



The Influence of Work Environment, Work Stress, Workload on Turnover Intention Through Organizational Commitment as an Intervening Variable

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Abstract. Research was conducted to analyze the effect of work environment, work stress, workload on turnover intention through organizational commitment. Sampling based on purposive sampling technique as many as 120 respondents with the criteria of project logistics division employees at PT Pos Logistics. The results concluded that the work environment has a negative and significant effect on turnover intention; work stress and workload have a positive and significant effect on turnover intention. The effect of organizational commitment as an intervening variable shows that the work environment has a negative and significant effect on turnover intention; work stress price and workload have a positive and significant effect on turnover intention.

Keywords Environment, Work Stress, Workload, Turnover Intention and Organizational Commitment.

1. INTRODUCTION

Turnover is the final reality faced by the organization, namely the number of employees who leave the organization in a certain period, while Turnover Intention is the result of an individual's evaluation regarding the continuation of his relationship with the organization and has not been manifested in definite actions to leave the organization (Saeka and Suana, 2017: 4). Turnover Intention employees' desire to quit the company because they move to another company, creating challenges for HR development. Sometimes companies that have good development programs are the cause of triggering someone to change jobs (Sinambela, 2016: 9).

The project logistics division of PT Pos Logistics Indonesia in its operational activities expects employees to work optimally, efforts to overcome human resource problems have also been a concern by the personnel department. Among them are providing incentives, health insurance, pension insurance for each employee and promotions for employees who are considered to have good performance. However, in certain cases, contradictory conditions are still found, which, if observed, will also affect employee performance. From the initial survey conducted, data was obtained at PT Pos Logistik, which shows a relatively high employee turnover rate as shown in the following table:

Table 1.1
Employee Turnover Data in 2023

Month	Total of employees	Employees signed in	%	Employees leaving	%
January	177	2	3%	0	0%
February	179	2	3%	1	1%
March	180	1	1%	3	4%
April	178	0	0%	1	1%
May	177	1	1%	2	3%
June	176	3	5%	4	6%
July	175	2	3%	0	0%
August	177	0	0%	2	3%
September	175	2	3%	1	2%
October	176	0	0%	3	5%
November	173	2	0%	3	5%
December	172	0	0%	0	0%
Total		14	20%	20	30%

Source: Data processed by researchers, 2024

The data shows that every month the number of employees who leave and enter is inconsistent and tends to increase, so it can be said that there is a problem of high Turnover Intention in the project logistics division at PT Pos Logistics. The cause of high turnover in the project logistics division at PT Pos Logistics is because it is influenced by excessive workload on employees who are considered capable of reducing the success of the company's achievements both short and long term.

The first factor that influences Turnover Intention of project logistics division employees at PT Pos Logistics is the work environment. The second factor influencing Turnover Intention of employees in the project logistics division at PT Pos Logistics is work stress. The third factor that influences Turnover Intention of employees in the project logistics division at PT Pos Logistics is workload. Workload is the work given by the company and must be done by employees.

From previous studies, there is a research gap in variables that affect employee performance, so the authors develop a new empirical model with organizational commitment as an intervening variable in order to further sharpen the results of research on the effect of Work Environment, Work Stress and Workload on Employee Turnover Intention. The author uses intervening research because some previous studies have inconsistent results between the variables of Work Environment, Work Stress and Workload on Employee Turnover Intention.

2. LITERATURE REVIEW

Turnover Intention

Robbins and Judge (2015: 38) say that turnover intention is the tendency or level at which an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of interest in the current job and the availability of other job alternatives. According to Edi Sugiono and Dewi Sintia Vitaloka (2019: 2577) turnover intention is the desire of employees to quit membership of an organization or break off working relationships with organizations where they earn income. Turnover intention can affect employee performance. A greater turnover intention of an employee will increase his desire to leave the company. This greatly affects employee performance.

Work Environment

Sedarmayanti (2019: 26) the work environment is a place for a number of groups in which there is a supportive facility that aims for a goal or achievement with the vision and mission of the organization. A conducive work environment will have a good impact on the continuity of employee work, on the contrary, a less conducive work environment will have a negative impact on the continuity of employee work. The work environment is one of the causes of success in carrying out a job, but it can also cause a failure in carrying out a job, because the work environment can affect workers, especially the psychological work environment. While the influence itself can be positive and can be negative.

