

THE INFLUENCE OF WORKLOAD AND WORK ENVIRONMENT ON TURNOVER INTENTION

(Study on Employees of the Service Department of
PT. Pos Indonesia Jombang Branch)

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Abstract

The purpose of this study was to examine how the workload and work environment impact turnover intentions among employees at the service department of PT. Pos Indonesia Jombang Branch. Data was gathered through a questionnaire distributed to 30 employees. The research methodology employed was explanatory in nature. Findings revealed that workload was positively correlated with turnover intentions, whereas the work environment had a negative association with turnover intentions at the PT. Pos Indonesia Jombang Branch. These results imply that PT Pos Indonesia (Jombang Branch) should prioritize workload management and work environment improvements to boost employee retention rates. By addressing these issues, the organization could cultivate a more content and loyal workforce, ultimately reducing turnover and related expenses. Future studies could delve into other factors like job satisfaction, organizational culture, and job stress to deepen understanding of turnover intentions.

Keywords: *Turnover Intention, Workload, Work Environment*

1. INTRODUCTION

The progress of Human Resources causes each business entity to go through the process of developing and entering the increasingly competitive and tight business sector competition in the business sector, according to the improvement of the company's Human Resources (HR) through the quality side, because in the company's management HR has a very fundamental role. Through the study of how important the existence of human resources to provide success, human resources can be used as one of the advantages of the institution compared to others, which can be realised from the use of effective human resource management programs (Pricelda, 2021).

The first Post Office was established by Governor-General G.W Baron van Imhoff in Batavia (currently Jakarta) on 26 August 1746 with the intention of further guaranteeing the protection of various letters of the population, especially for those who carry out trade from a number of offices outside Java and for people going to and coming from the Netherlands. Since then, the postal service has played a role and functioned to serve the community. On 20 June 1995, it was transformed into a Limited Liability Company named PT Pos Indonesia (Persero) with various city branch offices in Indonesia, for example PT Pos Indonesia (Jombang Office), located on Jl. KH. Wahid Hasyim No.184, Kepanjen, Kec. Jombang, Jombang Regency, East Java 61419.

According to Tanuwijaya (2016) *Turnover Intention* is a manifestation of the worker in distancing himself from the scope of work and the worker also has the right to decide to stay or leave the company. Stated by Mahendrawan (2015) Workload can be

examined through physical to mental workloads, if the workload carried by one worker is too heavy or the physical capability is too weak, it can certainly be an obstacle for the worker because he will experience pain when doing his duties. In other to the workload, the work environment can also affect turnover intention, according to (Sedarmayanti, 2018), the work environment refers to all physical, social, psychological, and cultural factors contained in the workplace that affect work activities and interactions between individuals in the organization.

In reviewing past studies on how workload and working conditions impact employees' turnover intention, there are significant differences in the results of existing studies. Based on research Wijaya (2022), the study revealed that the amount of work has a notable impact on the turnover intention. This suggests that the higher the workload felt by employees, the more likely they are to consider moving. On the other hand, research Purwati (2015) demonstrates varying outcomes, indicating that workload does not play a substantial role in influencing turnover intention. This difference in results may be due to differences in context or research methods used, such as industry type, sample size, or other variables that may affect.

Meanwhile, research Fauzi et al., (2023), research revealed that the working atmosphere plays a crucial role in employees' intentions to leave their jobs. This suggests that unfavorable or unsupportive work environments can boost the chances of employees looking for new job opportunities. However, Wijaya (2022) different findings have been reported, indicating that the impact of the work environment on turnover intention is not always clear. This discrepancy implies that various factors like organizational culture, management practices, or personal employee traits may influence how the work environment affects turnover intention. In summary, the contrasting outcomes of this study underscore the intricate nature of the connection between workload, work environment, and turnover intention. This implies a necessity for additional research that takes a comprehensive perspective to comprehend the interactions and effects of these factors on turnover intention in diverse industry and organizational settings.

The aim of this research is to investigate and illustrate the potential impact of workload and work environment on the intention to leave the job at PT Pos Indonesia (Jombang Branch). This study aims to contribute to the field of HRM by investigating how workload and work environment impact turnover intention among employees at PT Pos Indonesia's Jombang Branch.

