# The Influence Of Workload And Work Environment On The Turnover Intention Of Employees In PT. XYZ

Ezra Rahmansyah<sup>1\*</sup>, Dian Indiyati<sup>2</sup>

<sup>1,2</sup> School of Economics and Business, Telkom University, Bandung, Indonesia \*Corresponding Author: Email : <u>erahmansyah@yahoo.com</u>

#### Abstract.

This research aims to investigate the impact of workload and work environment on employee turnover intention at PT. XYZ. High turnover intentions can disrupt workforce stability and result in significant costs for the company. Two factors often associated with turnover intention are workload and work environment. Excessive workload can cause stress and fatigue, while an unsupportive work environment can reduce employee satisfaction and commitment. The study uses a quantitative approach, distributing questionnaires to 107 employees and sampling using the saturated sample method. Data analysis was conducted using SEM-PLS software. The hypothesis test tested the influence of workload and work environment on employee turnover intention. The results showed that workload variable (X1) is in the high category, work environment variable (X2) is in the bad category, and turnover intention (Y) is in the medium category. Quantitative data analysis with SEM-PLS showed that workload variables do not have a significant influence on turnover intention, while work environment variables have a significant influence. The research aims to evaluate company management's attention to workload and work environment conditions, with one variable showing a significant positive influence on employee turnover intention.

Keywords: Turnover Intention, workload, work environment and SEM-PLS.

### I. INTRODUCTION

Employee turnover serves as a metric for evaluating the effectiveness of HR management within a company. Achieving low turnover typically involves implementing successful career development initiatives, maintaining high levels of employee satisfaction, and establishing robust retention programs. Nevertheless, a consistently low turnover rate might suggest a lack of appeal to potential candidates. The proficiency of HR management is gauged by its capacity to foster a work environment conducive to employee advancement while striking a balance between healthy turnover and the retention of key talent. Turnover refers to the ongoing process of employees departing from an organization and necessitating replacement (Mathis & Jackson, 2011).

	1 5					
Year	<b>Employee Leaves</b>	Average Employee on Current Year	<b>Turnover Ratio</b>			
2019	9	64.5	14%			
2020	2	64	3%			
2021	9	62.5	14%			
2022	7	56.5	12%			
	ä					

Table 1. Employee Turnover Data PT.XYZ

Source: Researcher Processed Data

From 2019 to 2022, PT. XYZ experienced a turnover rate of 14%, beginning with 69 employees in the initial year. However, this rate rose to 14% in 2021, with 67 employees at the year's outset. By 2022, there was an improvement, with the turnover rate decreasing to 12%. At the start of 2022, there were 64 employees, and by year-end, 57 employees remained. This pattern persisted consistently throughout the years. It's worth noting that world-class companies generally aim for a turnover rate of around 10% annually, indicating that only 10% of employees are actively disengaged (SMITH & RUTIGLIANO, 2003). The HR Manager of PT. XYZ articulated the company's aspiration to decrease turnover to less than 10% annually. This objective was reinforced by interviews conducted with the author.Data from PT. XYZ highlights a trend of employees either expressing a desire to leave or the company not renewing their employment contracts. Reasons for departure encompass resignations as well as terminations or participation in layoff programs. The primary cause cited for employees leaving is the burden of heavy workloads, followed closely by a work environment that lacks support for both individual and organizational career advancement. These factors

underscore how the workload and work environment significantly influence individuals' decisions to depart from the company.



Fig 1. Data on Reasons for Leaving (Source: Researcher Processed Data)

The workload plays a significant role in influencing employee turnover, with external factors such as the nature of tasks, organizational structure, and work environment exerting considerable influence on these dynamics (Soleman, 2011). The HR Manager clarified that each department has its distinct set of roles and responsibilities, with standard working hours set at 8 hours per day and no provision for overtime. Nonetheless, the work location in DKI Jakarta poses challenges, primarily due to prolonged commute times from the office to employees' residences. As a consequence, employees frequently depart from work later than usual due to traffic congestion or delays in public transportation, thereby prolonging their working hours and exacerbating the workload. Addressing this issue requires further investigation to develop strategies aimed at alleviating employee workload. The image portrays a congested office setting characterized by inadequate lighting, haphazard table and chair arrangements, and cluttered surroundings. The work environment encompasses various elements, including physical, social, and psychological conditions. These include aspects such as office layout, lighting quality, temperature control, noise levels, and the prevailing organizational culture ( Amdan, et al., 2016).



