



The Influence of Work Environment and Workload on Employees' Turnover Intention at PT Mayora Indah Tbk

Tedy Surya Wijaya

Faculty of Business, Universitas Buddhi Dharma

Email: tedysuryawijaya96@gmail.com

ABSTRACT

This study investigates the impact of work environment and workload on employees' turnover intention at PT Mayora Indah Tbk. Using a quantitative approach, data were gathered through questionnaires distributed to 60 employees selected via purposive sampling. The analysis employed multiple linear regression using SPSS software. The findings indicate that the work environment has a significant positive effect on turnover intention, while workload has a significant negative effect. Jointly, both variables significantly influence turnover intention, with a coefficient of determination (R^2) of 64.8%, suggesting a strong contribution to employees' intention to leave. The research is limited by its focus on a single company and a relatively small sample, affecting generalizability. Nonetheless, the study offers practical insights for improving employee retention through better work environments and manageable workloads. It also highlights the broader social importance of reducing turnover to enhance job stability and employee well-being. This research contributes valuable empirical evidence on the dual influence of organizational factors on turnover intention within the Indonesian FMCG sector.

Keywords: Work Environment; Workload; Turnover Intention

INTRODUCTION

The survival and competitiveness of a company are significantly influenced by the effectiveness of human resource management, particularly in managing employees. Employees do not merely serve as executors of organizational tasks; they are also individuals with emotions, thoughts, and aspirations that can influence their attitudes and work behaviors. Employees' responses to their work environment directly affect their levels of loyalty, performance, and organizational commitment. Therefore, Human Resource Management (HRM) plays a strategic role in creating a work environment that fosters employee engagement and motivation, including minimizing the potential occurrence of turnover intention.

Turnover intention refers to an employee's conscious and deliberate willfulness to leave the organization, and it serves as an early indicator of actual employee turnover that could disrupt the company's operational stability. Cohen et al. (2016) define turnover intention as the intention or desire of an individual to resign from the organization. This phenomenon is often signaled by increased absenteeism, decreased work morale, noncompliance with rules, and reduced productivity. A high level of turnover intention not only affects short-term organizational performance but also leads to long-term consequences such as the loss of company-specific knowledge, increased recruitment and training costs, and disruption of operational continuity.

Various studies have identified the work environment and workload as key factors influencing turnover intention. A conducive work environment fosters a sense of safety, comfort, and job satisfaction among employees, while an unsupportive environment can lead to stress and reduce employees' emotional attachment to the organization (Listiniasih & Mujiati, 2015). Ramlawati (2019) emphasizes that the work environment has a significantly negative effect on turnover intention, indicating that the better the work environment, the lower the employee's intention to leave. This is supported by Wan et al. (2018), who found that a positive work environment enhances job engagement, which in turn lowers turnover intention.

In addition to the work environment, workload plays a crucial role in determining whether employees choose to remain in or leave the organization. Disproportionate workloads whether excessive or insufficient can have adverse effects. Excessive workloads may result in physical and mental exhaustion (burnout), while insufficient workloads may lead to boredom and decreased job satisfaction. A study by Wibowo et al. (2021) revealed that workload does not have a direct effect on turnover intention; however, job stress arising from workload serves as a critical mediating variable. This aligns with the findings of Salama et al. (2022) and Nurjaya et al. (2020), who highlighted the role of job stress and burnout in increasing turnover intention.

Preliminary observations at PT Mayora Indah Tbk indicate a relatively high level of turnover intention, despite the company's efforts to create a comfortable work environment and regulate workloads through periodic job analysis. This suggests potential issues in managing employees' perceptions of job demands and the overall work atmosphere. This issue is particularly crucial in the highly competitive consumer goods industry, where human resource stability and performance are key to maintaining competitive advantage.

Several other studies reinforce the importance of these factors in managing turnover intention. Soelton & Atnani (2018) found that work environment, job satisfaction, and job stress significantly affect employee turnover intention both simultaneously and partially. Sharma & Singh (2016) add that ethical work culture and mutual respect among employees (workplace civility) are vital in maintaining job

satisfaction and reducing turnover intention. Furthermore, work-life balance is also a critical factor in employee retention, as highlighted by Jaharuddin & Zainol (2019) and Boamah et al. (2022), who noted the effects of burnout and work-life imbalance on turnover intention.

