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The Effect of Workload, Work Environment, and Job Satisfaction on Employees' Turnover Intention at PT Varash Saddam Nusantara

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Abstract---This study aims to analyze the effect of workload, work environment, and job satisfaction on employee turnover intention at PT Varash Saddam Nusantara. The research was motivated by a noticeable increase in employee turnover within the past three years, despite the company's consistent growth and expansion. Observations and informal interviews revealed that several factors contributed to this phenomenon, including excessive workload, overlapping deadlines, inconsistent task revisions, and limited cooperation among team members. The study used a quantitative approach with a causal research design. Data were collected through questionnaires distributed to 105 employees. The data were analyzed using multiple linear regression and moderation regression analysis. The results showed that workload had a significant positive effect on turnover intention, indicating that higher workloads tend to increase employees' desire to leave the company. The work environment had a significant positive effect on job satisfaction, while job satisfaction had a significant negative effect on turnover intention, meaning satisfied employees were less likely to resign. However, job satisfaction did not moderate the relationship between workload and turnover intention, nor between work environment and turnover intention. These findings highlight the importance of managing workload effectively and improving the work environment to enhance employee satisfaction and reduce turnover intention.

Keywords---workload, work environment, job satisfaction, turnover intention, moderation.

Introduction

Employee turnover intention is a crucial issue in human resource management, particularly because it directly affects organizational continuity, productivity, and operational costs. Turnover intention refers to an employee's conscious and deliberate desire to leave their current job or organization voluntarily (Siregar & Rachmawati, 2020). High turnover rates often signal underlying organizational issues such as dissatisfaction, misalignment between employee expectations and organizational practices, or poor working conditions. As Wahyuni (2021) notes, turnover intention can lead to substantial financial and non-financial burdens, including recruitment costs, training, onboarding of new staff, and reduced organizational knowledge retention.

Among the many antecedents of turnover intention, workload is often cited as a significant contributor. Excessive workloads can lead to physical fatigue and psychological stress, decreasing employee performance and increasing the desire to resign (Fitriani, 2022). According to Zhang & Zhu (2018), when job demands exceed an employee's capacity or are not supported by adequate organizational resources, employees are more likely to experience job

burnout and disengagement, both of which can intensify turnover intention. Such conditions are particularly relevant in fast-paced industries where employees often face tight deadlines, frequent overtime, and high-performance expectations.

In addition to workload, the work environment also plays a critical role in shaping employee attitudes and behaviors. A supportive and healthy work environment, which includes physical comfort, psychological safety, and positive social relationships, can enhance employee satisfaction and loyalty (Tania & Wicaksono, 2020; Raziq & Maulabakhsh, 2015). In contrast, poor lighting, inadequate communication, toxic work culture, or strained relationships with colleagues or supervisors can create job dissatisfaction, thereby increasing turnover intention (Wahyuni, 2021). This emphasizes that the work environment must not only be physically safe but also socially and emotionally supportive.

Job satisfaction itself is another key psychological variable linked to turnover. Robbins & Judge (2017) define job satisfaction as an individual's overall emotional response to their job, which reflects how well their expectations are met. Employees who perceive fairness, appreciation, opportunities for growth, and alignment between job roles and personal goals are more likely to remain in the organization (Wulandari, 2021). Conversely, dissatisfaction often triggers withdrawal behaviors and ultimately leads to resignation.

The theoretical foundation for this study is the Job Demands-Resources (JD-R) Model developed by Bakker & Demerouti (2007). This model posits that employee well-being and work outcomes are determined by a balance between job demands (e.g., workload, time pressure) and job resources (e.g., supportive environment, autonomy, recognition). When job demands are high and resources are insufficient, the risk of burnout and turnover intention increases. Furthermore, Locke's (1976) Job Satisfaction Theory suggests that satisfaction is the result of a cognitive evaluation between what employees expect and what they receive in return. When discrepancies arise, employees are more likely to express dissatisfaction and consider leaving.

This research focuses on PT Varash Saddam Nusantara, a growing company in the herbal industry that, despite its expansion and innovation, has seen a rising trend in employee turnover in recent years. Interestingly, this occurs even though the company reportedly avoided layoffs during the COVID-19 pandemic and continued to establish new business units. Preliminary observations indicate that certain job conditions—such as sudden work assignments with unrealistic deadlines, overlapping tasks, changing instructions, and unequal team contributions—may contribute to employee dissatisfaction and intentions to leave (DiDomenico & Nussbaum, 2011).