Fig 2. Office Space Atmosphere (Source: PT. XYZ)

# II. LITERATURE REVIEW

# 2.1. Turnover Intention

Turnover Intention refers to the state where an employee contemplates or expresses willingness to depart from their current position. This concept holds significant importance in the realms of organizational behavior and human resource management as it directly impacts both employee retention and overall organizational performance. Essentially, Turnover Intention signifies the inclination or desire to seek alternative employment opportunities, yet it has not yet materialized into actual job transition (Onsardi, & Finthariasari, 2022). Employees tend to have the intention to voluntarily leave their jobs or move from one job to another based on their own decisions (Periyadi, Indiyati, & Sary, 2024).Employee turnover can be categorized into various types based on different criteria. One common categorization is based on employee willingness, dividing turnover into voluntary and involuntary categories. Another approach classifies turnover into dysfunctional and functional categories, often based on its impact on organizational

functioning. Additionally, turnover can be categorized as uncontrollable or controllable, depending on the level of control the organization has over the factors leading to turnover. These categorizations help in understanding the nature and implications of turnover within an organization. (Mathis & Jackson, 2011). Employee turnover is affected by various factors, including aspects within organizations like clearly defined objectives, accountability structures, resource allocation, responses to external events, organizational politics, and the caliber of leadership.

Employment relationships also contribute, with elements such as equitable treatment, unbiased supervision, and supportive colleague interactions influencing retention efforts. Job security has dwindled in recent years, impacting employee allegiance and retention rates. Initiatives promoting work-life balance have become pivotal in retention strategies, benefiting both recruitment endeavors and overall productivity. Compensation remains pivotal, providing concrete rewards like salaries and benefits, while performance management systems must tie into compensation increments to maintain competitiveness. Prioritizing training and career advancement is vital for retaining staff. Employer policies regarding fairness, transparency, and decision-making processes also influence retention rates. Addressing diversity issues proactively fosters greater retention of diverse talent, underscoring the significance of inclusive organizational cultures in retaining a diverse workforce (Mathis & Jackson, 2011).Factors influencing employees' inclination to leave their jobs can be indicated by Turnover Intention indicators. These indicators encompass three predictive factors within an organization: Considerations regarding departing from the current position, Actively seeking alternative employment, and Explicit intention to leave the current organization of employment (Alam & Asim, 2019). Other researchers have echoed similar sentiments regarding the indicators predictive of employee turnover intention. They highlight three key factors: Firstly, "Thinking about leaving work" denotes the stage wherein employees contemplate the possibility of terminating their employment with their current company.

This inclination may stem from various reasons, including job dissatisfaction, unfavorable work environments, limited career prospects, or personal factors. Secondly, "Looking for a new job" elucidates that when employees harbor intentions to depart from an organization, they actively seek out alternative, preferable employment opportunities elsewhere. Lastly, "Intention to leave work" within the context of employees signifies the decision or resolve to exit one's current job or organization. This intention may arise from diverse factors such as the pursuit of better career prospects, dissatisfaction with the present job role, challenges within the work environment, or individual considerations (Pidada, 2019).

### 2.2. Workload

Workload pertains to the tasks and duties assigned to an employee to be accomplished within a set timeframe. It encompasses a range of activities designated for an organizational unit or individual position, systematically evaluated through job analysis methods, workload analysis techniques, and other managerial approaches. These methods aim to assess the efficiency and effectiveness of work within the organizational unit over a specific duration (Ekowati, Supriyanto, Fatmawati, Mukaffi, & Setiani, 2020). According to other researchers, workload represents the level of pressure individuals feel as a result of perceiving themselves as incapable of managing or being productive with the workload assigned to them (Bruin & Taylor, 2006). Workload is categorized into two distinct types: quantitative and qualitative. Quantitative workload refers to situations where individuals either have too much or too little time to finish a task. On the other hand, qualitative workload pertains to instances where individuals perceive themselves as lacking the necessary skills to complete their work or where they believe that the standard of expected results is excessively high (Tewal, Adolfina, Pandowo, & Tawas, 2017). According to the sources, workload denotes the level of intensity of employees' tasks, affecting their attitudes, productivity, and company profitability. It's vital to tailor workload levels to match employees' capabilities, as both excessively light or heavy workloads can yield distinct effects on both employees and the organization.