Research Objectives and Questions

Given this background, the present study aims to empirically examine the effects of work environment and workload on employee turnover intention at PT Mayora Indah Tbk. This research is expected to contribute to the development of effective human resource management strategies aimed at reducing turnover intention and enhancing organizational stability and performance.

The research questions to be addressed are as follows:

1. Does the work environment significantly affect employee turnover intention?
2. Does workload significantly affect employee turnover intention?
3. Does the work environment and workload simultaneously affect employee turnover intention?

Significance of the Study

This study is expected to offer theoretical contributions to the field of Human Resource Management, particularly in the area of turnover intention control. Additionally, it provides practical implications for organizations in designing strategies that enhance work comfort and optimize workload to improve employee retention.

LITERATURE REVIEW

Turnover Intention

Turnover intention is defined as an employee's conscious and deliberate desire to leave the organization. It is considered a reliable predictor of actual turnover behavior (Cohen et al., 2016). High turnover intention may manifest through absenteeism, reduced morale, noncompliance with organizational norms, and declining productivity. This condition is particularly problematic for organizations, as it can lead to significant financial and operational disruptions, including increased recruitment and training costs, loss of organizational knowledge, and instability in business processes.

Turnover intention is influenced by a multitude of internal and external organizational factors, including job satisfaction, work stress, organizational commitment, and perceptions of fairness and support. Soelton and Atnani (2018) empirically found that work environment, job satisfaction, and job stress all have significant simultaneous and partial effects on turnover intention. Furthermore,

workplace civility and ethical organizational culture, as emphasized by Sharma and Singh (2016), contribute to job satisfaction and lower turnover intention. Jaharuddin and Zainol (2019), as well as Boamah et al. (2022), underline the role of burnout and work-life imbalance in heightening employees' desire to leave, making these factors important considerations in managing turnover intention.

Work Environment

The work environment encompasses physical, psychological, and social conditions in which employees perform their tasks. A supportive and conducive work environment contributes positively to employee well-being, satisfaction, and retention. According to Listiniasih and Mujiati (2015), a conducive work environment fosters a sense of security and comfort, thereby increasing job satisfaction and emotional attachment to the organization. Ramlawati (2019) reported a significant negative relationship between work environment and turnover intention, implying that an improved work environment reduces employees' desire to resign.

Additionally, Wan et al. (2018) found that a positive work environment enhances employee engagement, which is inversely related to turnover intention. These findings are supported by Sharma and Singh (2016), who emphasize the importance of mutual respect, open communication, and a positive organizational culture in reducing turnover rates. Overall, the work environment is a crucial determinant of employee attitudes and behavior, including their intention to stay or leave.

Workload

Workload refers to the amount and complexity of tasks assigned to an employee within a specific time frame. A balanced workload contributes to optimal performance and job satisfaction, whereas an excessive or insufficient workload can lead to negative outcomes. Overload often causes physical and mental fatigue, stress, and burnout, while underload can result in boredom and disengagement.

Wibowo et al. (2021) revealed that workload does not directly influence turnover intention; however, job stress resulting from an inappropriate workload serves as a mediating variable. Similarly, Salama et al. (2022) and Nurjaya et al. (2020) confirm that stress and burnout, as consequences of workload imbalance, significantly increase turnover intention. These findings highlight the need for organizations to ensure that job demands are aligned with employee capacities and to provide adequate support to manage workload effectively.

METHODS

Research Design and Approach

This study adopts a descriptive quantitative approach utilizing a survey method. The primary objective is to analyze the influence of the work environment and workload on employees' turnover intention. This approach is deemed appropriate as it facilitates the examination of relationships among variables using numerical data and statistical analysis.

Research Location and Period

The research was conducted at PT Mayora Indah Tbk, West Jakarta, from March to April 2020. The company was selected as a representative of the Fast-Moving Consumer Goods (FMCG) industry, which is characterized by a high level of complexity in both work environment and workload.

Population and Sample

The population consisted of all employees working on the second floor of the Mayora Group Headquarters, including staff from the administration, marketing, audit, and other divisions, totaling 133 individuals. The sample size was determined using the Yamane formula with a 5% margin of error, resulting in a total of 100 respondents:

$$n = \frac{N}{1 + N(e)^2} = \frac{133}{1 + 133(0.05)^2} = 100$$

Data Collection Techniques

Data were collected through three complementary techniques:

1. Closed-ended questionnaires based on variable indicators measured on a five-point Likert scale;
2. Unstructured interviews to obtain contextual insights into the organizational environment; and
3. Literature review to reinforce the theoretical foundation of the study. These methods were employed in an integrated manner to ensure data validity and comprehensiveness (Sugiyono, 2019).

