
Journal of Emerging Global Synergy on Business, Management, Economics, Law and Society (JEBELS)

Scholars Scientific Journal

ISSN (Online): , ISSN (Print):

<https://journal.arepublisher.com/index.php/jebels>

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.

Submitted: 02-01-2026

Revised: 11-02-2026

Accepted: 12-02-2026

Article Doi:

[http:](http://)

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			End of Year	Turnover %
	Start of Year	In	Out		
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 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 Chandra et al. (2022), who stated that generally, stated turnover intention within a year should not exceed 10% (Tampubolon & Sagala, 2020). According to Prayogi 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 & Rafida, 2024).

Pra-survey results indicate that the work environment is the primary factor causing turnover in companies. According to Saputra & Purwatiningsih (2022), 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 (Saputra & Purwatiningsih, 2022).

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 & Rafida (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 Dumadi (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 Zahara (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 (Dumadi, 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

According to Ardan & Jaelani (2021), a high turnover intention rate indicates that employees are dissatisfied with their jobs at the company. Turnover intention is the tendency or intention of employees to voluntarily leave their jobs due to personal choice. From an economic perspective, companies will inevitably incur significant costs due to frequent recruitment processes, high training costs, and other factors that create an unpleasant work environment.

Work environment

According to Sedarmayanti (2017), the work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and in groups. A good work environment provides a sense of security and allows employees to work to their best. A good work environment can also influence employee emotions. If employees feel comfortable in their workplace, they will be more at home in carrying out activities so that their work time is used effectively and efficiently (Ningsih et al., 2022). On the other hand, this work environment includes working relationships between employees, relationships between superiors and subordinates, and the physical environment in which employees work (Putra & Adnyani, 2019).

Work Load

Maulidah et al. (2022) workload is a collection of steps or tasks that must be carried out by employees within a certain period of time and must be commensurate with the employee's physical and mental abilities to complete them. Workload is a person's ability to perform work both physically and mentally and is their responsibility as an employee. Essentially, an organization or company not only expects talented, gifted, and most importantly skilled employees, they must be diligent and enthusiastic to achieve their best work results (Mahawati et al., 2023).

Organizational Commitment

According to Umar & Norawati (2022), organizational commitment is an attitude that demonstrates employee loyalty to the organization and is a process by which organizational participants demonstrate their concern for the organization and its continued success and well-being. According to Ratnaningsih (2021), organizational commitment is a way to measure how close employees are to the company. If the company fulfills its commitment, it is... Meanwhile, according to Tampubolon & Sagala (2020), organizational commitment is employee loyalty to the organization, as demonstrated by the high level of contribution they make to achieving organizational goals.

METHOD

Research Design

Regarding the research design segment, this study was conducted using a causal research method. According to Sugiyono (2022), the causal research method refers to cause-and-effect relationships. Therefore, the researcher has two variables: an independent variable known as the (influencing variable) and a dependent variable known as the (affected variable). In this study, the author examines the relationship between three independent variables: work environment (X1), workload (X2), and organizational commitment (X3), and one dependent variable, Turnover Intention (Y), among employees of PT. Arbyan Elektrindo Persada.

Population and Sample

The population used in this study was 80 permanent employees working at PT. Arbyan Elektrindo Persada. This study used a saturated sampling technique because the population size was no more than 100 respondents.

Data Analysis Method

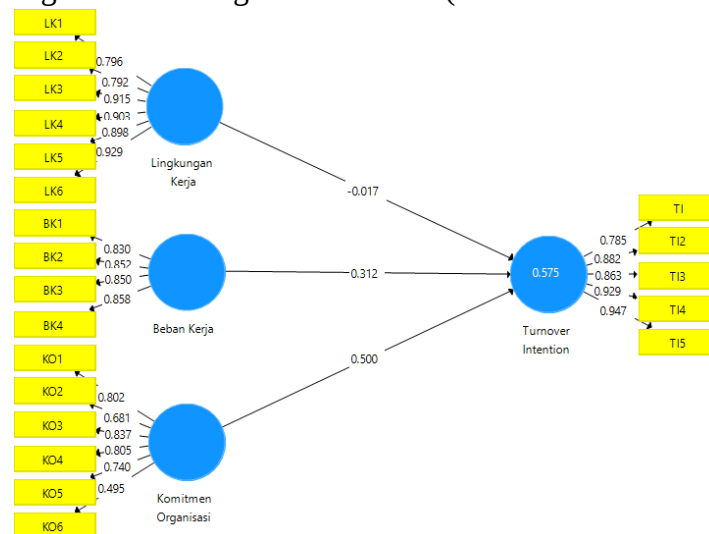
This study uses a survey method by distributing questionnaires directly to respondents or research objects, namely employees of PT. Arbyan Elektrindo Persada, with the aim of reducing the low number of response rates to answer.