Given this background, the present study aims to investigate (1) the direct influence of workload on employee turnover intention; (2) the effect of work environment on job satisfaction; (3) the impact of job satisfaction on turnover intention; and (4) the moderating role of job satisfaction in the relationship between workload and turnover intention, as well as between work environment and turnover intention, among employees at PT Varash Saddam Nusantara (Rosyidah et al., 2023).

Research Methodology

This study employed a quantitative research design with a causal approach, aiming to examine the direct and moderating effects among variables related to employee turnover intention. Quantitative research enables the measurement of relationships between variables using numerical data and statistical analysis, making it suitable for hypothesis testing and model evaluation.

Population and Sample

The population in this study consisted of all employees of PT Varash Saddam Nusantara, a company engaged in the herbal industry. The total sample involved 105 employees, selected using a saturated sampling technique (census sampling), where the entire population was included due to the relatively manageable number of subjects and to ensure comprehensive data representation.

Data Collection Instrument

Data were collected using a structured questionnaire with Likert-scale items ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This questionnaire comprised several constructs: Turnover Intention, assessed by three items, including "I am open to job offers from other companies, even though I am not actively searching"; Workload, measured with seven items, such as "Work often exceeds normal working hours"; Work Environment, comprising

seven items reflecting both physical and psychosocial aspects; and Job Satisfaction, evaluated using eight items, including "I feel satisfied with the current job I have."

Before analysis, the instrument underwent validity and reliability testing. The validity test ensured that each item accurately reflected the construct it intended to measure, while the reliability test confirmed the internal consistency using Cronbach's Alpha, where all constructs exceeded the acceptable threshold of 0.60.

Data Analysis Technique

Data analysis was performed using IBM SPSS Statistics software, following a structured approach. Initially, instrument testing was conducted, comprising validity tests (using Corrected Item-Total Correlation) and reliability tests (using Cronbach's Alpha). Subsequently, classical assumption tests were performed, including the Normality Test (Kolmogorov-Smirnov), Multicollinearity Test (Variance Inflation Factor – VIF), and Heteroscedasticity Test (Glejser Test). To determine the direct effects of the independent variables on turnover intention, Multiple Linear Regression Analysis was employed, specifically evaluating the impact of Workload (X1), Work Environment (X2), and Job Satisfaction (Z) on Turnover Intention (Y). Moderation Analysis was then conducted to test Job Satisfaction's role as a moderating variable by adding interaction terms ($X1Z$ and $X2Z$) to the regression model and examining their significance. Hypotheses were tested based on a significance level (α) of 0.05, with a p-value below this threshold indicating statistical significance and hypothesis acceptance.

Research Result

Validity Test is conducted by examining the significance value of each instrument using the SPSS program. If the resulting significance value is sig. < 0.05, then the instrument is considered valid (Sugiyono, 2011). The following table presents the validity test results of the four variables.

Table 1
Validity Test Results

Variable	Statement	Sig.	Cut Off	Description
Turnover Intention (Y)	Y.1	0,000	0,05	Valid
	Y.2	0,000	0,05	Valid
	Y.3	0,000	0,05	Valid
Workload (X1)	X1.1	0,000	0,05	Valid
	X1.2	0,000	0,05	Valid
	X1.3	0,000	0,05	Valid
	X1.4	0,000	0,05	Valid
	X1.5	0,000	0,05	Valid
	X1.6	0,000	0,05	Valid
	X1.7	0,000	0,05	Valid
Work Environment (X2)	X2.1	0,000	0,05	Valid
	X2.2	0,000	0,05	Valid
	X2.3	0,000	0,05	Valid
	X2.4	0,000	0,05	Valid
Job Satisfaction (X3)	X3.1	0,000	0,05	Valid
	X3.2	0,000	0,05	Valid
	X3.3	0,000	0,05	Valid
	X3.4	0,000	0,05	Valid
	X3.5	0,000	0,05	Valid

The reliability test was conducted to examine the consistency of a research instrument, aiming to determine whether the measuring tool produces stable and consistent results. The following table presents the reliability test results of the four variables.

