

Research.

## The Effect of Workload, Work Environment, and Job Insecurity on Turnover Intention

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**Abstract:** *Turnover intention occurs in companies engaged in manufacturing, namely PT Kertas Energi Mulia Jepara where for the past year this company has experienced turnover intention every month. The largest decrease in employees occurred in December as many as 70 employees. The reason employees leave the company is because they are not ready for the borong system applied to the company. This research purposes to analyse the effect of workers' compensation, work environment, and job insecurity on the likelihood of employee turnover. This research was conducted at PT Kertas Energi Mulia Jepara which is located at KM Sukri No. 5, Potroyudan XIV, Kec. Jepara, Jepara District, Central Java, Indonesia. Quantitative methods were used in this research. The data collection process was conducted by distributing questionnaires directly to employees, and 113 of them responded. The findings of this research indicate a positive and statistically significant relationship between workload and turnover intention, as well as a positive and statistically significant relationship between job insecurity and turnover intention, but no relationship between workplace environment and turnover intention. The adjusted coefficient of determination (R<sup>2</sup>) value was 0.238 or 23.8%, while other variables such as job stress and job satisfaction accounted for 76.2% of the variance.*

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**Keywords:** *workload, job insecurity, work environment, and turnover intention.*

### INTRODUCTION

#### Background

HR (Human Resources) is an important primary calculation by which an organisation can perform its functional exercises. Employees are a very important resource for any business or organisation as they play an important role in realising the company's vision, mission, and goals. To achieve its goals, an organisation must prioritise government support through its representatives to ensure that its employees deliver high-quality work without feeling the need to sabotage the company. In the current era of globalisation, where many problems arise and are addressed using human resources, this is very appropriate. These challenges include the expansion of technology, stricter government regulations, and more skilled and competitive human resources in the business world. Therefore, businesses must implement good human resource management, as poor treatment of workers increases the likelihood that employees will quit.

Turnover is directly related to employee happiness in successful companies. From a financial point of view, companies have to invest a lot of money to engage and retain workers and improve the work environment. According to Purwati and Maricy (2019), turnover instruction is a process when an employee leaves an organisation and hands over the responsibility of the company to someone else. Managerial responsibility has been linked to worker motivation.

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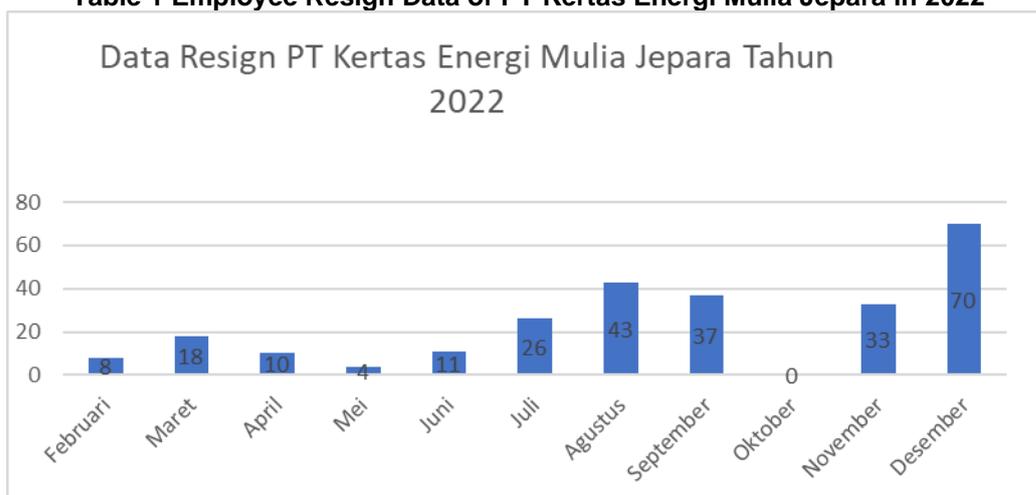
Purwati & Maricy (2019) argue that work demands are any activity that requires a certain time or mental capacity and must be completed within a specified period of time. Extreme work can lead to physical and mental fatigue and strong responses such as brain pain, heartburn, and complacency, according to Purwati & Maricy (2019). Meanwhile, unused work resources can cause problems when tasks must be completed despite barriers to development. Lighting in the work environment, temperature in the work environment, the presence of tenacity, the strength of wind gusts, or the presence of footage can affect the improvement of working conditions that are bound to human or delegated limitations. work environment; workplace. Machines, buildings, plans, growth, and music in the workplace.