Work Stress

According to T. Hani Handoko (2017: 200) work stress is a condition of tension that affects emotions, thought processes and one's condition. Too much stress can threaten a person's ability to deal with their environment. Job stress can be defined as awareness or disturbance of employees' personal feelings as a result of perceived conditions or events at work, in the form of psychological and physiological reactions of employees caused by uncomfortable, unwanted, or threats in the employee's direct workplace environment (Montgomery, 1996: 89). When job stress increases, it will cause the desire to leave in employees (Chandio et al, 2013: 133).

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uncomfortable, unwanted, or threats in the employee's direct workplace environment (Montgomery, 1996: 89).

Workload

Workload is the amount of work that must be done by a person (Sunyoto et al, 2017: 61). Examiners who have a high workload tend to reduce examination procedures and examiners will easily accept the explanations given by clients so that they can affect their ability to detect fraud (DeZoot and Lord in Lopez and Peters, 2011). According to Purbaningrat & Surya (2015: 173), workload is a number of activities that require expertise and must be done within a certain period of time in physical or psychological form. Meanwhile, according to Ahmad, Tewal, & Taroreh (2019: 46), it is any form of work given to human resources to be completed within a certain period of time.

Organizational Commitment

Organizational commitment is a state in which employees support a particular organization as well as its goals and desires to maintain membership in the organization. Therefore, a high level of involvement in work means that an employee prioritizes a particular job, while high organizational commitment means siding with the organization that recruits these people (Robbins & Judge, 2014: 72). According to Robbins and Judge in Sinambela (2019: 124) organizational commitment is a person's determination to be determined with effort, sacrifice and be responsible for carrying out their duties and responsibilities in order to achieve goals.

3. RESEARCH METHODS

The research method carried out in the research is survey and quantitative methods. The survey method in research is used to obtain data from certain places by collecting data by distributing questionnaires. According to Sugiono (2018), quantitative methods are research methods that are based on the philosophy of positivism, used for researching certain populations and samples, collecting data using research instruments, analyzing quantitative data which aims to test established hypotheses. In this research there are four variables, namely, variable (X1) Work Environment, (X2) Work Stress, (X3) Workload (Y) Turnover Intention, (Z) Organizational Commitment.

4. RESULTS

Measurement Model Analysis (Measurement Model Analyst)

The measurement model, called the outer model, shows the specification of the relationship between the indicators or parameters being estimated and the latent variables. Based on the results of partial least squares data processing, it was carried out through model suitability testing and the model was seen from two aspects, namely outer model and inner model analysis.

Measurement Model Analysis (Outer Model)

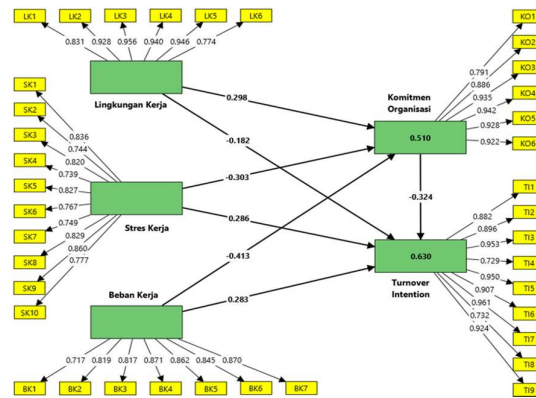


Figure 1. PLS Model Analysis Results

Analysis of the PLS model in Figure 1 shows that each indicator obtained a loading value > 0.6 so that it can be said that the proposed model meets the requirements of convergent validity. Table 4.5 shows the loading factor value.

Table 2. Loading Factor Value

Variable	Indicator	Outer Loading
Work Environment (X1)	LK1	0,831
	LK2	0,928
	LK3	0,956
	LK4	0,94
	LK5	0,946
	LK6	0,774
Work Stress (X2)	SK1	0,836
	SK2	0,744
	SK3	0,82
	SK4	0,739
	SK5	0,827
	SK6	0,767
	SK7	0,749
	SK8	0,829
	SK9	0,86
	SK10	0,777
Workload (X3)	BK1	0,717
	BK2	0,819
	BK3	0,817
	BK4	0,871
	BK5	0,862
	BK6	0,845
	BK7	0,87
Organizational Commitment (Z)	KO1	0,791
	KO2	0,886
	KO3	0,935
	KO4	0,942
	KO5	0,928
	KO6	0,922
Turnover Intention (Y)	TI1	0,882
	TI2	0,896
	TI3	0,953
	TI4	0,729
	TI5	0,95
	TI6	0,907
	TI7	0,961
	TI8	0,732
	TI9	0,924

Source: Data processed from questionnaire results, 2024

Based on Table 2, it shows that the usage variable indicator has a loading value greater than 0.60. This means that the test has a high level of validity, so it meets convergent validity.