RESULTS AND DISCUSSION

Results

Measurement Model (Outer Model)

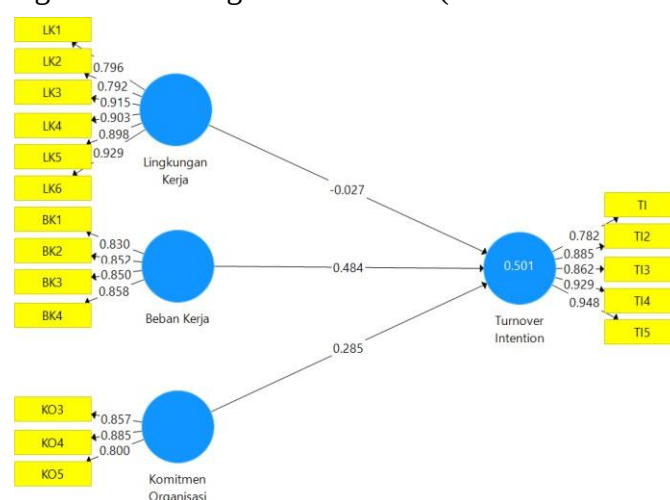
Figure 1. PLS Algorithm Results (before modification)



Source: Smart PLS Processing Results, 2025.

Based on Figure 1 above, it can be concluded that indicators KO2 & KO6 have loading factor values < 0.7 . Therefore, these indicators will be removed from the model and recalculated. The following is the output after recalculation, removing the invalid indicators.

Figure 2. PLS Algorithm Results (after modification)



Source: Smart PLS Processing Results, 2025.

Based on Figure 2 above, it can be concluded that indicators KO2 & KO6 have loading factor values < 0.7 . Therefore, these indicators will be removed from the model and recalculated. The following is the output after recalculation, removing the invalid indicators.

Table 2. Convergent Validity Test Results (Cross Loadings)

	Workload	Organizational Commitment	Work Environment	Turnover Intention
BK1	0,830	0,583	-0,193	0,589
BK2	0,852	0,629	-0,214	0,581
BK3	0,850	0,521	-0,096	0,588
BK4	0,858	0,556	-0,076	0,507
KO1	0,595	0,852	-0,166	0,637
KO3	0,624	0,845	-0,295	0,548
KO4	0,449	0,853	-0,104	0,548
KO5	0,578	0,753	0,021	0,418
LK1	-0,095	-0,117	0,796	-0,018
LK2	-0,112	-0,128	0,792	-0,105
LK3	-0,156	-0,189	0,915	-0,174
LK4	-0,195	-0,163	0,903	-0,173
LK5	-0,140	-0,083	0,898	-0,103
LK6	-0,151	-0,199	0,929	-0,119
TI	0,467	0,600	-0,034	0,788
TI2	0,652	0,541	-0,175	0,883
TI3	0,594	0,556	-0,114	0,860
TI4	0,630	0,636	-0,155	0,929
TI5	0,607	0,586	-0,198	0,948

Source: Primary data was processed using Smart-PLS, 2025.

Cross-loading tests show that all indicators meet the criteria for good discriminant validity, as they have a higher correlation with the variables they measure. Therefore, it can be concluded that the above indicators are valid because they have a loading factor > 0.7 .

Table 3. Results of the Average Variance Extracted Test

Variable	Average Variance Extracted (AVE)
Workload	0,719
Organizational Commitment	0,720
Work Environment	0,764
Turnover Intention	0,780

Source: Primary data was processed using Smart-PLS, 2025.