Various factors contribute to workload, including external factors such as task complexity, work organization, and the work environment. Additionally, internal factors such as physical and psychological elements also play a significant role in determining workload levels. (Soleman, 2011). From this explanation, it can be inferred that workload is influenced not only by internal factors but also by various external factors

that contribute to determining whether the workload is substantial or not.Workload indicators are metrics employed to assess the workload intensity individuals face in their professional roles. Mental workload refers to the degree of mental fatigue individuals encounter during their work. This metric can be quantified using techniques like NASA-TLX. NASA-TLX processing incorporates six subscales as benchmarks, which include Mental Demand, Physical Demand, Temporal Demand, Own Performance, Effort, and Stress Level. (Darsini, Muhadi, & Anhar, 2022). Other researchers stated that there are 4 workload indicators that can evaluate the level of workload, namely targets that must be achieved, working conditions, use of working time and work standards (Khomaryah, Esti; Pawenang, Supawi; Hadi, Sholichul, 2020). Research states that there are 3 workload indicators that can provide an evaluation of an organization's workload, namely Time Load, Spirit Investment and Mental Stress (Xiaoming, Ma, Chang, & Shieh, 2014). Drawing from multiple studies, the author identified six workload indicators suitable for measurement, including mental demands, physical demands, Temporal Demand, Own Performance, Effort, and Stress Levels, utilizing the NASA-TLX methodology. This choice was made due to the greater specificity of the indicator points provided by the NASA-TLX method in comparison to the other two studies.

#### 2.3. Work Environment

Prasojo (2017) emphasized the importance of work environment factors in the management of human capital or human resources within an organization, particularly in the retention process. This underscores the significance of optimizing human capital assets through the cultivation of favorable work environments (Prasojo, Mukminin, & Mahmudah, 2017). Another study suggests that the work environment encompasses everything within the worker's surroundings and significantly influences the execution of assigned responsibilities and tasks (Jovenka & Rosy, 2021). Additionally, another research posits that the work environment comprises everything surrounding an employee while they work, exerting an impact on both the individual and their work performance during working hours (Khaeruman, et al., 2021). According to researcher Logahan (2012), the work environment can be defined as the collective elements surrounding employees that impact the execution of their assigned tasks (Logahan, Tjoe, & Naga, 2012). Some researchers assert that the work environment encompasses the physical, social, and psychological conditions within which employees operate. This encompasses elements such as office layout, lighting, temperature, noise levels, interpersonal interactions, and organizational culture (Amdan, et al., 2016). For many employees, a positive work environment and opportunities for intellectual growth and skill development often hold greater significance than promotion opportunities (Luthans, 2011).

The work environment is thought to impact turnover intentions significantly. Substandard working conditions can result in decreased performance, health issues in the workplace, increased absenteeism, and higher employee turnover rates. Conversely, employees who find satisfaction in their office's physical environment tend to exhibit higher productivity levels and achieve better work outcomes, consequently diminishing turnover intentions (Amdan, et al., 2016). The collective findings from various researchers suggest that the work environment encompasses all elements surrounding employees during their working hours, impacting both individuals and their work performance. This environment comprises physical, social, and psychological conditions. A favorable work environment, alongside opportunities for intellectual advancement and promotion, plays a significant role in shaping turnover intentions. Numerous factors can shape the work environment, including office layout, lighting, temperature, noise levels, interpersonal dynamics, and organizational culture. Moreover, the provision of skills development opportunities by organizations can also influence the work environment (Amdan, et al., 2016). According to Khaeruman (2021), there are a minimum of 11 factors that can impact the work environment, which include lighting, temperature, humidity, air circulation, noise levels, mechanical vibrations, odors, colors, decorations, music, and safety within the workplace (Khaeruman, et al., 2021). Things that can be used as indicators of an employee's work environment are work atmosphere, work facilities and relationships with co-workers (Khaeruman, et al., 2021). The elements and criteria mentioned above will serve as benchmarks for assessing the work environment in this study and will be utilized as a foundation for constructing the questionnaire as a research instrument. The choice of these benchmarks is determined by their alignment with the research objectives.

### 2.4. Hypothesis Development

Irvianti's (2015) research indicates a notable positive correlation between workload and employees' intention to leave their jobs (Irvianti, Laksmi Sito Dwi; Verina, Renno Eka, 2015). This factor, following work stress, holds substantial influence over employees' intentions to leave their positions. Similar findings from other studies suggest that workload can impact an individual's Turnover Intention (Zeytinoglu, et al., 2007). Based on the matters above, the researcher proposes a hypothesis regarding workload as follows