2. LITERATURE REVIEW

2.1. Workload

According to Hasibuan (2008), workload includes the number of responsibilities, tasks, and activities that a person or group must complete in a certain period of time. This workload includes various factors such as the amount of work, the complexity of the task, and the time and resources available to complete the task. In this study according to Hasibuan (2008) workload indicators include amount of work, time required, quality of work, level of job satisfaction, level of stress and fatigue.

2.2. Work Environment

Sedarmayanti (2018) explains that the work environment refers to all social, physical, psychological, and cultural aspects contained in the workplace and affects work activities and interactions between individuals in the organization. In this study, according to Nawaz et al., (2022), indicators of the work environment include the facilities to do work, comfortable workplace, safety, absence of noise.

2.3. Turnover Intention

According to Ikatrinasari et al., (2018), Turnover Intention is a reflection of the view of workers' expectations in withdrawing from the organization through the search for new job options as the next job direction. Meanwhile, according to Martha et al., (2018) Turnover Intention refers to the strength of the desire to leave the organization, driven by various factors such as seeking better employment opportunities. Experts suggest that Turnover Intention signifies employees' aspiration to switch jobs for the sake of advancement in their career.

This study uses 3 indicators that are adjusted to the existing theory in the researcher because the indicators are aligned with the employee performance experienced by the company's staff employees, including the intention to leave, employee desire to transfer, objective.

2.4. Relationship between Variables

2.4.1. Workload on Turnover Intention

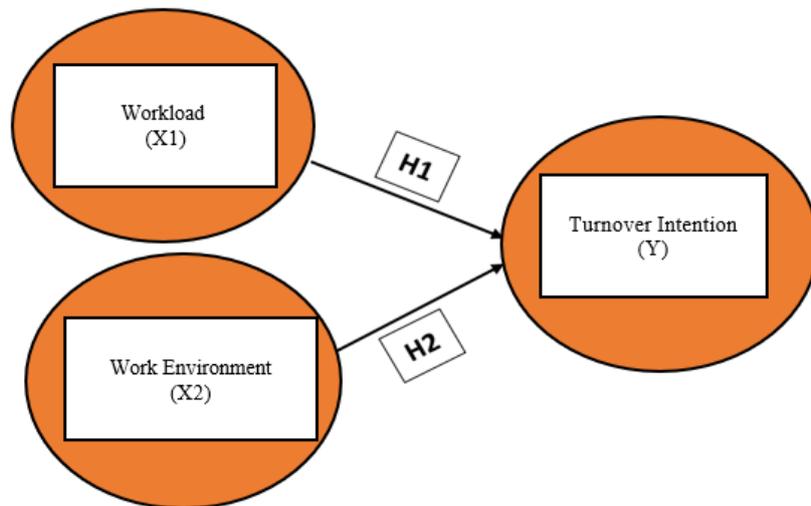
Heavy workloads are often associated with increased levels of Employee Turnover Intention. When employees feel overburdened, they tend to feel dissatisfied with their jobs and consider finding other employment. Hence, it is imperative for management to carefully monitor and distribute workload effectively in order to lower Turnover Intention and enhance employee retention.

2.4.2. Workplace environment and Turnover Intention

A positive work environment, with comfortable physical conditions, positive organizational culture, and support from management, can reduce the level of Turnover Intention among staff or service employees at PT Pos Indonesia Jombang Branch. Conversely, a less helpful work environment can make the risk of Turnover Intention increase. Considering the effects of workload and work environment on turnover intention among staff employees at PT Pos Indonesia Jombang Branch is crucial for enhancing overall work performance and outcomes in the organization.

2.5. Conceptual Framework

The conceptual framework establishes a theoretical connection between the different variables being studied, specifically the independent variable and the dependent variable that will be examined in a research project.



Source: processed data (2024)

Figure 1. Conceptual Framework

H1: There is an assumption that the amount of work employees have can greatly impact the turnover intention.

H2: There is an assumption that the working conditions play a crucial role in shaping employees' turnover intentions.