It can be said that the results of the Average Variance Extracted (AVE) test above are valid because each variable has an AVE value > 0.5 .

Table 4. Discriminant Validity Test (Fornell Larcker)

	Workload	Organizational Commitment	Work Environment	Turnover Intention
Workload	0,848			
Organizational Commitment	0,644	0,848		
Work Environment	-0,173	-0,163	0,874	
Turnover Intention	0,672	0,601	-0,157	0,883

Source: Primary data was processed using Smart-PLS, 2025

Table 4 shows that the loading factor value for each construct is greater than the value for the other constructs. This indicates that the latent variable meets the discriminant validity criteria.

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

Variable	Cronbach's Alpha	Composite Reliability	Information
Workload	0,870	0,911	Reliable
Organizational Commitment	0,806	0,885	Reliable
Work Environment	0,940	0,951	Reliable
Turnover Intention	0,928	0,946	Reliable

Source: Primary data was processed using Smart-PLS, 2025

Based on Table 5, all variables have composite reliability and Cronbach's alpha values > 0.7 . Therefore, it can be concluded that the test results show good and reliable values, meeting the minimum expected standard.

Structural Model Test Results (Inner Model)

Table 6. Test Results R^2

	R Square
Turnover Intention	0,501

Source: Primary data was processed using Smart-PLS, 2025

Based on Table 6, the R-Square value for turnover intention is 0.501. This means that 50.1% of the dependent variable (Turnover Intention) is influenced by the independent variables (Work Environment, Workload, and Organizational Commitment). The remaining 49.9% (100% - 50.1%) is influenced by factors outside this study.

Table 7. Q-Square Test Results

Variabel	Q-Square
Turnover Intention	0,378

Source: Primary data was processed using Smart-PLS, 2025

Based on table 7, the calculation results show that the predictive relevance value for the turnover intention variable is 0.378, which is > 0 . Therefore, the model can be considered feasible because it has relevant predictive value.

Table 8. Hypothesis Test Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work Environment → Turnover Intention	-0,027	0,254	0,799	Significant Negative
Workload → Turnover Intention	0,484	3,372	0,001	Significant Positive
Organizational Commitment → Turnover Intention	0,285	2,118	0,035	Significant Positive

Source: Primary data was processed using Smart-PLS, 2025

Discussion

The work environment has a negative and significant effect on turnover intention. This is because the work environment has an original sample value of -0.027, indicating a negative effect. The calculated t-test is greater than the t-test, with a value of $0.254 < 1.96$. Therefore, the first hypothesis is accepted, indicating that the work environment has a negative and insignificant effect on turnover intention.

Workload has a positive and significant effect on turnover intention. This is because the workload has an original sample value of 0.484, indicating a positive effect. The calculated t-test is greater than the t-test, with a value of $3.372 > 1.96$. Therefore, the second hypothesis is accepted, indicating that workload has a positive and significant effect on turnover intention.

Organizational Commitment has a positive and significant effect on turnover intention. This is because work stress has an original sample value of 0.285 so it is stated to have a positive effect and has a calculated t result $> t$ table, namely $2.118 > 1.96$ so it is stated to be significant and the third hypothesis is accepted, meaning that organizational commitment has a positive and significant effect on turnover intention.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The work environment has a negative and significant effect on turnover intention. This means that improving and creating a conducive, comfortable, and supportive work environment will contribute to reducing employee intentions to leave their jobs. A positive environment, with adequate facilities, harmonious relationships between coworkers, and clean air, can increase employee comfort and loyalty.

Workload has a positive and significant effect on turnover intention. This means that the higher the workload given to employees, the higher their intention to leave the company. Excessive workloads can cause employees to feel stressed, exhausted, and unable to complete their tasks effectively, thus triggering a desire to seek a more balanced work environment.

Organizational commitment has a positive and significant effect on turnover intention. This finding indicates that the higher an employee's organizational commitment, the higher their intention to leave the company. These results indicate the existence of complex dynamics or other factors at PT. Arbyan Elektrindo Persada which may cause highly committed employees to feel the need to seek other opportunities, for example due to a mismatch in values, burnout due to excessive commitment without support, or better opportunities outside that feel more attractive to those who are dedicated.

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