Instruments and Variable Measurement

The research instrument was developed based on three primary variables:

1. Work Environment (X_1): Includes physical aspects such as lighting, temperature, noise, and workplace comfort (Bratton et al., 2021).
2. Workload (X_2): Covers work volume, role clarity, time pressure, and task complexity (Suryadi & Foeh, 2022).

3. Turnover Intention (Y): Measured through employees' perceptions of their intention to leave the organization, levels of burnout, and job satisfaction (Suryadi & Foeh, 2022).
4. All indicators were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Validity and Reliability Testing

The validity of the questionnaire was assessed using the Corrected Item–Total Correlation method via SPSS. An item is considered valid if the calculated correlation coefficient exceeds the critical r -table value. Reliability was measured using Cronbach's Alpha, which indicates the internal consistency of the instrument (Nazir, 2003). The interpretation of Cronbach's Alpha is as follows:

1. $\alpha < 0.60$: not reliable
2. $0.60 \leq \alpha < 0.80$: moderately reliable
3. $\alpha \geq 0.80$: highly reliable (Machali, 2021).

Data Analysis Technique

Data were analyzed using multiple linear regression to examine both the simultaneous and partial effects of the independent variables (work environment and workload) on the dependent variable (turnover intention). Prior to regression analysis, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were conducted to validate the regression model (Hair Jr et al., 2017).

Hypothesis Testing

The hypothesis testing aimed to determine the effect of the independent variables work environment and workload on the dependent variable turnover intention. Three statistical tests were employed: the t -test, F -test, and the coefficient of determination (R^2).

t-Test (Partial Significance Test)

Used to assess the individual effect of each independent variable. The computed t -value is compared to the critical t -table value at a 5% significance level with degrees of freedom (df) = $n - k - 1$, where n is the number of respondents and k is the number of predictors. Decision criteria:

If $t\text{-value} > t\text{-table}$: H_0 is rejected, indicating a significant effect.

If $t\text{-value} \leq t\text{-table}$: H_0 is accepted, indicating no significant effect.

F-Test (Simultaneous Significance Test)

Used to evaluate whether both independent variables jointly influence the dependent variable. The test employs the F-distribution at a 5% significance level.

Coefficient of Determination (R^2)

R^2 quantifies the proportion of variance in turnover intention that is explained by the work environment and workload. A higher R^2 value indicates a stronger explanatory power of the regression model, whereas a lower R^2 suggests limited predictive capability.

RESULTS AND DISCUSSIONS

Research Results Based on Respondent Data

This study utilized data from 100 respondents who met the completeness criteria in filling out the questionnaire regarding the influence of Workload and Work Environment on employee turnover intention at PT Mayora Indah Tbk. The questionnaire consisted of 30 items, divided into three variables: Work Environment (10 items), Workload (10 items), and Turnover Intention (10 items).

Demographic analysis of the respondents was conducted to provide an overview of their characteristics, including gender, age, length of employment, and the highest level of education attained. The demographic classification results are as follows:

Respondents Based on Gender

Table 1. Details of Respondents by Gender

Gender	Respondent	Percentage (%)
Male	30	30%
Female	70	70%
Total	100	100%

Source: Questionnaire Data

Based on the table above, it is clear that the respondents consist of both male and female employees. There are 30 male respondents and 70 female respondents.

Respondents Based on Age

Table 2. Details of Respondents by Age

Age	Respondent	Percentage (%)
18-25 Years Old	62	62 %
26-35 Years Old	28	28 %
36-45 Years Old	10	10 %
Total	100	100 %

Source: Questionnaire Data

Based on the table above, it is evident that there are different age groups among the respondents. A total of 62 respondents are in the 18–25 year age group, 28 respondents fall into the 26–35 year age group, and 10 respondents are in the 36–45 year age group.

Respondents Based on Length of Employment

Table 3. Details of Respondents by Length of Employment

Length of Employment	Respondent	Percentage (%)
1-5 Years	70	70%
6-10 Years	23	23 %
11-20 Years	7	7 %
Total	100	100 %

Source: Questionnaire Data

Based on the table, it can be seen that there are different categories of duration. A total of 70 respondents have worked for 1–5 years, 23 respondents have worked for 6–10 years, and 7 respondents have worked for 11–20 years.