Analysis of Measurement Models with Validity and Reliability

Table 3. Construct Reability and Validity

Variabel	Composite Reliability Coefficients	Cronbach's Alpha Coefficients	Average Variance Extracted (AVE)	Information
Work Environment (X1)	0,961	0,951	0.807	Reliabel
Work Stress (X2)	0,945	0,936	0.633	Reliabel
Workload (X3)	0,939	0,925	0.689	Reliabel
Organizational Commitment (Z)	0,963	0,953	0.814	Reliabel
Turnover Intention (Y)	0,97	0,964	0.784	Reliabel

Source: Data processed from questionnaire results, 2024

The table above describes the results of testing to see construct reliability and validity according to the rules (Ghozali, 2015). The level of validity by looking at the AVE value of the variables used in the research must be > 0.50 , then all variables are declared valid. Likewise, with composite reliability and Cronbach's Alpha values > 0.70 , all latent variables are declared reliable. The average Variance Extrade (AVE) value shows the Work Environment variable is 0.807, the Work Stress variable is 0.633, Workload is 0.689, Organizational Commitment is 0.814, and Turnover Intention is 0.784. The results show that the variables used in this research as a whole are declared to meet validity, with a score of more than 0.5. Variables that are declared reliable by looking at composite reliability where the Work Environment variables are 0.961 and 0.945 Work Stress, 0.939 Workload, 0.963 Organizational Commitment and 0.970 Turnover Intention. The results show that the variables as a whole are declared reliable.

Structural Model Analysis (Inner Model)

R Square Value Table

Table 4. R-Square Value

Variable	R Square	R Square Adjusted
Organizational Commitment (Z)	0,523	0,51
Turnover Intention (Y)	0,642	0,63

Source: Data processed from questionnaire results, 2024

Based on the data above, it can be seen that the R^2 and R^2 Adjusted values for Turnover Intention are 0.642 & 0.630 > 3 criteria used, 0.3, this is in the medium category. Organizational Commitment is influenced by the work environment, work stress and workload 0.523 & 0.510 > 0.3 medium category.

Hypothesis Test Results

Table 5. Hypothesis Testing (Direct Effect)

Variable	Original Sample (O)	T Statistics	P Values
Work Environment -> Organizational Commitment	0,298	4,559	0
Work Stress -> Organizational Commitment	-0,303	5,136	0
Workload -> Organizational Commitment	-0,413	7,821	0
Work Environment -> Turnover Intention	-0,182	3,211	0,001
Work Stress -> Turnover Intention	0,286	4,236	0
Workload -> Turnover Intention	0,283	3,962	0
Organizational Commitment -> Turnover Intention	-0,324	4,592	0

Source: Data processed from questionnaire results, 2024

Analysis of table 5 shows that the effect of work environment on organizational commitment contains an original sample value of 0.298, t-statistic, 4.559, P value 0.000 (accepted). The effect of job stress on organizational commitment contains an original sample value of -0.303, t-statistic 5.136 with a P value of 0.000 (accepted). The effect of workload on organizational commitment has an original sample value of -0.413, t-statistic 7.821 with a P value of 0.000 (accepted). The effect of work environment on turnover intention has an original sample value of -0.182, t-statistic 3.211 with a P value of 0.001 (accepted). The effect of job stress on turnover intention contains an original sample value of 0.286, t-statistic 4.236 with a P value of 0.000 (accepted). The effect of workload on turnover intention has an original sample value of 0.283, t-statistic 3.962 with a P value of 0.000 (accepted). The effect of organizational commitment on turnover intention contains an original sample value of -0.324, t-statistic 4.592 with a P value of 0.000 (accepted).

