	Valid
	PK3	0,908	Valid
	PK4	0,706	Valid
	PK5	0,735	Valid

Source: PLS Output, 2025

Figure 1. PLS Result Algorithm



The initial results (Table 1) indicated several indicators below the minimum loading threshold of 0.70 (e.g., DK1, DK3, DK8, K4, K8, KK5, KK6). After removing these items, the

revised model (Table 2) showed that all remaining indicators achieved outer loading values above 0.70, confirming convergent validity.

Discriminant Validity

Table 2. Discriminant Validity Test Results (Cross loadings)

	Work Discipline	Job Satisfaction	Employee Performance	Job Training
DK2	0,863	0,741	0,733	0,731
DK4	0,815	0,636	0,608	0,544
DK5	0,886	0,770	0,711	0,729
DK6	0,821	0,650	0,633	0,674
DK7	0,788	0,760	0,772	0,687
K1	0,715	0,783	0,758	0,649
K2	0,613	0,805	0,567	0,663
K3	0,576	0,777	0,593	0,581
K5	0,756	0,804	0,759	0,760
K6	0,646	0,787	0,727	0,745
K7	0,746	0,814	0,719	0,741
KK1	0,691	0,814	0,890	0,811
KK2	0,574	0,665	0,816	0,679
KK3	0,751	0,713	0,856	0,731
CD4	0,691	0,665	0,744	0,632
CD7	0,671	0,738	0,814	0,730
KK8	0,607	0,599	0,737	0,640
KK9	0,733	0,742	0,799	0,707
PK1	0,771	0,794	0,793	0,872
PK2	0,730	0,745	0,723	0,888
PK3	0,768	0,832	0,824	0,908
PK4	0,492	0,561	0,587	0,706
PK5	0,542	0,640	0,648	0,735

Source: PLS Output, 2025

Table 3. AVE Test Results

Variables	AVE
Work Discipline	0,698
Job Satisfaction	0,632
Employee Performance	0,655
Job Training	0,682

Source: PLS Output, 2025

Table 4. Discriminant Validity Test Results (Fornell Larcker Criterion)

	Work Discipline	Job Satisfaction	Employee Performance	Job Training
Work Discipline	0,835			
Job Satisfaction	0,727	0,795		
Employee Performance	0,805	0,790	0,810	
Job Training	0,811	0,784	0,803	0,826

Source: PLS Output, 2025

Discriminant validity was assessed using cross-loadings (Table 2) and the Fornell-Larcker criterion (Tables 3-4). The results demonstrated that each indicator loaded more

strongly on its respective construct compared to others, and the square root of AVE exceeded inter-construct correlations. Thus, discriminant validity was satisfied.

Reliability Testing

Table 5. Composite Reliability & Cronbach's Alpha Test Results

Variables	Cronbach Alpha's	Composite Reliability	Information
Work Discipline	0,892	0,920	Reliable
Job Satisfaction	0,884	0,911	Reliable
Employee Performance	0,911	0,930	Reliable
Job Training	0,880	0,914	Reliable

Source: PLS Output, 2025

Composite reliability and Cronbach's Alpha values for all constructs exceeded 0.70 (Table 5), indicating high internal consistency and measurement reliability.

Structural Model Evaluation

R-Square (R2)

Table 6. R2 Value of Endogenous Variables

Endogenous Variables	R-square
Employee Performance	0,828

Source: PLS Output, 2025

The model demonstrated strong explanatory power, with an R^2 value of 0.828 for employee performance (Table 6). This means that 82.8% of the variance in employee performance was explained by job training, work discipline, and job satisfaction, while the remaining 17.2% was influenced by factors outside the model.

Predictive Relevance (Q2)

The predictive relevance value was 0.828, greater than zero, indicating that the model had strong predictive capability.