# H1: There is an influence of workload on employee Turnover Intention

Numerous researchers have uncovered a correlation between the environmental conditions within an organization or company and employees' intention to leave their jobs. One researcher noted a connection between an employee's intention to leave and individual traits, workplace variables, and organizational elements (Beecroft, Dorey, & Wenten, 2008). Similar findings were reported in a journal article authored by Khomaryah (2020), indicating that the work environment has a partially positive and significant impact on Turnover Intention. (Khomaryah, Esti; Pawenang, Supawi; Hadi, Sholichul, 2020). Based on the matters above, the researcher proposes a hypothesis regarding workload as follows

### H2: There is an influence of the work environment on employee Turnover Intention



Fig 3. Research Hypothesis

### III. MATERIAL AND METHODS

### **3.1 Population and Sample**

Population refers to a broad domain encompassing objects or subjects with specific numbers and characteristics identified by the researcher for study and analysis. It extends beyond merely the count of individuals to encompass all traits or features inherent in the subject or object (Sugiyono, 2013). In this study the population was all employees of PT. XYZ will number 107 people at the beginning of 2024. The sample is part of the number and characteristics of the population (Sugiyono, 2013). In this study, a non-probability sampling method employing saturated sampling was utilized. Saturated sampling, as a non-probability sampling approach, involves selecting all members of the population as samples (Sugiyono, 2013). This technique is used to generalize with very small errors. The sample taken in this research was a population of 107 people.

### **3.2.** Data Collection

The author employs various data collection methods, including interviews, questionnaires, and literature reviews. Interviews are employed as a data collection method when the researcher aims to conduct initial exploratory research to identify research issues. Additionally, interviews are used to gain in-depth insights from respondents, particularly when the sample size is limited (Sugiyono, 2013). A questionnaire is a method of data collection wherein respondents are provided with a series of questions or written statements to respond to (Sugiyono, 2013). To investigate the subject of this study, data collection involved distributing questionnaires to all 107 employees of PT. XYZ. The questionnaire comprised several inquiries pertaining to the independent variables—namely, workload and work environment—and the dependent variable, Turnover

Intention. Additionally, researchers gathered data through library research to acquire diverse theories, concepts, variable relationships, and secondary data relevant to the study.

### 3.3. Methods

This study employs quantitative methodologies, including descriptive and causal research types. The preference for quantitative methods arises from the research's emphasis on defining precise problems through a structured research plan, facilitating clear definition and identification from the start. Quantitative approaches prioritize quantification in both data collection and analysis, aiming to investigate questions starting with considerations of magnitude and extent. (Yulianty & Jufri, 2020). The utilization of quantitative methods in research aligns this study with a positivist paradigm. The positivist research paradigm constitutes a perspective or conceptual framework that serves as the foundation for quantitative research methodologies (Andini, Fitriani, & Purba, 2022). The positivist paradigm is founded on the philosophy of positivism, which recognizes an independently existing reality. Research within this paradigm relies on empirically verifiable or testable facts and utilizes quantitative methods for data collection and analysis. Such studies aim to address questions relevant to the research topic and often seek to test hypotheses to provide explanations. Explanatory research, in particular, aims to clarify the relationship between two or more phenomena or variables. (Sari, Rachman, Astuti, Afgani, & Siroj, 2023). This research, also known as confirmatory and correlational, aims to elucidate causal relationships and examine the impact of the independent variable on the dependent variable. Employing a cross-sectional approach, data was collected once through a questionnaire.

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

In this study, quantitative analysis employs Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. SEM serves as a methodological tool for evaluating conceptual models in research. Within this context, SEM is utilized to assess the relationship between latent variables, which are not directly measurable, and observed variables. Additionally, SEM is utilized to explore the coefficients of association between these variables (Alshurideh, Al Kurdi, Salloum, Arpaci, & Al-Emran, 2020). Two primary approaches to SEM exist: covariance-based SEM (CB-SEM) and partial least squares SEM (PLS-SEM). CB-SEM emphasizes variance and covariance, whereas PLS-SEM prioritizes prediction (Legate, Hair Jr, Chretien, & Risher, 2021). The data analysis method in this study, employing SEM - PLS, consists of three phases. Initially, a measurement model test is conducted to assess the validity and reliability of each indicator construct. Subsequently, a structural model test is performed to determine the influence among variables within the constructs under evaluation. Finally, hypothesis testing is conducted to validate the formulated hypotheses.