3. RESEARCH METHODS

This research is a type of explanatory research, which refers to the definition of (Singarimbun & Effendi, 2006). This study collected data through questionnaires distributed to employees of the Service Department of PT Pos Indonesia Jombang Branch. The questionnaire was created to gather data on how the amount of work and the working conditions impact employees' desire to leave their jobs. The study includes all employees in the service department of PT Pos Indonesia Jombang Branch as its population, using a saturated sampling method where every member of the population is included in the sample. This selection technique was chosen to guarantee that the sample reflects the whole population accurately, resulting in a final sample size of 30 employees.

The information gathered from the questionnaire was examined through the multiple regression technique. Various statistical examinations were performed to confirm the accuracy and credibility of the findings. Initially, descriptive data analysis was employed to portray the fundamental attributes of the information, including the breakdown of gender, age, education, and tenure among participants. Next, the frequency data of variable responses was analyzed by calculating the mean values for workload, work environment, and intention to quit, which were then categorized into high, medium, or low levels.

Classical assumption tests were carried out, including a normality test, to verify the normal distribution of the residuals in the regression model, a heteroscedasticity test to examine the dispersion pattern of the residuals, an autocorrelation test using Durbin-Watson statistics to detect autocorrelation in the regression model residuals, and a

multicollinearity test to ensure that the independent variables (workload and work environment) do not have a high correlation with each other.

The researchers used multiple linear regression analysis to explore how the independent variables (workload and work environment) are connected to the dependent variable (intention to leave). They utilized the regression equation and coefficients to assess the strength and direction of this connection. Hypothesis testing was carried out using the T-test (partial test) to analyze the impact of each independent variable on intention to leave, as well as the coefficient of determination (R^2) test to determine how much of the variance in the dependent variable is accounted for by the independent variables.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Descriptive Characteristics of Respondents

Based on the results of the questionnaire, the characteristics of respondents consisting of age, latest education, and length of work can be seen in the following Table:

Table 1. Respondents Characteristics

No.	Gender	Total	Percentages
1.	Male	7	23%
2.	Female	23	77%
Total		30	100%
No.	Ages	Total	Percentages
1.	≤ 23 years old	22	73%
2.	≥ 24 years old	8	27%
Total		30	100%
No.	Ages	Total	Percentages
1.	High School	20	67%
2.	Bachelor	10	33%
Total		30	100%
No.	Ages	Total	Percentages
1.	≤ 2 years old	20	67%
2.	≥ 3 years old	10	33%
Total		30	100%

Source: Primary data processed, 2024

Based on Table 1, which details the characteristics of the respondents, the analysis reveals several key insights. Firstly, the gender distribution is notably skewed, with 77% of the respondents being female and only 23% male. This indicates a predominantly female workforce within the sample, which may influence the overall perspectives and experiences reflected in the data.

Regarding age distribution, a significant majority (73%) of the respondents are 23 years old or younger, while only 27% are 24 years old or older. This suggests that the workforce is relatively young, which can impact factors such as career aspirations, job satisfaction, and turnover intention.

In regard to academic history, 67% of the respondents have a high school education, whereas 33% hold a bachelor's degree. This educational mix could influence employees' expectations, job performance, and professional development needs.

Lastly, the tenure distribution shows that 67% of the respondents have been with the company for 2 years or less, and 33% have been with the company for 3 years or more. The majority being relatively new employees might suggest high turnover rates or recent expansions in hiring.

In summary, the respondent pool is predominantly female, young, and relatively new to the organization, with a majority holding high school diplomas. These demographic characteristics provide valuable context for interpreting the findings related to workload, work environment, and turnover intention at PT Pos Indonesia (Jombang Branch). Understanding these characteristics helps in tailoring strategies to enhance employee satisfaction and reduce turnover intention among this specific group.