According to Syaharudin et al. (2017), the work environment is something that surrounds workers that can influence their ability to complete work. A comfortable and safe workplace helps workers do their jobs well and gain confidence.

According to Suciati et al. (2015), job insecurity is the ability to maintain interpersonal integration in a non-friendly work environment. One way to explain poor employment is low productivity and low confidence in the future. The unstable status of jobs and their income levels are increasing, the feeling of insecurity of workers, which is increasing in and out of employees. These phenomena affect people, jobs and organisations.

Manufacturing companies like PT Kertas Energi Mulia Jepara often experience turnover. In the last two months, this has been the case. PT Energi Mulia Paper states its mission as follows. relationship with data:

**Table 1 Employee Resign Data of PT Kertas Energi Mulia Jepara in 2022**



According to the facts above, PT Energi Mulia Jepara's turnover intention increases every month. The increase in December was 70 workers. Turnover intention at PT Kertas Energi Mulia Jepara is caused by the high production targets of employees and the system that applies throughout the company, so that many workers are not suitable.

### Research Questions

According to the background that has been explained, the research questions are as follows:

1. Does workload affect turnover intention in employees of PT Kertas Energi Mulia Jepara?
2. Does the work environment affect turnover intention in employees of PT Energi Mulia Jepara?
3. Does job insecurity influence turnover intention in employees of PT Energi Mulia Jepara?

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4. Do workload, work environment, and job insecurity affect turnover intention in employees of PT Energi Mulia Jepara?

## LITERATURE REVIEW

### **Turnover Intention**

Irvianti & Verina (2015) define increased intention to leave as the subjective likelihood that someone will stop working at a given time; this is a predictor According to actual output. Stress, work pressure, and environment all affect a worker's ability to progress.

#### 1. Characteristics of Turnover Intention

- a. Increased truancy
- b. Beginning to have a lethargic or lazy outlook at work
- c. Increased work guidelines
- d. Increased protests against superiors
- e. A completely different way of behaving positively than usual

#### 2. Impact of Turnover Intention

Here are some of the impacts of turnover intention for organisations:

- a. There is a lot of wastage due to new employees
- b. Production equipment cannot be fully utilised because many are empty due to turnover intention
- c. Lost production due to new employee turnover
- d. The accident rate of new employees is usually relatively high.

#### 3. Indicator of Turnover Intention

According to (Halimah et al., 2016) using three indicators, namely:

- a. Thinking about leaving
- b. Job search
- c. Intention to leave

### **Workload**

According to (Kristiyanto & Khasanah, n.d.) workload is something that feels troublesome, a burden of work, which is difficult to do as an antidote. Responsibility consists of actual responsibility and mental responsibility.

#### 1. Factors Affecting Workload

According to Tawarka, the factors that affect workload are as follows:

- a. Internal Factor  
Internal factors of labour are those that originate from the body itself and differ from person to person as a result of differences in training and work. According to Grandjean, mental fatigue during work includes:
  - 1) The need to maintain a high level of alertness over a period of time.
  - 2) The need to make decisions.
  - 3) Instances of decreased concentration due to monotony.
  - 4) Lack of contact with other employees.
- b. External Factor  
External factors due to work are stressors that come from outside a person's body. External factors in the workplace are often referred to as stressors. Included in the external work budget are things like:
  - 1) Tasks
  - 2) Work organisation
  - 3) Work environment

c. Workload Indicator

According to (Muslim, 2021) there are several indicators of workload, among others:

1. Working Time Usage

Workers use time during the production of products. In this case, the organisation's SOP regulates working hours. With the current schedule, workers must understand how to make good use of their time so that it is not wasted. This clearly affects the efficiency of the organisation.