Outer model analysis, as outlined by Hamid & Anwar (2019), involves several steps. Firstly, the validity of reflective indicators is tested using the SmartPLS program, focusing on the loading factor value for each indicator. The Rule of Thumb suggests that for exploratory research, a loading factor value of > 0.6–0.7 and an average variance inflation factor (AVE) value > 0.5 are indicative of convergent validity. Discriminant validity is assessed through cross-loading values, with each value ideally surpassing 0.7. ADE root greater than the correlation between the construct and others in the model indicates adequate discriminant validity. Construct reliability is determined by ensuring Composite Reliability exceeds 0.7. Additionally, Cronbach's Alpha, a reliability measure, reinforces the results of composite reliability, with a value > 0.6 indicating reliability. Inner model analysis is conducted to ensure the structural model constructed is robust and precise. This assessment involves several indicators, including R-square, utilized to gauge the impact of the independent variable on the dependent variable. A higher R-square value indicates a better model for explaining the dependent variable. R-Square is employed to assess the extent of variation in changes in the independent variable concerning the dependent variable (Hamid & Anwar, 2019).

Hypothesis testing in this research is classified as two-tailed test. This test is used to test differences between two sample groups, for example the treatment group and the control group. The two-tailed test is used if the null hypothesis (Ho) reads "equal to" and the alternative hypothesis (Ha) reads "not equal to" (Ho =; Ha  $\neq$ ) (Sugiyono, 2013). Furadantin (2018) states that the bootstrapping procedure produces t-statistical values for each relationship path used to test the hypothesis. The t-statistic value will be compared with the t-

table value. Research that uses a confidence level of 95% so that the level of precision or inaccuracy limit ( $\alpha$ ) = 5% = 0.05, the t-table value is 1.96. If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then Ho is accepted, and Ha is rejected. If the t-statistic value is greater than or equal to the t-table (t-statistic > 1.96), then Ho is rejected, and Ha is accepted (Furadantin, 2018).

### IV. RESULT AND DISCUSSION

### 4.1. Measurement (outer) Model Evaluation Results

### 4.1.1. Convergent validity

Convergent validity evaluates the validity of relationships between indicators and their constructs or latent variables by analyzing their correlation, resulting in a loading factor value. In this research, a loading factor exceeding 0.6 is deemed the minimum requirement for an indicator to meet convergent validity standards. Additionally, as suggested by Hamid & Anwar, the average variance inflation factor (AVE) value should surpass 0.5 to ensure data validity. The subsequent section presents the model and data pertaining to the loading factor values for each indicator across all variables.



Fig 4. Model PLS 1 (Source: Researcher Processed Data)

The results of data processing with the PLS1 Model show that the loading factor value of each indicator is valid and is above 0.6. This shows that each indicator meets the convergent validity criteria and can be declared suitable or valid for use in this research. Another parameter to fulfill the convergent validity criteria is an AVE value >0.5. The following is the AVE value obtained because of the analysis.

Variable		Average Variance Extracted (AVE)				
Workload (X1)				0.564		
Work Environment (X2)				0.556		
<b>Turnover Intention (Y)</b>				0.631		
C C	D	1	P	L D		

Table 2. AVE Value from PLS Model 1

The table shows that each construct variable shows an Average Variance Extracted (AVE) value of >0.5. With this value, each variable meets the convergent validity criteria with an AVE value >0.5.

Source: Researcher Processed Data

### 4.1.2. Discriminant validity

Discriminant validity is assessed by examining the root value of AVE (Fornell-Larcker Criterion). If the square root of AVE for each construct exceeds the correlation value between that construct and others in the same model, it indicates good discriminant validity. Additionally, discriminant validity can be evaluated based on cross-loading values, where a construct's correlation with its respective indicator is higher than its correlation with indicators of other constructs, indicating good discriminant validity (Hamid & Anwar, 2019).

Variable	Workload (X1)	Work Environment (X2)	<b>Turnover Intention (Y)</b>			
Workload (X1)	0.751					
Work Environment (X2)	0.489	0.746				
<b>Turnover Intention (Y)</b>	0.411	0.542	0.794			
	а р	1 0 10				

Source: Researcher Processed Data

As per the findings displayed in Table 3, bold values signify the root AVE for each construct variable, whereas non-bolded numbers depict correlation values between constructs in the model. The data reveals that the square root of the AVE for each construct surpasses the correlation value between that construct and others in the model. This indicates that the workload (X1), work environment (X2), and turnover intention (Y) constructs are robust models, meeting the criteria for discriminant validity across all constructs in the model.

# 4.1.3. Composite reliability

The following is a table related to the value of composite reliability in this study.