4.1.2. Variable Frequency Answer Data

Table 2. Variable Frequency Answer Data

No	Variable	Mean	Category
1	Workload (X1)	3,71	High
2	Work environment (X2)	2,95	Medium
3	Turnover Intention (Y)	3,86	High

Source: Primary data processed (SPSS 24), 2024

Based on Table 2, which presents the variable frequency answer data, the following analysis can be made:

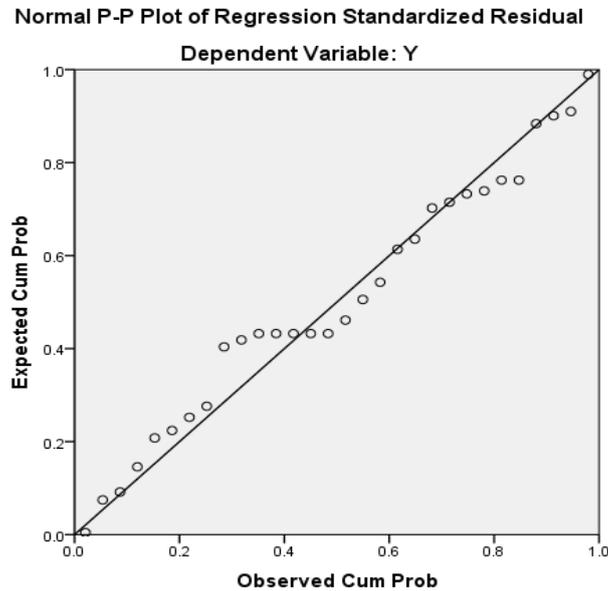
1. The mean value for workload is 3.71, categorized as high. This indicates that employees perceive their workload to be significantly demanding. A high workload can contribute to increased stress and pressure, potentially leading to higher turnover intention if not managed properly.
2. The mean value for the work environment is 2.95, categorized as medium. This suggests that employees have a moderate perception of their work environment. While it is not particularly negative, there is room for improvement. Enhancing the work environment could positively impact employee satisfaction and reduce turnover intention.
3. The mean value for turnover intention is 3.86, categorized as high. This indicates a strong tendency among employees to consider leaving their jobs. High turnover intention can be a significant concern for the organization, leading to increased recruitment costs, loss of experienced personnel, and potential disruptions in service quality.

4.1.3. Classical Assumption Test

1) Normality Test

Based on the figure 2, it is evident that the data distribution spreads and closely follows the diagonal line. This alignment indicates that the residuals or errors in the data are normally distributed. When data points adhere to the diagonal line in a normal probability plot, it suggests that the assumption of normality is met. In this context, the

adherence of the data to the diagonal line reinforces the robustness of the study examined how the workload and work environment at PT Pos Indonesia influence employees' intention to leave the company (Jombang Branch).

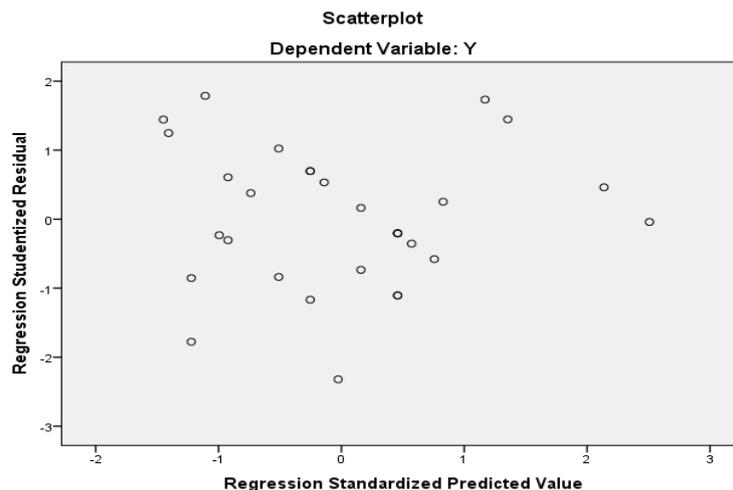


Source: Primary data processed (SPSS 24), 2024

Figure 2. Normality Test Results

2) Heteroscedasticity Test

Based on the figure 3, the data does not follow a consistent pattern and is equally distributed above and below the number 0, showing variance. So, it concludes that there are no symptoms of Heteroscedasticity.