2. Targets to Achieve

Every job usually has a purpose. Organisations maintain work objectives to improve employee performance. However, in some cases, organisations provide high-quality services without considering time. This affects physical and emotional working conditions. Letting the organisation accept is bad.

3. Working Conditions

Worker understanding is a condition of employment. This is supported by the organisation's SOPs. Representatives can understand the job through the SOP. SOPs help workers complete their tasks properly and according to company goals.

## **Work Environment**

Sedarmayanti (2013) says that the work environment is a place where a number of people gather and various resources are available to help them achieve company goals in line with their vision and mission.

(Irvianti & Verina, 2015) there are several factors that can influence the formation of a work environment condition associated with human or employee abilities, including:

1. Illumination or light in the workplace
2. Temperature in the workplace
3. Air circulation in the workplace
4. Noise in the workplace

### **Advantages of the work environment**

The advantages of a good workplace include increased productivity and job satisfaction. Working with motivated people has several benefits, including timely completion of projects and few errors. This means that work is done according to the standards and time specified. A sceptic will evaluate his presentation and does not require much management.

Types of work environments:

a. Physical Environment

Everything outside the workplace that can impact workers, either directly or indirectly, is considered part of the physical environment.

There are two classifications within this physical environment. Here are some of them:

- 1) The physical environment is directly related to employees. These are work areas, seating, desks, etc.
- 2) physical environment that is not directly related to employees. The model includes temperature, humidity, air dispersion, lighting, noise, unpleasant odours, variation, etc.

b. Non-physical Environment

The non-physical environment includes all worker interactions. Team members with accounting and other experiences.

The non-physical environment includes the culture of the organisation and workplace, including the balance between fun and serious activities and healthy living. The non-physical work environment affects organisational health. A good organisational culture increases individual productivity.

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#### Indicators of work environment

According to Ahyari (1994), the term "work environment" refers to everything in and around the workplace that can affect employees in doing their jobs. Here are some indicators used in determining which workplace factors should be prioritised:

- a. Employee services
- b. Employee conditions
- c. Working relationship

#### **Job Insecurity**

According to Gayatri & Muttaqiyathun (n.d.), job insecurity is the fear of losing a worker whose position is not needed. Problems can also arise for businesses as a result of environmental changes; a company may need to reorganise to deal with changes, which may result in the loss of some jobs and the creation of other jobs that require different skills.

#### Causes of Job Insecurity in the Workplace

Understanding the causes of job insecurity is important, as this allows us to address the root causes of feelings of uncertainty and ultimately solve the problem. Here are some reasons why an employee may feel insecure at work:

- a. Social trauma
- b. Environment
- c. Lack of job skills
- d. Changes in company conditions

#### How to overcome job insecurity

For the convenience and continuity of work, the issue of job insecurity must be resolved immediately. How to eliminate the sensation of instability in the workplace is as follows:

##### A. Know yourself

The basic thing to overcome this problem of instability is to understand one's own condition, so that a person will be more aware of himself, by realising himself, he will be more aware of what his strengths and weaknesses are. Realising one's potential well can keep oneself away from feelings of inferiority.

##### B. Further develop skills

When someone feels shaken by their abilities, they are not a different kind of worker. This can be an inspiration to continue to improve and master things that are not dominated so that they can show more capacity in the workplace. This is more favourable if there is someone who can handle it well.

##### C. Change mindset

Another way to overcome positional weakness is to address your own mentality. Uncertainty can happen because someone has an uncertain view of you and your shortcomings.