Respondents Based on Highest Level of Education

Table 4. Details of Respondents by Highest Level of Education

Highest Education Level	Respondents	Percentage (%)
Master's Degree (S2)	3	3%
Bachelor's Degree (S1)	32	32%
Diploma (D3)	3	3%
Senior High School/Vocational School (SMA/SMK)	62	62%
Total	100	100%

Source: Questionnaire Data

Based on the table above, it can be seen that there are varying levels of educational background among respondents. A total of 3 respondents hold a Diploma (D3), 32 respondents have a Bachelor's degree (S1), 3 respondents hold a Master's degree (S2), and 62 respondents have completed Senior High School or Vocational School (SMA/SMK).

Hypothesis Testing

Reliability and Validity Test of the Work Environment Variable Instrument (X1)

To measure the Work Environment variable (X1), the researcher developed 10 statement items in the form of a questionnaire. Before further analysis was conducted, the instrument was tested for reliability and validity using SPSS version 21.

Reliability Test

The reliability test aims to determine the extent to which the research instrument produces consistent data.

Table 5. Reliability Test of Work Environment

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,877	0,876	10

Source: SPSS 21 Output

The Cronbach's Alpha value of 0.877 indicates that the instrument has a high level of reliability. Referring to the criteria stated by Sujarweni (2015), an instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60. Therefore, all statement items for the Work Environment variable are declared reliable.

Validity Test

The validity test is used to determine the extent to which the items in the questionnaire are capable of measuring the intended aspects. The test is conducted by comparing the Corrected Item-Total Correlation values with the critical r-table value at a 5% significance level ($\alpha = 0.05$). With the number of respondents ($n = 100$), the degrees of freedom ($df = 100 - 2 = 98$), resulting in an r-table value of 0.1654.

Table 6. Validity Test of Work Environment Variable

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X11	31.13	40.741	0.426	0.421	0.877
X12	30.98	39.030	0.535	0.367	0.870
X13	31.52	36.656	0.671	0.510	0.860
X14	31.36	37.223	0.691	0.583	0.858
X15	31.19	39.267	0.611	0.452	0.865
X16	31.16	37.530	0.648	0.502	0.862
X17	30.85	40.270	0.448	0.360	0.876
X18	31.14	38.829	0.587	0.445	0.866
X19	31.46	36.211	0.688	0.675	0.858
X110	31.24	35.760	0.697	0.656	0.857

Source: SPSS 21 Output

Based on the table above, all items have Corrected Item-Total Correlation values above the r-table threshold of 0.1654. Therefore, all statement items in the Work Environment variable are considered valid, as they are capable of accurately measuring the intended aspects within the context of the work environment.

Reliability and Validity Test of Workload Variable Instrument (X2)

The workload variable (X2) was measured using 10 statement items in the questionnaire. To ensure that the instrument meets quality measurement standards, reliability and validity tests were conducted using SPSS version 21.

Reliability Test

The reliability test aims to determine the internal consistency of the statement items in the instrument.

Table 7. Reliability Test of Workload

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,875	0,875	10

Source: SPSS 21 Output

A Cronbach's Alpha value of 0.875 indicates that the instrument has high reliability. According to Sujarweni (2015), an instrument is considered reliable if the Alpha value is greater than 0.60. Thus, all items in the workload instrument are deemed to meet the reliability criteria.

Validity Test

The validity test was conducted to assess the ability of each statement item to measure the intended aspect of workload. The validity was tested by comparing the Corrected Item-Total Correlation value with the critical r value (r_{table}). With a sample size of 100 respondents, the degrees of freedom (df) = $100 - 2 = 98$, resulting in an r_{table} of 0.1654 at a 5% significance level.

Table 8. Validity Test of Workload

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X21	18,55	29,139	0,463	0,644	0,872
X22	18,66	28,509	0,561	0,7	0,865
X23	18,5	27,646	0,567	0,463	0,865
X24	18,68	26,563	0,693	0,653	0,855
X25	18,64	26,819	0,72	0,671	0,853
X26	18,68	26,967	0,69	0,718	0,855
X27	18,65	27,806	0,587	0,739	0,863
X28	18,64	27,768	0,575	0,762	0,864
X29	18,12	26,915	0,569	0,499	0,866
X210	18,46	27,584	0,551	0,486	0,866

Source: SPSS 21 Output

Based on the table above, all items show a Corrected Item-Total Correlation greater than the *r*-table value of 0.1654, indicating that all items in the workload instrument meet the validity criteria. Therefore, the instrument can be considered valid and suitable for data collection in this research.