Source: Primary data processed (SPSS 24), 2024

Figure 3. Heteroscedasticity Test

4) Autocorrelation Test

**Table 3. Autorcorrelation Test
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin – Watson
1	.782 ^a	.611	.583	1.13319	2.168

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary data processed (SPSS 24), 2024

Based on Table 3, the DW value is 2.168 at a significance level of 0.05. The total sample size is 30 with 2 independent variables. The Lower Limit (dL) value is 1.2553 and the Upper Limit (dU) value is 1.5596. Thus, the range is $1.5596 < 2.168 < 2.4404$ or $dU < DW < 4 - dU$. Consequently, it can be inferred that there is no autocorrelation in the regression model used in this study.

5) Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Results
Workload	.809	1.197	No multicollinearity
Work environment	.809	1.197	No multicollinearity

Source: Primary data processed (SPSS 24), 2024

The results of the multicollinearity test indicate that the independent variable Workload has a tolerance value of 0.809 and a VIF value of 1.197, whereas the work environment has a tolerance value of 0.809 and a VIF value of 1.197. Therefore, it can be inferred that these two independent variables do not exhibit multicollinearity as their tolerance values are greater than 0.10 and their VIF values are less than 10.

4.1.4 Multiple Linear Regression Analysis

**Table 5. Multiple Linear Regression Test
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.016	1.347		.2239	.034
1 Workload (X1)	.664	.164	1.118	4.047	.000
Work Environment (X2)	-.254	.178	.394	1.426	.005

a. Dependent Variable: Y

Source: Primary data processed (SPSS 24), 2024

Based on the Table 5 above, the multiple linear regression equation can be the results of the analysis can be concluded as follows:

$$Y = 3,016 + 0,664 X1 - 0,254 X2$$

Based on the results of the analysis, the following conclusions can be drawn:

1. Constant Value:

The constant value is 3.016, indicating that if there are no changes in X1 (workload) and X2 (work environment), the turnover intention (Y) remains at 3.016. The fundamental value indicates the amount of desire to leave a job when the workload and work environment have no impact.

2. Effect of Workload (X1):

The correlation between workload and turnover intention is shown by the coefficient of 0.664 for X1, suggesting a direct relationship between the two variables. This implies that as workload rises, so does the likelihood of employees wanting to leave their jobs. The positive coefficient signifies that an increase in workload is associated with a higher probability of employees thinking about quitting.

3. Effect of Work Environment (X2):

The X2 coefficient is -0.254, suggesting a inverse link between the work environment and turnover intention. This indicates that enhancing the work environment can decrease turnover intention. The negative coefficient implies that a superior work environment is connected to a decreased probability of employees desiring to quit their jobs.

4.1.5 Hypothesis Test

4.1.5.1 T Test (Partial Test)

Based on Table 5, the results of the hypothesis testing are as follows:

1. Testing the First Hypothesis (H1):

In the service section of PT Pos Indonesia (Jombang Branch), workload variable X1 has been found to have a notable impact on turnover intention (Y), with a positive correlation. This is indicated by the unstandardized coefficient (B) of 0.664 with a standard error of 0.164 and a t-value of 4.047, which is significant at the 0.000 level. The Beta value of 1.118 indicates a significant positive connection between workload and turnover intention. Hence, the theory suggesting workload influences turnover intention in a positive way is confirmed.

2. Testing the Second Hypothesis (H2):

The impact of the work environment (variable X2) on turnover intention (Y) at the Jombang Branch of PT Pos Indonesia's service department is both significant and negative. This is shown by the unstandardized coefficient (B) of -0.254 with a standard error of 0.178 and a t-value of 1.426, which is significant at the 0.005 level. The Beta coefficient of 0.394 signifies a somewhat negative connection between the work atmosphere and turnover intention. Therefore, it can be concluded that the hypothesis stating the work environment has a detrimental impact on turnover intention is validated.

4.1.5.2 Determination coefficient test (R^2)

**Table 6. Coefficient of Determination Test Results (R^2)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.611	.583	1.13319

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary data processed (SPSS 24), 2024

Table 6 indicates that the Adjusted R Square value is 0.583, showing that 58.3% of the variance in Turnover Intention can be explained by workload and work environment. The remaining 41.7% is attributed to factors not included in the study, such as job satisfaction, job stress, and organizational culture.