##### D. More loose

One of the causes of work instability is the explosion of something, for example, a fussy budget disposition where everything about a person should be good. One can be more lax in organising connections in the world of work, not everything has to be deeply contemplated. The way to answer something like this is to be more relaxed in organising

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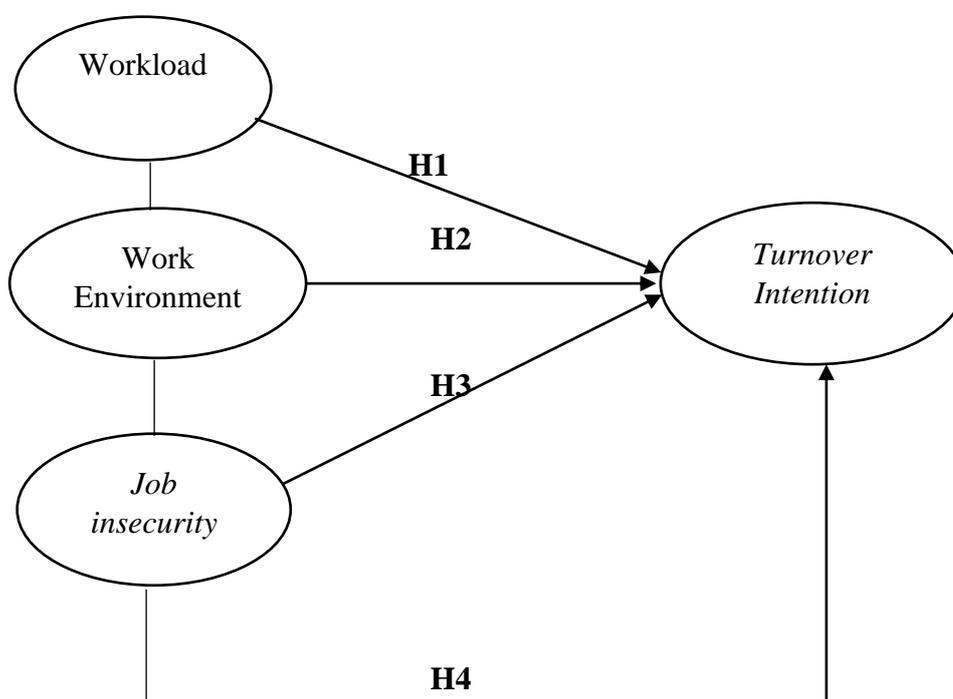
things, so that work problems do not become an excessive burden. It just depends on how one manages it.

Indicators of job insecurity

According to Audina (2018), the indicators that can measure job insecurity variables are as follows:

- A. The importance of work to a person
- B. The degree of danger the worker perceives in relation to parts of the job
- C. The degree of danger that is likely to occur and affect the job as a whole
- D. The significance of the work

### EMPIRICAL MODEL OF RESEARCH



1. The effect of workload on turnover intention in employees of PT Kertas Energi Mulia Jepara.

A worker's workload is a task given by the employer and must be completed within a specified time. Murti (2013) defines work direction as a series of tasks that must be performed by management or employees of an organisation over time. The working day is the time when a worker must complete a task or process. If a worker can complete all tasks and likes their job, it is not a burden. However, if the worker fails, the tasks and activities become useless. According to Kristyanto and Khasanah (n.d.), workplace bullying has a significant impact on the mental health of PT Bumi Raya Mestika Pekanbaru workers.

**H1: Workload affects turnover intention in employees of PT Kertas Energi Mulia Jepara**

2. The effect of work environment on turnover intention in employees of PT Kertas Energi Mulia Jepara.

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The workplace environment is critical to business operations. A company's productivity depends on its work environment, as happy and productive workers are more productive. It is important to keep the office environment pleasant and productive every day. According to Sutrisno (2019: 118), the work environment is a collection of resources and practices around workers that affect their work. According to research (Pada et al., 2023), employee salaries affect the investment decisions of PT Hyarta Danadipa Raya.