Reliability and Validity Test of the Turnover Intention Variable Instrument (Y)

The turnover intention variable (Y) is measured through 10 statements in the questionnaire. To ensure that the instrument meets the quality requirements of measurement, reliability and validity tests were conducted using SPSS.

Reliability Test

The reliability test aims to determine the extent to which the items in the instrument have internal consistency.

Table 9. Reliability Test of Turnover Intention

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,866	0,858	10

Source: SPSS 21 Output Results

A Cronbach's Alpha value of 0.866 indicates that the turnover intention measurement instrument has a high reliability level. Based on the guidelines proposed by Sujarweni (2015), an instrument is considered reliable if the alpha value is greater than 0.60. Therefore, all items can be used in this study.

Validity Test

The validity test aims to assess the extent to which each questionnaire item is able to measure the intended turnover intention construct. The test was conducted by comparing the Corrected Item-Total Correlation value of each item to the *r*-table value, with a sample size of 100 respondents, thus degrees of freedom (*df*) = *n* – 2 = 98, and at a 5% significance level the *r*-table value is 0.1654.

Table 10. Validity Test of Turnover Intention

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Y1	30,78	45,709	0,182	0,167	0,881
Y2	30,89	43,21	0,413	0,215	0,865
Y3	31,58	41,499	0,578	0,352	0,854
Y4	32,44	38,754	0,679	0,556	0,845
Y5	31,65	39,967	0,577	0,452	0,854
Y6	31,65	38,614	0,715	0,578	0,842
Y7	31,41	38,648	0,714	0,685	0,842
Y8	31,69	35,267	0,785	0,746	0,834
Y9	32,29	35,238	0,749	0,622	0,838
Y10	30,62	44,319	0,368	0,211	0,868

Source: SPSS 21 Output Results

Based on the table above, all Corrected Item-Total Correlation values for the 10 statement items exceed the r-table value (0.1654). This indicates that all items in the turnover intention instrument are empirically valid and are suitable to be used to measure the intended variable.

Research Analysis Results

The Influence of Work Environment and Workload on Turnover Intention

This study aims to empirically test the effect of work environment (X_1) and workload (X_2) on turnover intention (Y) among employees at PT Mayora Indah Tbk. The analysis was conducted using multiple linear regression with the assistance of SPSS version 25 software. The number of respondents involved was 100 people.

Descriptive Statistics

The results of the descriptive statistical analysis are presented in the following:

Table 11. Descriptive Statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Y	100	35	6,98628
X1	100	34,67	6,81658
X2	100	20,62	5,79408
Valid N (listwise)	100		

Source: SPSS 21 Output Results

The average turnover intention score of 35 indicates a moderate tendency among employees to consider leaving their job. The average scores of work environment (34.67) and workload (20.62) suggest that respondents perceive both

independent variables at a moderate to high level. The standard deviations for each variable indicate a moderate variability in responses among the respondents.

Correlation Analysis

The correlation analysis between variables is presented in the following table:

Table 12. Correlation Analysis

		Correlations		
		Y	X1	X2
Pearson Correlation	Y	1.000	.707	-.703
	X1	.707	1.000	-.534
	X2	-.703	-.534	1.000
Sig. (1-tailed)	Y	.	.000	.000
	X1	.000	.	.000
	X2	.000	.000	.
N	Y	100	100	100
	X1	100	100	100
	X2	100	100	100

Source: SPSS 21 Output

1. The work environment (X_1) has a strong positive correlation with turnover intention ($r = 0.707$), indicating that a more favorable perception of the work environment is associated with a higher intention to leave the organization.
2. The workload variable (X_2) shows a strong negative correlation with turnover intention ($r = -0.703$), suggesting that the higher the perceived workload, the lower the tendency to leave the job.
3. All correlations are statistically significant ($p < 0.05$), indicating that the relationships observed can be generalized to the broader population under study.