4.2. Discussion

4.2.1. The Effect of Workload on Turnover Intention at PT. Pos Indonesia Jombang Branch

Based on the results of the inferential analysis conducted, it is evident that high workload has a significant impact on employees' intention to leave PT Pos Indonesia Jombang Branch. This analysis shows that employees' perceptions of workload in the company are already very high, which directly affects their level of desire to leave work. Employees who feel their workload is too heavy tend to experience higher levels of stress and burnout, which in turn lowers job satisfaction levels and increases the intention to seek employment elsewhere.

This research reveals that ineffective workload management can contribute to high turnover intention among employees. High workloads often lead to employees feeling overwhelmed, demotivated and lacking work-life balance. This situation can worsen employees' psychological state, reduce productivity, and increase absenteeism.

In addition, excessive workload can also affect relationships between employees and the quality of their work. When employees feel overburdened with tasks, they may not be able to collaborate well with their coworkers, which can disrupt team workflow and overall effectiveness. This emphasizes the importance for companies to regularly evaluate employee workloads and ensure that they are distributed fairly and proportionally.

To reduce employees' intention to leave, PT Pos Indonesia Jombang Branch needs to implement more effective workload management strategies. This includes regularly monitoring and adjusting workloads, providing additional support for employees experiencing difficulties, and creating a work environment that supports employee well-being. With these measures, the company can increase employee job satisfaction, retain a talented workforce, and improve the overall performance of the company.

This study's findings align with the research carried out by Fauzi et al., (2023) and Wijaya (2022) show results that are in line with the findings that high workload has a significant effect on Turnover Intention. These findings confirm that management must

pay attention and manage workload wisely to reduce Turnover Intention and improve employee retention. Too high a workload can cause employees to feel burdened and dissatisfied with their jobs, which in turn can encourage them to look for other jobs.

4.2.2. The Influence of Work Environment on the Employees' Turnover Intention at PT. Pos Indonesia Jombang Branch

The findings from the inferential analysis suggest that there is a notable impact of the work environment on Turnover Intention among employees at PT Pos Indonesia Jombang Branch. The results reveal that employees perceive the work environment within the company to be satisfactory, neither exceptionally positive nor extremely negative. This implies that while the work environment is not deemed as unfavorable, it also falls short of meeting employee needs completely. A work environment that is less supportive or does not match employees' expectations can increase their intention to leave the company.

An uncomfortable work environment can include various aspects, such as inadequate facilities, lack of support from management, poor interpersonal relationships, and unclean or unsafe physical conditions of the workplace. These factors can cause employee dissatisfaction, increase stress levels, and reduce motivation and work productivity. Employees are likely to feel unappreciated and demotivated if they believe that their work environment is not supportive, leading them to potentially look for better job opportunities elsewhere.

This study is consistent with the findings of other studies that show that a poor work environment can increase Turnover Intention. For example, research conducted by Fauzi et al., (2023) found that an unsupportive work environment can significantly increase employees' intention to leave the job. In contrast, research by Wijaya (2022) revealed that the impact of the workplace setting on the intention to leave a job could fluctuate based on elements like corporate culture, managerial guidelines, and personal attributes of the employees.

Management needs to take steps to improve the work environment to reduce Turnover Intention. This may include improving work facilities, creating a positive work atmosphere, providing adequate support, and ensuring workplace safety and comfort. In addition, effective communication and good interpersonal relationships among employees and management are also very important. By creating a better work environment, companies can increase employees' job satisfaction, reduce stress levels, and ultimately reduce their intention to leave the company.

Overall, this research highlights how the work environment plays a crucial role in shaping an employee's decision to leave and provides insight for PT Pos Indonesia Jombang Branch in designing strategies to improve employee retention. By improving the work environment, companies can create a more attractive and supportive workplace, thereby maintaining a qualified and productive workforce.

5. CONCLUSION

The amount of work assigned to employees at PT Pos Indonesia Jombang Branch affects their intention to leave, while the overall work atmosphere also plays a role in employees' intention to quit at PT Pos Indonesia Jombang Branch. It is suggested that PT Pos Indonesia Jombang Branch pays attention to employee workload by reviewing

employee workload, and to the work environment, especially in the aspects of supporting facilities, cleanliness, comfort and safety of the work environment. The further research can also be conducted with the variable development and total respondents.

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