**H2: The work environment affects turnover intention in employees of PT Kertas Energi Mulia Jepara.**

3. The effect of job insecurity on turnover intention in employees of PT Kertas Energi Mulia Jepara.

Workplace anxiety is a psychological state of employees that manifests as feelings of insecurity due to changes in working conditions. It affects worker productivity as workers may doubt whether they will continue working or stay the same. Yuliani (Wiguna, 2018) defines job insecurity as "stress, anxiety, and intimidation regarding future job prospects as a result of job instability, career advancement, or decreased income." Saiful Pakaya, one of Syamsul's scholars, found that job insecurity affects workers' desire to leave PT Telkom Akses Gorontalo.

**H3: Job insecurity affects turnover intention in employees of PT Kertas Energi Mulia Jepara**

4. The effect of workload, work environment, and job insecurity on turnover intention in employees of PT Kertas Energi Mulia Jepara.

A worker's job is to ensure a task is completed within a certain timeframe. Everything outside the workplace can affect workers throughout their careers. Workplace stress caused by concerns for workers is called insecurity. Purwati and Maricy (2019) found that job insecurity, work environment, and job insecurity all affect workers' desire to leave PT Bumi Raya Mestika Pekanbaru.

**H4: Workload, work environment, and job insecurity affect Turnover intention in employees of PT Kertas Energi Mulia Jepara.**

## RESEARCH METHODS

In this research the approach taken is quantitative. This research then uses analytical multiple regression statistical techniques. The research population is all research objects that will be studied. All employees of PT Kertas Energi Mulia were included in the sample population for this research. The number of employees at PT Kertas Energi Mulia is around two hundred people. However, 133 workers were used as samples for statistical analysis for this research. Information was collected by distributing questionnaires to all staff directly. And the Data Analysis Methodology Relies on Validity Tests, Reliability Tests, Bayesian Regression Analysis, and Classical Assumption Tests.

## RESULTS AND DISCUSSION

### 1. Validity test

The validity test is used to test the accuracy of the research instrument. If the sig value is  $> 0.05$  and the r table value is 0.169 then the statement is declared valid. This research uses the product moment Pearson correlation method.

**Table 2 Validity test**

variable	question	Pearson correlation	Sig.	Remarks
Workload (X1)	BK1	0,694	0,00	Valid
	BK2	0,729	0,00	Valid
	BK3	0,735	0,00	Valid
	BK4	0,565	0,00	Valid
	BK5	0,729	0,00	Valid
	BK6	0,709	0,00	Valid
Work environment (X2)	LK1	0,875	0,00	Valid
	LK2	0,757	0,00	Valid
	LK3	0,756	0,00	Valid
	LK4	0,707	0,00	Valid
	LK5	0,818	0,00	Valid
	LK6	0,763	0,00	Valid
Job Insecurity (X3)	J11	0,431	0,00	Valid
	J12	0,651	0,00	Valid
	J13	0,556	0,00	Valid
	J14	0,611	0,00	Valid
	J15	0,504	0,00	Valid
	J16	0,632	0,00	Valid
	J17	0,631	0,00	Valid
	J18	0,471	0,00	Valid
Turnover Intention (Y)	TI1	0,735	0,00	Valid
	TI2	0,818	0,00	Valid
	TI3	0,813	0,00	Valid
	TI4	0,678	0,00	Valid
	TI5	0,704	0,00	Valid
	TI6	0,676	0,00	valid

## 2. Reliability Test

Reliability tests are used to assess the consistency and stability of a research instrument score. The reliability test is said to be reliable if the Cronbach Alpha value is > 0.6.