Multiple Linear Regression Analysis

The following table presents the regression model for this study:

Table 13. Multiple Linear Regression Analysis

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.707a	.500	.495	49.704	.500	97.908	1	98	.000
2	.805b	.648	.641	41.922	.148	40.760	1	97	.000

Source: SPSS 21 Output

In the first model, the work environment variable alone accounts for 50% of the variance in turnover intention. After including the workload variable in the second

model, the R-Square value increases to 0.648, indicating that both independent variables jointly explain 64.8% of the variance in turnover intention. The remaining 35.2% of the variance is attributed to other factors not included in the model, such as job satisfaction, compensation, and career development.

Table 14. Significance Values

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.418.783	1	2.418.783	97.908	.000b
	Residual	2.421.057	98	24.705		
	Total	4.839.840	99			
	Regression	3.135.122	2	1.567.561	89.196	.000c
2	Residual	1.704.718	97	17.574		
	Total	4.839.840	99			

Source: SPSS 21 Output

The significance values for both regression models are 0.000 ($p < 0.05$), indicating that the regression models are statistically significant and suitable for predicting turnover intention. Furthermore, the F-calculated values exceed the F-critical values from the F-distribution table, suggesting that at least one independent variable has a significant effect on the dependent variable.

Table 15. Regression Equation

Model	Unstandardized Coefficients		Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constan)	9.837	2.595		3.790	.000
1					
X1	.727	.073	.707	9.895	.000
(Constan)	29.836	3.822		7.807	.000
2 X1	.477	.073	.464	6.503	.000
X2	-.549	.086	-.455	-6.384	.000

Source: SPSS 21 Output

Regression Equation:

$$Y = 29.836 + 0.477X_1 - 0.549X_2$$

1. The coefficient for X_1 (work environment) is 0.477, indicating that a one-unit increase in the perception of the work environment is associated with a 0.477-point increase in turnover intention.

2. The coefficient for X_2 (workload) is -0.549, meaning that a one-unit increase in workload is associated with a 0.549-point decrease in turnover intention.

Both independent variables significantly influence turnover intention ($p < 0.05$), as indicated by t-values greater than the critical t-value (1.984) at a 5% significance level.

DISCUSSIONS

The Influence of Work Environment on Turnover Intention

The results of this study reveal a statistically significant positive effect of work environment on turnover intention ($\beta = 0.477$; $p < 0.05$). This finding appears to diverge from the dominant perspective in existing literature, which generally posits that a favorable work environment tends to reduce employees' intention to leave the organization (Ramlawati, 2019; Soelton & Atnani, 2018; Wan et al., 2018). However, in the context of a highly competitive industry such as PT Mayora Indah Tbk, a supportive, growth-oriented work environment may enhance employees' self-confidence and career mobility aspirations. This suggests that employees who perceive their work environment positively may feel more prepared and motivated to seek more promising opportunities elsewhere.

This phenomenon is aligned with the findings of Cao et al. (2021), who highlight that a supportive work environment enhances individuals' readiness for career transitions. Similarly, Boamah et al. (2022) emphasize the role of work-life balance in mitigating burnout and reducing turnover intention.

These results also underscore the notion that the influence of the work environment on turnover intention is neither universal nor linear, but rather context-dependent. Intrinsic motivation, individual characteristics, and industry dynamics play crucial roles in shaping employees' interpretations of their work environment. For instance, Sharma and Singh (2016) argue that unethical organizational cultures may still promote turnover intentions, even when material aspects of the work environment are adequate.

Therefore, it is imperative for human resource management strategies to go beyond the creation of a comfortable work setting. Organizations must develop effective retention systems that accommodate and channel employees' professional aspirations internally. These may include transparent career advancement policies, job rotation programs, and competency-based training initiatives, which collectively help retain high-potential talent amid increasingly dynamic labor market conditions.

The Influence of Workload on Turnover Intention

The study also found a statistically significant negative effect of workload on turnover intention ($\beta = -0.549$; $p < 0.05$). In other words, higher perceived workloads

are associated with a lower tendency among employees to consider leaving the organization. This result challenges conventional assumptions that associate increased workload with elevated turnover intentions.

One theoretical explanation that supports this finding is the challenge-hindrance stressors framework, wherein workload is perceived not as a barrier, but as a motivating challenge (challenge stressor). Within the productivity- and target-oriented environment of PT Mayora Indah Tbk, a high workload may signal recognition of employees' capabilities or reflect a reward system with clear role expectations both of which can enhance employee loyalty and organizational commitment.