Table 4. Composite Renability Value				
Variable	Composite Reliability Value			
Workload (X1)	0.944			
Work Environment (X2)	0.926			
<b>Turnover Intention (Y)</b>	0.911			

Table 4. Composite Reliability Value

Source: Researcher Processed Data

Based on table 4, the composite reliability value for the workload variable (X1) is 0.944, work environment (X2) is 0.926, and turnover intention (Y) is 0.911. All composite reliability values of all construct variables show values greater than 0.7 so it can be said that all variables have a high level of reliability.

# 4.1.4. Cronbach's Alpha

The following is a table related to the value of Cronbach's alpha in this study.

Table 5. Cron	bach's Alpha Value
	<i>a</i>

Variable	Cronbach's Alpha Value
Workload (X1)	0.936
Work Environment (X2)	0.914
<b>Turnover Intention (Y)</b>	0.883
~ ~	

Source: Researcher Processed Data

Table 5 shows that the workload variable value (X1) has a Cronbach's alpha value of 0.936, the work environment (X2) has a Cronbach's alpha value of 0.914 and the turnover intention variable has a Cronbach Alpha value of 0.883. This shows that all Cronbach's Alpha values are greater than 0.6 which can be said to have construct reliability with high reliability.

# 4.2. Structural (Inner) Model Evaluation Results

# 4.2.1. Determinant Coefficient (R2)

The coefficient of determination (R2) measures the predictive power of a structural model by assessing the R-square on endogenous variables, and its changes explain the influence of exogenous variables (Hamid & Anwar, 2019).

Table 6.	<b>R-Square</b>	Value	$(\mathbf{R}^2)$
----------	-----------------	-------	------------------

Construct Variable	R-Square Value			
<b>Turnover Intention (Y)</b>	0.321			
Source, Research on Processed Data				

Source: Researcher Processed Data

Referring to Table 6 concerning the R-square value, the turnover intention (Y) variable exhibits an R-square of 0.321, indicating that workload and work environment collectively influence turnover intention (Y) by 32.1%, leaving 67.9% of the influence attributed to other factors. Consequently, the R-square for turnover intention falls within the weak category. Conversely, for workload and work environment variables, which are exogenous, they influence endogenous variables, hence lacking an R-square value.





Fig 5. Output Hypothesis Test Results via Bootstrapping with SmartPLS 4.0 (Source: Researcher Processed Data)

Table 7. Hypothesis	Test results	for H1 and	H2 with	SEM-PLS
---------------------	--------------	------------	---------	---------

Hypothesi	Direct Effect	<b>Original Sample</b>	<b>T-Statistic</b>	<b>P-Values</b>	Result
s					
H1	Workload $\rightarrow$ Turnover Intention	0.191	1.948	0.052	Rejected
H2	Work Environment $\rightarrow$ Turnover Intention	0.448	5.783	0.000	Accepte d

Source: Researcher Processed Data

The study used SEM PLS analysis to examine the direct effect of workload and work environment on turnover intention. Results showed that workload did not significantly influence turnover intention, while the work environment significantly influenced it. Hypothesis H1 was rejected, indicating that workload does not significantly influence turnover intention. The bootstrapping results were tested using smartPLS 4.0 software (Ringle, Wende, & Becker, 2022).

### Discussion

Employee turnover is the movement of employees out of their workplace. This can lead to instability and uncertainty in working conditions and increase the labor costs that the organization must bear. Turnover is a process in which employees leave an organization and must be replaced (Mathis & Jackson, 2011). Turnover Intention is when an employee is considering or willing to leave their current job. This is an important concept in organizational behavior and human resource management because it can influence employee retention and organizational performance. Turnover Intention is the desire to move, this desire has not yet reached the realization stage, namely moving from one workplace to another (Onsardi, & Finthariasari, 2022). Referring to various theories related to turnover intention, the researchers concluded that turnover intention can be very broad and can be used in various contexts. The fact is that turnover intention is an important aspect and can be influenced by workload and work environment. According to the findings from the descriptive analysis, employee workload falls into the high category, but it appears to lack a significant influence on employee turnover intention based on statistical results. This is evident in the tstatistic value, which remains below 1.96, and the p-values, which are still above 0.05. This contradicts previous research that indicated a significant and positive correlation between workload and employee turnover intention.