Table 2
Reliability Test Results

Research Variables	Cronbach's Alpha	Conclusion
Turnover Intention (Y)	0,921	Reliable
Workload (X1)	0,912	Reliable
Work Environment (X2)	0,886	Reliable
Job Satisfaction (X3)	0,869	Reliable

Classical Assumption Test

The normality test in this study was conducted using the Kolmogorov-Smirnov (K-S) test (Ghozali, 2018). The criteria used are based on the probability value (Asymptotic Significance), where if the probability is greater than 0.05, the population distribution is considered normal, and if the probability is less than 0.05, the data is considered not normally distributed. The following table presents the results of the normality test:

Table 3
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		105
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,92724434
Most Extreme Differences	Absolute	,061
	Positive	,039
	Negative	-,061
Test Statistic		,061
Asymp. Sig. (2-tailed)		,200 ^{e,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The multicollinearity test is conducted to determine whether some or all independent variables are highly correlated with one another. Multicollinearity can be detected by examining the values of Tolerance and the Variance Inflation Factor (VIF) (Ghozali, 2018). A commonly accepted rule of thumb to indicate that a regression model is free from multicollinearity is a VIF value less than 10 and a Tolerance value greater than 0.1. The following table presents the results of the multicollinearity test:

Table 4
Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,505	1,059		-,477	,634		
	X1	,370	,018	,892	20,711	,000	,996	1,004
	X2	,111	,039	,123	2,829	,006	,985	1,015
	X3	,015	,039	,017	,382	,703	,981	1,020

a. Dependent Variable: Y

The heteroscedasticity test is conducted to determine whether a regression model experiences unequal variance of residuals from one observation to another. This study uses the Glejser test to detect the presence of heteroscedasticity. If the significance level is greater than 0.05, the data can be considered free from heteroscedasticity. The following table presents the results of the heteroscedasticity test:

Table 5
Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,022	,594		,037	,971
	X1	,002	,010	,023	,232	,817
	X2	-,007	,022	-,030	-,301	,764
	X3	,041	,022	,186	1,884	,062

a. Dependent Variable: ABS_RES

Hypothesis Testing

The coefficient of determination test is conducted to assess the goodness-of-fit of the regression equation, specifically the extent to which the variation in the dependent variable can be explained by the independent variables. The value of the coefficient of determination ranges from 0 to 1. If the coefficient is equal to 0, it indicates that the independent variables do not influence the dependent variable. Conversely, if the coefficient is equal to 1, it means the independent variables fully explain the variation in the dependent variable. The following table presents the result of the coefficient of determination test:

Table 6
Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,902 ^a	,813	,808	,940

a. Predictors: (Constant), X3, X1, X2

Multiple Linear Regression Analysis conducted to determine the influence of two or more independent variables on a single dependent variable. The t-test is used to examine the extent to which each independent variable contributes in explaining the variation of the dependent variable. In this test, a significance level (α) of 5% (0.05) is applied. If the significance probability (p-value) of $t > \alpha$, then the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Conversely, if the p-value of $t < \alpha$, then H_0 is rejected and H_1 is accepted. The critical t-value (t-table) in this study is 1.660 ($df = n - k - 1 = 105 - 3 - 1 = 101$). The results of the t-test are presented in Table 8 below.

Table 8
Results of the t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,505	1,059		-,477	,634
	X1	,370	,018	,892	20,711	,000
	X2	,111	,039	,123	2,829	,006
	X3	,015	,039	,017	,382	,703

a. Dependent Variable: Y

The F-test is conducted to assess the extent to which the independent variables collectively explain the variation in the dependent variable. This test uses a significance level of $\alpha = 5\%$ (0.05), with the following criteria: if the calculated F-value $>$ F-table or if the p-value $<$ 0.05, then the alternative hypothesis (H_a) is accepted, indicating a significant effect. Conversely, if the calculated F-value $<$ F-table, then H_a is rejected. In this study, the F-table value is 2.69 ($df_1 = k = 3$ and $df_2 = n - k - 1 = 101$). The F-test results are presented in Table 9 below.

Table 9
F-Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	389,605	3	129,868	146,691	,000 ^b
	Residual	89,417	101	,885		
	Total	479,022	104			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

Moderated Regression Analysis (MRA)

Moderation Test Results of Workload

The moderation test for the workload variable (X1) examines whether workload significantly influences employee turnover intention (Y) with job satisfaction (M) acting as the moderating variable. The results of the moderation test for workload are presented in Table 10 below.

Table 10
Moderation Test Results of Workload

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,812	,095		113,527	,000
	Zscore(X1)	1,915	,096	,892	19,990	,000
	Zscore(X3)	,005	,096	,002	,053	,958
	MX1	,065	,081	,036	,805	,423
a. Dependent Variable: Y						

Results of Work Environment Moderation Test

The moderation test on the work environment variable (X2) examines its significant effect on employee turnover intention (Y), with job satisfaction (M) acting as a moderating variable. The results of the moderation test for the work environment are presented in Table 11.