Nevertheless, a synthesis with prior studies reveals that the effect of workload on turnover intention is often mediated or moderated by other variables. For instance, Wibowo et al. (2021) reported that workload does not directly affect turnover intention, but rather exerts its influence through work-related stress. Similar insights are offered by Salama et al. (2022), Lu et al. (2017), and Nurjaya et al. (2020), who identify stress and burnout as key mediators. Additional studies by Junaidi et al. (2020) and Dodanwala et al. (2023) point to the reinforcing roles of overtime, role conflict, and job ambiguity.

Accordingly, the negative relationship found in this study suggests that high workload does not inherently lead to elevated turnover intentions, provided that organizations manage workloads as productive challenges, accompanied by fair compensation systems, internal social support, and systematic stress management initiatives.

Simultaneous Influence of Work Environment and Workload

Taken together, the independent variables work environment and workload collectively explain 64.8% of the variance in turnover intention, indicating a strong predictive capability of the model. The remaining 35.2% may be attributable to other factors not included in the model, such as job satisfaction, compensation, leadership style, and career development opportunities. Taken together, the independent variables—work environment and workload collectively explain 64.8% of the variance in turnover intention, indicating a strong predictive capability of the model. The remaining 35.2% may be attributable to other factors not included in the model, such as job satisfaction, compensation, leadership style, and career development opportunities.

CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that both work environment and workload have a statistically significant influence on employees' turnover intention at PT Mayora Indah Tbk. The work environment exerts

a positive and significant effect, indicating that the more favorable the employees' perception of their work environment, the higher their tendency to consider leaving the organization. This finding suggests that a supportive and comfortable work environment may enhance employees' aspirations and motivate them to pursue better career opportunities outside the company.

Conversely, workload exhibits a significant negative effect on turnover intention, implying that higher perceived workloads are associated with a lower likelihood of employees intending to resign. This may be due to the development of a sense of attachment or dependence on organizational processes and expectations, which encourages employees to remain with the company.

Simultaneously, the two independent variables—work environment and workload—account for 64.8% of the variance in turnover intention, indicating a substantial predictive capacity. The remaining 35.2% is presumed to be influenced by other factors not examined in this study, such as job satisfaction, compensation, leadership style, and opportunities for career advancement.

LIMITATION

This study has several limitations that should be acknowledged when interpreting the findings. First, the research was conducted exclusively among employees of PT Mayora Indah Tbk with a relatively small sample size of 100 respondents. This limited scope may affect the generalizability of the results to other organizations, especially those with different organizational cultures, management practices, or industry contexts.

Second, the study only examined two independent variables—work environment and workload—and their influence on turnover intention. Other important factors that potentially affect turnover intention, such as job satisfaction, leadership style, compensation, and career development opportunities, were not included in the model. The exclusion of these variables may limit the comprehensiveness of the findings.

Third, data collection relied on self-reported questionnaires, which may introduce response bias. Participants could have been influenced by social desirability or personal perceptions, potentially affecting the accuracy of the responses. Thus, the findings should be interpreted with caution given the subjective nature of the data.

Fourth, the cross-sectional design of this study restricts the ability to draw causal inferences, as the data represents a snapshot in time. Future research employing longitudinal designs would be valuable to examine how the relationships among work environment, workload, and turnover intention evolve over time.

Lastly, external and contextual factors such as economic conditions, labor market dynamics, and organizational changes were not accounted for in this study. These unmeasured variables could have significant effects on turnover intention and

should be considered in future investigations to provide a more holistic understanding.