On the other hand, statistical results from hypothesis testing reveal that the work environment has a positive and notable impact on employee turnover intention. This is supported by a p-value of 0.000, significantly smaller than the alpha value of 0.05, with a path coefficient value of 0.448. The positive effect of the work environment (X2) on turnover intention (Y) implies that as employees perceive a better work environment (X2), their turnover intention (Y) decreases. This aligns with previous research findings demonstrating the influence of the work environment on employee turnover intention. Quantitative data analysis results related to hypothesis testing using SmartPLS 4.0 software, as presented in table 7, indicate that while workload does not impact employee turnover intention, the work environment significantly influences it. Workload doesn't impact the turnover employee due to The likelihood of the job description meeting the characteristics of the Job Characteristics Model (JCM), which fulfills skill variety, task identity, task significance, autonomy, and feedback, thus increasing employee motivation and job satisfaction, ultimately having no impact on turnover intention

#### V. CONCLUSION, IMPLICATION, AND RECOMMENDATION

To motivate employees, companies should provide support through incentives, development space, and easy leave permissions. Clearer break times can reduce fatigue, and additional employees may be needed to address backlogs. Better work planning for each employee ensures full responsibility and clarity in job roles, fostering a positive work environment. This study significantly enhances our understanding, particularly within the realms of human resources science and organizational behavior. It constructs and evaluates a causal model that reframes the understanding of how workload and work environment relate to turnover intention. Consequently, this research underscores the practical application of human resource management principles, particularly relevant for employees within the telecommunications sector. This framework offers management valuable insights for devising pertinent and effective strategies aimed at mitigating turnover intention. The Significance of these findings is underscored by the focus on telecommunications companies, which play a crucial role in society. Hence, this research makes a meaningful contribution to emphasizing the importance of reducing turnover intention for ensuring business sustainability. In the future, researchers could further refine this model by incorporating additional variables such as compensation, leadership, and organizational culture. Furthermore, they could develop indicators based on secondary data to assess variables relating to employee commitment to their roles.

#### REFERENCES

- [1] Amdan, S., Rahman, R. A., Shahid, S. A., Bakar, S. A., Khir, M. M., & Demong, N. R. (2016). The Role of Extrinsic Motivation on the Relationship between Office Environment and Organisational Commitment. *Procedia Economics and Finance*, 164-169.
- [2] Sari, M., Rachman, H., Astuti, N. J., Afgani, M. W., & Siroj, R. A. (2023). Explanatory Survey dalam Metode Penelitian Deskriptif Kuantitatif. *Jurnal Pendidikan Sains dan Komputer*, 10-16.
- [3] SMITH , B., & RUTIGLIANO, T. (2003). *The Truth About Turnover*. Retrieved from Gallup: Gallup https://news.gallup.com/businessjournal/316/truth-about-turnover.aspx
- [4] Alam, A., & Asim, D. (2019). Relationship Between Job Satisfaction And Turnover Intention. *International Journal of Human Resource Studies*, 163-194.
- [5] Alshurideh, M., Al Kurdi, B., Salloum, S. A., Arpaci, I., & Al-Emran, M. (2020). Predicting the actual use of mlearning systems: a comparative approach using PLS-SEM and machine learning algorithms. *Interactive Learning Environments*, 1-15.
- [6] Andini, W., Fitriani, D., & Purba, L. K. (2022). Paradigma Penelitian Kuantitatif Dalam Jurnal Ilmiah Metodologi Penelitian Kuantitatif. *Tarbiyah: Jurnal Ilmu Pendidikan dan Pengajaran*, 6-12.
- [7] Beecroft, P. C., Dorey, F., & Wenten, M. (2008). Turnover intention in new graduate nurses: a multivariate analysis. *Children's Hospital Los Angeles*, 41-52.