**Tabel 3 Uji Reliabilitas**

Variable	Cronbach Alpha	Remrkas
Workload	0,730	Reliable
Work environment	0,870	Reliable
Job Insecurity	0,656	Reliable
Turnover Intention	0,842	Reliable

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Source: 2023 primary data processing results

The conclusion from table 4.5 is that the research instrument used in this research is reliable because all variables have a Cronbach alpha value > 0.60.

### 3. Normality test

The normality test is used to determine whether data follows a typical distribution. This research uses the Kolmogorov-Smirnov statistical significance test, producing the following results:

**Table 4 Kolmogorov-Smirnov statistical test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		133
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.70461270
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.054
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.  
 b. Calculated from data.  
 c. Lilliefors Significance Correction.  
 d. This is a lower bound of the true significance.

Source: 2023 primary data processing results

According to the results of the Kolmogorov-Smirnov test, it shows a significance value of 0.200 > 0.05. These results state that the data is normally distributed.

### 4. Multicollinearity Test

The goal of a multicollinearity equality test is to determine whether two populations have the same independent variables or not. If the VIF and tolerance values are both less than 10, then multicollinearity does not occur. If the VIF value is greater than 10 and the tolerability value is less than 0.01, multicollinearity occurs. Test Results for Several Colonies Found in the Following List:

**Table 5 Multicollinearity Test**

Model	Sig.	Collinearity Statistics	
		Tolerance	VIF
1 (Constant)	.001		
BKR	.005	.893	1.120
LKR	.456	.957	1.045
JIR	.000	.885	1.130

Source: 2023 primary data processing results

According to the results of the multicollinearity test, it shows that multicollinearity does not occur if the variance inflation factor (VIF) is less than 10.

### 5. Heteroscedasticity Test

The heteroscedasticity test is used to compare the variance between two different perspectives in a regression model. If the sig value is greater than 0.05

then heteroscedasticism does not occur, and if it is less than 0.05 then it does. The results of the heteroscedasticism test are tabulated below:

**Table 6 Heteroscedasticity Test**

Model		t	Sig.
1	(Constant)	1.462	.146
	BKR	-.816	.416
	LKR	1.696	.092
	JIR	-.239	.811

Source: 2023 primary data processing results

The calculation results show that the significance level is 0.416 > 0.05 for the Workload variable, indicating that there is no heteroscedasticity problem. If the significance level of the Work Environment variable is greater than 0.05, it is said that there is no heteroscedasticity problem. The significance level of Job Insecurity of 0.811% is greater than 0.05 indicating that there is no heterocesis problem.

### Multiple Linear Regression Analysis

This research uses linear regression analysis. Robust linear regression is needed to understand the influence and direction of workload, work environment, and job insecurity on intention to quit. Following are the results of linear regression analysis:

**Table 7 Multiple Linear Regression Analysis**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.380	.420		3.287	.001
	BKR	.217	.075	.238	2.882	.005
	LKR	-.069	.092	-.060	-.747	.456
	JIR	.281	.069	.339	4.084	.000

a. Dependent Variable: TIR

Source: 2023 primary data processing results

According to the table of results of multiple linear regression analysis, the following regression equation can be seen:

$$Y = 1.380 + 0.217X_1 - 0.069X_2 + 0.281X_3 + e$$

The interpretation of the regression above is as follows:

1. The constant value is 1.380, which means that if the workload, work environment and job insecurity variables are 0 then the desire to move is 1.380.
2. The workload coefficient (X1) is 0.217, which means that increasing the workload variable (X1) by one unit will increase the turnover instruction variable by 0.217.
3. The work environment coefficient (X2) value is -0.069, indicating that increasing the work environment variable (X2) by one unit will reduce the turnover instruction variable by 0.069.
4. The job insecurity coefficient (X3) value of 0.281 indicates that an increase in the job insecurity variable (X3) by one unit will result in an increase in turnover intention of 0.281.