Table 6. Hypothesis Testing (Indirect Effect)

Variable	Original Sample (O)	T Statistics	P Values
Work Environment -> Organizational Commitment -> Turnover Intention	-0,097	3,241	0,001
Work Stress -> Organizational Commitment -> Turnover Intention	0,098	3,38	0,001
Workload -> Organizational Commitment -> Turnover Intention	0,134	3,747	0

Source: Data processed from questionnaire results, 2024

Analysis of table 6 shows that the effect of work environment on turnover intention through organizational commitment contains an original sample value of -0.097, t-statistic, 3.241 and P value 0.001 (accepted). The effect of work stress on turnover intention through organizational commitment contains an original sample value of 0.098, t-statistic 3.380 with a P value of 0.001 (accepted). While the effect of workload on turnover intention through

organizational commitment contains an original sample value of 0.134, t-statistic 3.747 with a P value of 0.000 (accepted).

5. DISCUSSION

Hypothesis Test 1: The Influence of Work Environment on Organizational commitment.

The test analysis results show that the work environment on organizational commitment has a positive relationship direction marked by path coefficients of 0.298. Based on the test results conducted in table 4.16, it is obtained that the work environment variable has a P-Value of 0.000 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 4.559 which is greater than 1.96. then it means that H0 is rejected and H1 is accepted, this provides an understanding that the work environment has a positive and significant effect on organizational commitment.

Hypothesis Test 2: The Influence of Work Stress on Organizational commitment.

The test analysis results show that job stress on organizational commitment has a negative relationship direction marked by path coefficients of -0.303. Based on the test results conducted in table 4.16, it is obtained that the work stress variable has a P-value of 0.000 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 5.136 which is greater than 1.96. then H0 is rejected and H2 is accepted, meaning that work stress has a negative and significant effect on organizational commitment.

Hypothesis Test 3: The Influence of Workload on Organizational commitment.

The test analysis results show that workload on organizational commitment has a negative relationship direction marked by path coefficients of -0.413. Based on the test results conducted in table 4.16, it is obtained that the workload variable has a P-value of 0.000 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 7.821 which is greater than 1.96. So it shows that H0 is rejected and H3 is accepted, meaning that workload has a negative and significant effect on organizational commitment.

Hypothesis Test 4: The Influence of Work Environment on Turnover Intention

The test analysis results show that the work environment on turnover intention has a negative relationship direction characterized by path coefficients of -0.182. Based on the test results conducted in table 4.16, it is obtained that the Work Environment variable has a P-Value of 0.001 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 3.211 which is greater than 1.96. then H0 is rejected and H4 is accepted, meaning that the

work environment has a negative and significant effect on turnover intention. Although the work environment has a negative and significant effect on turnover intention.

Hypothesis Test 5: The Influence of Work Stress on Turnover Intention

The test analysis results show that job stress on turnover intention has a positive relationship direction characterized by path coefficients of 0.286. Based on the test results conducted in table 4.16, it is obtained that the work stress variable has a P-value of 0.000 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 4.236 which is greater than 1.96. then H0 is rejected and H5 is accepted, meaning that work stress has a positive and significant effect on turnover intention.

Hypothesis Test 6: The Influence of Workload on Turnover Intention

The test analysis results show that workload on turnover intention has a positive relationship direction which is characterized by path coefficients of 0.283. Based on the test results conducted in table 4.16, it is obtained an understanding that the workload variable has a P-value of 0.000 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 3.962 which is greater than 1.96. So it shows that H0 is rejected and H6 is accepted, meaning that workload has a positive and significant effect on turnover intention.

Hypothesis Test 7: The Influence of Work Environment on Turnover Intention through organizational commitment.

The test analysis results show that the work environment on turnover intention through organizational commitment has a negative relationship direction marked by path coefficients of -0.097. Based on the test results conducted in table 4.19, it is obtained that the work environment variable has a P-value of 0.001 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 3.241 which is greater than 1.96. then H0 is rejected and H7 is accepted, meaning that the work environment has a negative and significant effect on turnover intention through organizational commitment. On the other hand, the results of testing the mediating role of work environment variables on turnover intention through organizational commitment show that there is a mediating effect ($p_1 \times p_2$) and a direct effect (p_3) where there are both and point in the same direction (Complementary- Partial Mediation).

Hypothesis Test 8: The Influence of Work Stress on Turnover Intention through organizational commitment.