- [8] Bruin, G. P., & Taylor, N. (2006). DEVELOPMENT OF THE SOURCES OF WORK STRESS INVENTORY. *South African Journal of Psychology*, 748-765.
- [9] Darsini, Muhadi, & Anhar, M. (2022). Analisis Beban Kerja Mental pada Operator Dump Truck dengan Metode Nasa-TLX. *Journal Of Applied Mechanical Engineering And Renewable Energy*, 25-29.
- [10] Ekowati, V. M., Supriyanto, A. S., Fatmawati, Y. D., Mukaffi, Z., & Setiani. (2020). AN EMPIRICAL EFFECT OF WORKLOADS ON EMPLOYEE SATISFACTION: *Mediating By Work Environment. Journal Of Southwest Jiaotong University.*
- [11] Furadantin, N. R. (2018). ANALISIS DATA MENGGUNAKAN APLIKASI SMARTPLS V.3.2.7 2018. 1-8.
- [12] Hamid, R. S., & Anwar, D. M. (2019). STRUCTURAL EQUATION MODELING (SEM) BERBASIS VARIAN: Konsep Dasar dan Aplikasi dengan Program SmartPLS 3.2.8 dalam Riset Bisnis. Jakarta: PT Inkubator Penulis Indonesia.
- [13] Irvianti, Laksmi Sito Dwi; Verina, Renno Eka. (2015). ANALISIS PENGARUH STRES KERJA, BEBAN KERJA DAN LINGKUNGAN KERJA TERHADAP TURNOVER INTENTION KARYAWAN PADA PT XL AXIATA TBK JAKARTA. Binus Bussiness Review Vol.6 No.1, 117-126.
- [14] Khaeruman, Marnisah, L., Idrus, S., Irawati, L., Farradia, H., Erwantiningsih, E., . . . Ismawati. (2021). Meningkatkan Kinerja MANAJEMEN SUMBER DAYA MANUSIA Konsep & Studi Kasus. Serang: CV. AA RIZKY.
- [15] Khomaryah, Esti; Pawenang, Supawi; Hadi, Sholichul. (2020). Turnover Intention PT. Efrata Retailindo Ditinjau dari Beban Kerja, Lingkungan Kerja dan Kepuasan Kerja. Business Management Analysis Journal (BMAJ), 35-45.
- [16] Legate, A. E., Hair Jr, J. F., Chretien, J. L., & Risher, J. J. (2021). PLS-SEM: Prediction-oriented solutions for HRD researchers. *Human Resource Development Quarterly*, 1-19.
- [17] Logahan, J. M., Tjoe, T. F., & Naga. (2012). ANALISIS PENGARUH LINGKUNGAN KERJA DAN PEMBERIAN KOMPENSASI TERHADAP KINERJA KARYAWAN CV MUM INDONESIA. *BINUS* BUSINESS REVIEW, 573-586.
- [18] Luthans, F. (2011). ORGANIZATIONAL BEHAVIOR: An Evidence-Based Approach. USA: McGraw-Hill.
- [19] Mathis, R. L., & Jackson, J. H. (2011). Human Resource Management. USA: Cengage Learning.
- [20] Onsardi,, & Finthariasari, M. (2022). *MANAJEMEN SUMBER DAYA MANUSIA (STRATEGI MENINGKATKAN KINERJA KARYAWAN)*. Purbalingga: CV. EUREKA MEDIA AKSARA.
- [21] Periyadi, Indiyati, D., & Sary, F. P. (2024). The Impact of Compensation and Motivation on Turnover Intention of Employees Providing Labor Services in Mining Business License Areas, Mimika Regency, Papua Province. *Journal of Business and Management Studies*, 85-93.
- [22] Pidada, I. I. (2019). Determinant Indicators of Turnover Intentions, Work Productivity, Work Safety, Health and Human Relations. *Jurnal Manajemen dan Bisnis*, 128-143.
- [23] Prasojo, L. D., Mukminin, A., & Mahmudah, F. N. (2017). *MANAJEMEN STRATEGI HUMAN*. Yogyakarta: unypress.
- [24] Ringle, C. M., Wende, S., & Becker, J. -M. (2022). "SmartPLS 4." Oststeinbek: SmartPLS GmbH, http://www.smartpls.com.
- [25] Soleman, A. (2011). ANALISIS BEBAN KERJA DITINJAU DARI FAKTOR USIA DENGAN PENDEKATAN RECOMMENDED WEIHT LIMIT. *ARIKA*, 83-98.
- [26] Sugiyono. (2013). METODE PENELITIAN KUANTITATIF, KUALITATIF, DAN R&D. Bandung: Alfabeta.
- [27] Tewal, B., Adolfina, Pandowo, M. H., & Tawas, H. N. (2017). *Perilaku Organisasi*. Bandung: CV. Patra Media Grafindo.
- [28] Xiaoming, Y., Ma, B. J., Chang, C. L., & Shieh, C. J. (2014). Effects of Workload on Burnout and Turnover Intention of Medical Staff: A Study. *Studies on Ethno-Medicine*, 229-237.
- [29] Yulianty, P. D., & Jufri, A. (2020). Perdebatan Empiris : Prinsip Metode Kualitatif dan Kuantitatif Untuk Penelitian Sosial Ekonomi. *Jurnal Manajemen dan Akuntansi*.
- [30] Zeytinoglu, I. U., Denton, M., Davies, S., Bauman, A., Blythe, J., & Boos, L. (2007). Supervisor support, Peer support, Human capital factors, Education, Position, Tenure, Demographic characteristics, Gender, Age, Marital status, Dependent children under 12, Importance of income to family, Job Satisfaction, Organizational commitment, Turno. CANADIAN PUBLIC POLICY – ANALYSE DE POLITIQUES, 31-47.