## Hypothesis Testing Results

### 1. t Test (Partial Significance)

The t test is used to determine the importance and impact of each independent variable on the dependent variable. The reason for choosing the t test option is that if the sig value is <0.05 then there is a critical influence between the independent variable on the dependent variable and if the sig value is >0.05 then there is no influence between the independent variable and the dependent variable. Apart from that, it can be seen in the following table with the formula:

$$\begin{aligned} T_{table} &= (\alpha/2 ; n - k - 1) \\ &= (0,05/2 ; 133 - 4 - 1) \\ &= (0,025 ; 129) \\ &= 1,979 \end{aligned}$$

**Tabel 8 Uji t  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.380	.420		3.287	.001
BKR	.217	.075	.238	2.882	.005
LKR	-.069	.092	-.060	-.747	.456
JIR	.281	.069	.339	4.084	.000

a. Dependent Variable: TIR

Source: 2023 primary data processing results

- Workplace loads have a critical t value of 2.882, much higher than the critical t value of 1.979, and a significance level of 0.005 or less than 0.05. It was decided to reject Ho and accept Ha. This shows that work-related stress has a positive and statistically significant influence on motivation to advance one's career.
- Workplace conditions have a t value of -747, lower than the t value of -1.979 and higher than the significance level of 0.05. So Ho is accepted while Ha is rejected. This shows that the work environment does not have a significant influence on the tendency to change careers.
- Workplace safety has a significance level of 0.00 which is less than 0.05 and a critical threshold of 4,084 which is greater than the critical threshold of 1,979. It was decided to reject Ho and accept Ha. This shows that job satisfaction has a positive and statistically significant effect on career aspirations.

### 2. F Test (Simultaneous Significance)

The F test is a test used to test how independent variables jointly influence the dependent variable. If the significance value is less than 0.05 then there is a significant influence between the independent variable and the dependent variable. If the significance value is more than 0.05 then there is no significant influence between the independent variable and the dependent variable. The F test results are as follows:

**Table 9 F Test**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.806	3	5.935	11.683	.000 <sup>b</sup>
Residual	65.535	129	.508		
Total	83.342	132			

a. Dependent Variable: TIR

b. Predictors: (Constant), JIR, LKR, BKR

Source: 2023 primary data processing results

According to table 4.12, the calculated F is used as a reference in determining the influence of the dependent variable on the independent variable simultaneously. The F table value with a significance level of 0.05 can be observed using the following formula:

$$\begin{aligned} df1 &= \text{variable amount} - 1 \\ &= 4 - 1 \\ &= 3 \end{aligned}$$

$$\begin{aligned} df2 &= n - k - 1 \\ &= 133 - 3 - 1 \\ &= 129 \end{aligned}$$

The F table value is 2.67

The F value of this research shows  $F_{count} 11.683 > F_{table} 2.67$  and a significance of 0. A significance of less than 0.05 indicates that work instability, workload and work environment simultaneously influence turnover intentions.

### 3. Coefficient of determination test ( $R^2$ )

The coefficient of determination test is used to predict how much influence variable X has on variable Y simultaneously.

**Table 10 Coefficient of Determination**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505 <sup>a</sup>	.255	.238	.26968

a. Predictors: (Constant), JIR, LKR, BKR

b. Dependent Variable: LN

Source: 2023 primary data processing results

According to table 4.13, the Adjusted R Square value shows a result of 0.238, which means that the workload factors (X1), work environment (X2), and job insecurity (X3) simultaneously have an impact on the turnover intention variable (Y) by 23.8%, while This is basically 76.2% influenced by other factors outside the factors referred to.