Table 11
Results of Moderation/Interaction Test of Work Environment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,796	,212		50,983	,000
	Zscore(X2)	,275	,213	,128	1,291	,200
	Zscore(X3)	,156	,213	,073	,733	,465
	MX2	-,164	,236	-,068	-,695	,488

a. Dependent Variable: Y

Discussion

The Effect of Workload on Turnover Intention

The results showed that workload has a positive and significant effect on turnover intention. This means that as workload increases, the likelihood of employees intending to leave the company also increases. This supports the Job Demands-Resources (JD-R) model proposed by Bakker & Demerouti (2007), which emphasizes that high job demands—such as long working hours, tight deadlines, and repetitive urgent tasks—can exhaust employees, thereby increasing the risk of turnover.

In the case of PT Varash Saddam Nusantara, employees reported frequent occurrences of sudden tasks with unrealistic deadlines, overlapping assignments, and unstructured revisions, leading to excessive workload. This inefficiency and lack of clarity contributed to employee frustration and disengagement, pushing them toward turnover intention. This finding is also aligned with Fitriani (2022), who stated that workload has a significant role in shaping employees' psychological responses and decisions to resign.

The Effect of Work Environment on Job Satisfaction

The work environment was found to have a significant and positive effect on job satisfaction. A conducive work environment, both physically and socially, contributes to employee well-being and emotional comfort, leading to greater satisfaction. This result is consistent with the findings of Robbins & Judge (2017), who argue that a safe, friendly, and supportive environment fosters satisfaction and organizational commitment. At PT Varash Saddam Nusantara, although many employees reported harmonious relations with colleagues, some dissatisfaction stemmed from leadership dynamics and unbalanced task sharing. For example, some employees had to handle tasks meant for others due to lack of initiative or competence from peers. Despite such challenges, a generally positive atmosphere still helped boost satisfaction for many, as also supported by Wulandari (2021), who found similar dynamics in hospitality industries.

The Effect of Job Satisfaction on Turnover Intention

Job satisfaction was shown to have a negative and significant effect on turnover intention. This indicates that higher satisfaction reduces the likelihood of employees leaving the organization. This supports Herzberg's Two-Factor Theory, where satisfaction from intrinsic and extrinsic factors plays a major role in employee retention. At PT Varash Saddam Nusantara, some employees chose to stay despite feeling uncomfortable with their superiors due to financial obligations, whereas others with high satisfaction levels remained loyal and motivated. These patterns reinforce the conclusions drawn by Tnay et al. (2013), who found that job satisfaction directly affects retention across various organizational settings.

The Moderating Role of Job Satisfaction on the Relationship between Workload and Turnover Intention

Contrary to the expectation, job satisfaction did not moderate the effect of workload on turnover intention. This means that even when employees are satisfied, high workload still increases the risk of turnover. One possible explanation lies in the overwhelming nature of the workload, which may override positive feelings derived from other aspects of the job. In such cases, satisfaction is not strong enough to counterbalance physical exhaustion and

mental fatigue. This result is in line with Wahyuni (2021), who noted that workload remains a dominant predictor of turnover, even among satisfied employees.

The Moderating Role of Job Satisfaction on the Relationship between Work Environment and Turnover Intention

Similarly, job satisfaction did not moderate the relationship between work environment and turnover intention. Although a positive work environment contributes to satisfaction, it may not prevent turnover if other core issues persist. For instance, structural inefficiencies, lack of advancement, or conflicting leadership styles may reduce the effectiveness of a good work environment in retaining employees. This suggests that while job satisfaction is important, it cannot always mitigate the adverse effects of work stressors. As proposed by Zhang & Zhu (2018), a holistic organizational strategy is required that addresses both satisfaction and structural conditions simultaneously.

Conclusion

This study aimed to investigate the influence of workload, work environment, and job satisfaction on turnover intention, along with the moderating role of job satisfaction at PT Varash Saddan Nusantara. The findings provide several important insights.

First, the study confirmed that workload significantly increases employees' turnover intention. Excessive workload, unrealistic deadlines, and inefficient work processes were found to be major stressors that triggered employees' desire to resign. Second, the work environment has a significant positive effect on job satisfaction. A supportive and comfortable workplace improves employees' emotional well-being, thereby enhancing their job satisfaction. Third, job satisfaction has a significant negative impact on turnover intention, indicating that the more satisfied employees are with their jobs, the less likely they are to leave the organization.

However, the study also revealed that job satisfaction does not moderate the relationship between workload and turnover intention, nor between work environment and turnover intention. This suggests that even satisfied employees may consider leaving the organization when faced with high demands or systemic issues that go beyond the emotional aspects of their job satisfaction.

Overall, the research underscores the importance for organizations to not only focus on improving job satisfaction but also to manage workload effectively and foster a positive work environment. These elements are crucial for reducing turnover intention and improving organizational sustainability.

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