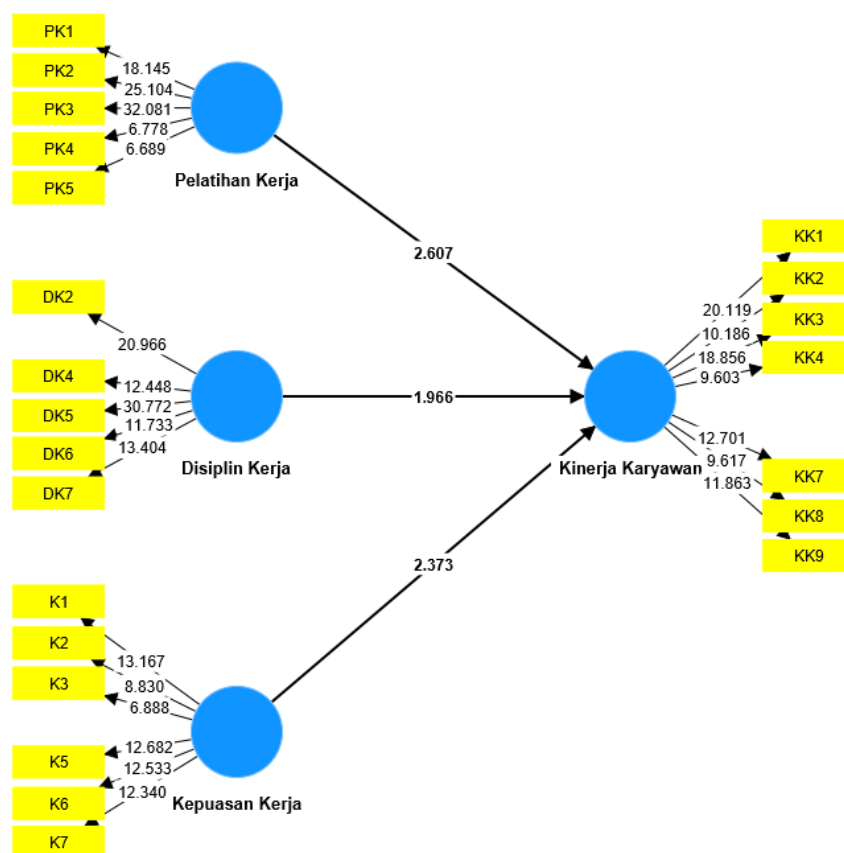
Hypothesis Testing

Table 7. Hypothesis Testing Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Information
Job Training → Employee Performance	0,399	0,153	2,607	0,005	Positive - Significant
Work Discipline → Employee Performance	0,224	0,114	1,966	0,044	Positive - Significant
Job Satisfaction → Employee Performance	0,334	0,141	2,373	0,009	Positive - Significant

Source: PLS Output (2025)

Figure 2. Bootstrapping Test Results



Discussion

The bootstrapping results (Table 7; Figure 2) revealed that all three hypotheses were supported:

1. Job Training → Employee Performance ($\beta = 0.399$, $t = 2.607$, $p = 0.005$): Job training had a positive and significant effect, indicating that effective training enhances skills, professionalism, and ultimately performance.
2. Work Discipline → Employee Performance ($\beta = 0.224$, $t = 1.966$, $p = 0.044$): Discipline positively influenced performance, reflecting the importance of adherence to rules, punctuality, and ethical standards.
3. Job Satisfaction → Employee Performance ($\beta = 0.334$, $t = 2.373$, $p = 0.009$): Job satisfaction significantly improved performance, particularly through non-financial factors such as teamwork, recognition, and promotion opportunities.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study was conducted to examine the influence of job training, work discipline, and job satisfaction on employee performance at PT. Modelline. Based on the results of data processing and statistical analysis from 50 respondents, several conclusions can be drawn as follows. Work Discipline has been proven to contribute positively and significantly to employee performance. This finding indicates that the higher the level of discipline in carrying out duties and responsibilities, the more optimal the performance outcomes achieved. Job Training also exerts a positive and significant effect on employee

performance. In other words, well-designed and effectively implemented training programs enhance employee competence, which in turn increases productivity and work effectiveness.

Job Satisfaction demonstrates a positive and significant influence on employee performance. Employees who experience higher satisfaction—through compensation, recognition, supportive environments, and career development opportunities—are more motivated, which ultimately drives improved work performance and supports organizational goals.

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