## Discussion

According to the results of data analysis conducted by researchers. So the results of the discussion are as follows:

### 1. The effect of workload on turnover intention

The first hypothesis states that increasing employee motivation has a statistically significant positive influence on the likelihood of turnover in a company. This is supported by the partial t test conducted by the researchers in this research, which produced a calculated t value of  $2.882 >$  critical t value of 1.979, with a significance level of  $0.005 < 0.05$ . This shows that there is a positive and statistically significant relationship between intention to switch and working hours. Workload can have a significant impact on turnover intention, as indicated by time utilization, production goals, and working conditions. This is in line with the theoretical point of view (Syauqi et al., n.d.) In this research, we found that increasing employee morale has a positive and statistically

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significant influence on productivity in the workplace. Ongoing research by Dan et al. (2022) shows that employees' work schedules at PT Alfaria Trijaya have an impact on their likelihood of leaving the company. As a result, higher turnover rates are expected to result in higher salary levels.

2. The effect of the work environment on turnover intention

The second hypothesis states that the work environment has no impact on the possibility of employees leaving their positions in a company. This was demonstrated by researchers in this research who conducted a t test (paired) and found a significant difference between groups ( $p = 0.456$ ,  $t_{tab} = -1.979$ ). This shows that there is no positive or statistically significant influence of work environment variables on turnover intention. The work environment has a negligible impact or influence on turnover intentions, as indicated by employee satisfaction, conditions, and work relationships. According to the theory put forward (Purwati & Maricy, 2019), the work environment has no influence on the intention to change jobs. Furthermore, research conducted by Mukrimaa et al. (2016) shows that the work environment at the CV Mitra Jaya Malang Company has no effect on employees' intentions to leave the company. Basically, even if working conditions worsen, this does not automatically affect the likelihood of employees leaving their jobs to seek greener pastures.

3. The effect of the job insecurity on turnover intention

The third hypothesis confirms that job uncertainty has a positive and statistically significant influence on the possibility of turnover in a company. Evidence of this can be seen from the research authors' use of a parsimony t-test, which yielded a t value of 4.084 -- significantly higher than the t value of 1.979 at the 0.05 significance level. This shows that there is a statistically significant positive relationship between job insecurity and the desire to move. According to indicators of job importance, experienced threats, and job significance, job insecurity can have a significant impact on intention to change jobs. According to theory (Kristiyanto & Khasanah, n.d.), job insecurity has a significant impact on the possibility of leaving the current workplace. Furthermore, research conducted by Setiawan and Putra (2016) shows that workers' fear of losing their jobs has a statistically significant and positive impact on their likelihood of leaving their current position at the Legian Village Hotel. When the level of job instability increases, the employee turnover rate will also increase.

4. The effect of workload, work environment, and job insecurity on turnover intention.

The fourth hypothesis states that workload, work environment, and job insecurity have a simultaneous and significant influence on turnover propensity. This is shown by the F test which produces a calculated value of 11.683 more than 2.67 with a significance level of 0.00005%. The hypothesis has been accepted. According to the theory put forward by (Purwati & Maricy, 2019), workload variables, work environment, and job insecurity all have a significant influence on the possibility of a worker leaving their current position.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

According to the research that has been conducted, through the stages of processing and analyzing information data related to the influence of workload, work environment and job insecurity on turnover intention among PT Kertas Energi Mulia Jepara employees, the following conclusions can be drawn:

1. Employees at PT Kertas Energi Mulia Jepara see a positive and statistically significant impact from increasing work rest time.
2. Second, at PT Kertas Energi Mulia Jepara, the work environment has no effect on employee turnover rates.
3. This research finds that job insecurity has a positive and statistically significant effect on the career aspirations of PT Kertas Energi Mulia Jepara employees.
4. Workload, work environment and employee welfare all play an important role in shaping employees' desire to advance at PT Kertas Energi Mulia Jepara.

### **Suggestion**

1. Researchers at PT Kertas Energi Mulia Jepara can use their findings to evaluate company policies and practices in managing employee turnover by considering factors including salary, working conditions, and job security. This is expected to reduce the number of employees who leave the company voluntarily.
2. Future researchers could expand this field by examining other factors, such as job satisfaction and stress, that influence employees' propensity to quit their jobs.

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