The test analysis results show that job stress on turnover intention through organizational commitment has a positive relationship direction marked by path coefficients of 0.098. Based on the test results conducted in table 4.19, it is obtained that the work stress variable has a P-value of 0.001 which is smaller than the tolerated error limit of 0.05 (5%) and

has a t-statistic value of 3.380 which is greater than 1.96. then H₀ is rejected and H₈ is accepted, meaning that work stress has a positive and significant effect on turnover intention through organizational commitment. On the other hand, the results of testing the mediating role of work stress variables on turnover intention through organizational commitment show that there is a mediating effect (p₁ x p₂) and direct effect (p₃) where there are both and point in the same direction (Complementary - Partial Mediation).

Hypothesis Test 9: The Influence of Workload on Turnover Intention through organizational commitment.

The test analysis results show that workload on turnover intention through organizational commitment has a positive relationship direction marked by path coefficients of 0.134. Based on the test results conducted in table 4.19, it is obtained that the workload variable has a P-value of 0.001 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 3.747 which is greater than 1.96. So it shows that H₀ is rejected and H₉ is accepted, meaning that workload has a positive and significant effect on turnover intention through organizational commitment. On the other hand, the results of testing the mediating role of workload variables on turnover intention through organizational commitment show that there is a mediating effect (p₁ x p₂) and direct effect (p₃) where there are both and point in the same direction (Complementary - Partial Mediation).

Hypothesis Test 10: The Influence of Organizational Commitment on Turnover Intention through.

The test analysis results show that organizational commitment to turnover intention has a negative relationship direction marked by path coefficients of -0.324. Based on the test results conducted in table 4.16, it is obtained that the organizational commitment variable has a P-Value of 0.000 which is smaller than the tolerated error limit of 0.05 (5%) and has a t-statistic value of 4.592 which is greater than 1.96. So it shows that H₀ is rejected and H₁₀ is accepted, meaning that organizational commitment has a negative and significant effect on turnover intention.

6. CONCLUSION

Based on the results of discussions conducted regarding the influence of the work environment, work stress, and workload on turnover intention through organizational commitment as an intervening variable, the following conclusions can be drawn:

1. The Work Environment variable (X1) has a significant effect of 29.8% on Organizational Commitment.
2. The Work Stress variable (X2) has a significant effect of 30.3% on Organizational Commitment.
3. Workload variable (X3) has a significant influence of 41.3% on Organizational Commitment.
4. The Work Environment variable (X1) has a significant effect of 18.2% on Turnover Intention.
5. The Work Stress variable (X2) has a significant effect of 28.6% on Turnover Intention.
6. Workload variable (X3) has a significant effect of 28.3% on Turnover Intention.
7. Work Environment variable (X1) has an influence of 9.7% on Turnover Intention through Organizational Commitment.
8. The Work Stress variable (X2) has a significant effect of 9.8% on Turnover Intention through Organizational Commitment.
9. Workload variable (X3) has a significant influence of 13.4% on Turnover Intention through Organizational Commitment.
10. The Intervening Variable Organizational Commitment (Y) has a significant effect of 32.4% on Turnover Intention.

Suggestion

Based on the research results, PT Pos Logistics is advised to focus on improving employee welfare and satisfaction. This can be done by improving the work environment, both physical and psychological. In addition, companies need to improve internal communication, provide self-development opportunities, and appreciate employee performance. By creating a positive and supportive work environment, it is expected that employees' commitment to the company will increase, thus having a positive impact on the productivity and sustainability of the company's business. In essence, companies need to pay more attention to the needs of employees and give them what they need to be able to work optimally.

Limitation

1. The results showed that the independent variables studied (Work Environment, Work Stress, Workload) were only able to explain a small part of the variation in the dependent variable (Organizational Commitment and Turnover Intention). This means that there are still other factors that have not been identified and can affect the dependent variable.
2. Respondents' answers in the questionnaire may be influenced by their personal perceptions of the work situation. This may be due to differences in understanding or interpretation of

the questions, or a desire to provide answers that are considered “correct” or “expected” by the researcher.

3. The results of this study only apply to the project logistics division at PT Pos Logistics. Generalization of research results to other organizations with different characteristics needs to be done carefully. The results of this study may not be directly applicable to other organizations that have different organizational structures, organizational cultures, or employee characteristics.

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