REFERENCES

- Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. *International Journal of Environmental Research and Public Health*, 19(2), 809. <https://doi.org/10.3390/ijerph19020809>
- Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. Bloomsbury Publishing.
- Cao, X., Li, J., & Gong, S. (2021). Effects of resilience, social support, and work environment on turnover intention in newly graduated nurses: The mediating role of transition shock. *Journal of Nursing Management*, 29(8), 2585–2593. <https://doi.org/10.1111/jonm.13418>
- Cohen, G., Blake, R. S., & Goodman, D. (2016). Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration*, 36(3), 240–263. <https://doi.org/10.1177/0734371X15581850>
- Dodanwala, T. C., Santoso, D. S., & Yukongdi, V. (2023). Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *International Journal of Construction Management*, 23(15), 2583–2592. <https://doi.org/10.1080/15623599.2022.2080931>
- Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107–123. <https://doi.org/10.1504/IJMDA.2017.087624>
- Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management*, 13(1), 7. <https://doi.org/10.21002/seam.v13i1.10912>
- Junaidi, A., Sasono, E., Wanuri, W., & Emiyati, D. (2020). The effect of overtime, job stress, and workload on turnover intention. *Management Science Letters*, 10(16), 3873–3878. <https://doi.org/10.5267/j.msl.2020.7.024>
- Kahfi, M., & Oktaviani, R. F. (2024). *Ecodig : Economics And Digital Business Journal Terhadap Struktur Modal (Studi Empiris Pada Perusahaan Subsektor Makanan dan Minuman yang Terdaftar di Bursa Efek Indonesia Periode 2018-2022)*. *Ecodig: Economics and Digital Business Journal*, 1(1), 53–63.
- Listiniasih, N. P. D., & Mujiati, N. W. (2015). *Pengaruh kepuasan kerja dan komitmen organisasi terhadap keinginan keluar pada Bali Nature Land Tour, Tabanan*. Udayana University.

- Lu, Y., Hu, X.-M., Huang, X.-L., Zhuang, X.-D., Guo, P., Feng, L.-F., Hu, W., Chen, L., Zou, H., & Hao, Y.-T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: a cross-sectional study. *BMJ Open*, 7(5), e014894. <https://doi.org/10.1136/bmjopen-2016-014894>
- Machali, I. (2021). Metode penelitian kuantitatif (panduan praktis merencanakan, melaksanakan, dan analisis dalam penelitian kuantitatif). Fakultas Ilmu Tarbiyah dan Keguruan Universitas Islam Negeri (UIN) Sunan
- Nazir, M. (2003). Metode Penelitian (Vol. 27). Ghalia Indonesia.
- Nurjaya, N., Erlangga, H., Hong, L. Z., & Wijayanti, K. D. (2020). The Effect of Work Stress and Work Conflict on Employees Turnover Intention In Middle Small Micro Enterprises (MSMEs) In South Tangerang Region. *International Journal of Educational Administration, Management, and Leadership*, 51–62. <https://doi.org/10.51629/ijeamal.v1i2.7>
- Rahmawati, R. H., & Oktaviani, R. F. (2024). Analisis Kinerja Keuangan Menggunakan Metode Altman Z-Score terhadap Harga Saham. *Glory: Global Leadership Organizational Research in Management*, 2(4), 104–117.
- Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turn over intention. *Management Science Letters*, 9.
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal of Environmental Research and Public Health*, 19(15), 9724. <https://doi.org/10.3390/ijerph19159724>
- Sharma, N., & Singh, V. K. (2016). Effect of workplace incivility on job satisfaction and turnover intentions in India. *South Asian Journal of Global Business Research*, 5(2), 234–249. <https://doi.org/10.1108/SAJGBR-02-2015-0020>
- Soelton, M., & Atnani, M. (2018). How work environment, work satisfaction, work stress on the turnover intention affect university management. *Jurnal Manajemen Dan Bisnis Indonesia*, 5(3), 439–448. <https://doi.org/10.31843/jmbi.v5i3.178>
- Sugiyono. (2019). Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D. Alfabeta.
- Sujarweni, V. W. (2015). SPSS untuk Penelitian. Pustaka baru press.
- Suryadi, Y., & Foeh, J. (2022). Determinasi Kinerja Pegawai: Organizational Citizenship Behavior (OCB), Kepuasan Kerja, Komitmen Organisasi, Kedisiplinan Kerja, Beban Kerja Dan Budaya Organisasi:(Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Ilmu Manajemen Terapan*, 3(6), 657–669. <https://doi.org/10.31933/jimt.v3i3.832>
- Wan, Q., Li, Z., Zhou, W., & Shang, S. (2018). Effects of work environment and job characteristics on the turnover intention of experienced nurses: The mediating

role of work engagement. *Journal of Advanced Nursing*, 74(6), 1332–1341.
<https://doi.org/10.1111/jan.13528>

Wibowo, A., Setiawan, M., & Yuniarinto, A. (2021). The effect of workloads on turnover intention with work stress as mediation and social support as moderated variables. *Jurnal Aplikasi Manajemen*, 19(2), 404–412.
<https://doi.org/10.21776/ub.jam.2021.019.02.16>