
The Role of Job Satisfaction in Mediating PT X's Employee Turnover Intention Modeling Based on Work Environment and Work Overload

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Abstract

Research objectives: This study has a target to determine Job Satisfaction in mediating the variables of the work environment and workload of PT X employees on the employee's intention to leave work.

Design/Method/Approach: This study uses the Explanatory quantitative method. .

Research Findings: In the end, the Work Environment and Workload have a significant negative and positive effect on Turnover intention. The Work Environment has a positive and significant effect on Job Satisfaction while the Workload is not significant. However, for the mediation variable, it has no effect at all or cannot mediate.

Theoretical/Originality Contribution: This study contributes empirical experience to the literature on the influence of work environment and workload on job satisfaction and turnover intention. These results emphasize the vital aspects of the work environment as a key factor in maximizing job satisfaction, providing new and relevant insights.

Practice/Policy Implications: This study emphasizes that companies must create an environment of activities that are conducive to improving employee satisfaction. Additionally, effective workload management is essential to maintain employee well-being and reduce potential turnover intentions.

Research limitations: Research is limited to one organization, so the results may be less generalizable. Further research is recommended to extend coverage to a wide range of organizations and industries, as well as use a qualitative approach to dig deeper into employee perceptions and experiences.

Keywords: Job Satisfaction, Work Environment, Intention to Change, Excess Work

1. Introduction

Human resources (HR) in the company are individuals who have a key role in achieving the company's goals [1]. Companies need to ensure optimal operational sustainability through effective human resource management. Every company needs skilled and competent human resources to encourage companies to compete with other companies [2]. However, one of the big challenges faced by companies in terms of HR management is the turnover rate.

The phenomenon of turnover intention or intention to leave the company is one of the initial indicators that can predict the occurrence of actual turnover. The factors that affect turnover intention are very diverse, ranging from individual aspects to the organizational environment. One of the important factors that affect turnover intention is job satisfaction. Job satisfaction refers to the extent to which an employee feels satisfied with various aspects of the job, including relationships with coworkers, superiors, working conditions, and awards and compensation received. Low job satisfaction can increase turnover intention, which in turn can disrupt the stability of the company and reduce productivity.

On the other hand, work environment factors and work overload (excessive workload) also play a role in increasing turnover intention. An unsupportive work environment and a workload that is too high can lower job satisfaction levels, worsen work stress, and ultimately increase employee intention to leave the company. Therefore, understanding how job satisfaction can mediate the relationship between work environment, work overload, and turnover intention is very important.

One of the companies that also experiences challenges related to turnover is PT X. PT X is an industry engaged in the industry of goods from plastic to packaging. One of the challenges faced by PT X is in its human resource management, where the turnover intention rate in this company is still relatively high. This can be seen from the data on the number of employees who entered and exited PT X over the last 5 years as follows:

Table 1. PT X's Data Turnover Intention

Year	Number of employees	Employee Login	Exit of Employees	Final Quantity
2020	43	5	1	47
2021	47	6	5	48
2022	48	1	1	48
2023	48	5	3	50
2024	50	6	6	50

Source : PT X HRD Data, 2019 – 2024

From the data that has been presented, it is known that the number of employees entering and exiting PT X is very volatile. The number of employees who left in the last year also increased rapidly. This is an indication of a high level of turnover intention. Turnover Intention in this case is the direction of the worker's desire to leave his workplace often caused by factors such as work environment, workload, job satisfaction,

and others. This phase is the phase where an employee has the mind to leave what he or she is doing, the desire to look for a job elsewhere, and leave his current organization [3].

The existence of a high turnover intention needs special attention from human resource managers so as not to reduce the company's productivity level. Not to mention the era of globalization that forces companies to optimize effective and efficient human resource management tactics and be careful in making policies to be more constructive [4]. Turnover Intention can be influenced by several factors, some of which are suspected to affect the level of Turnover Intention including the work environment and workload [5].

The work environment is everything that exists around the company and has the potential to have an impact, either directly or indirectly, on individuals and groups in carrying out their duties [6]. The work environment is suspected to affect the level of Turnover Intention, where research by Dardiri at PT Intim Harmonis Food Sukorejo shows that the work environment has a positive and significant impact on the level of employee Turnover Intention [7]. Meanwhile, research by Ferdias and Vita at PT Sefas Pelindotama Jakarta resulted in the conclusion that the work environment has a negative impact on Turnover Intention [8].

Then the factor that is also suspected to affect turnover intention is work overload. Work overload can also be interpreted as a situation where an employee has an excessive sense of responsibility and actively works with time, capacity, and other existing constraints [9]. Research by Cindy at PT Gapura Angkasa resulted in the conclusion that the variable work overload is very significant and positively affects the level of employee Turnover Intention [10]. However, in contrast to the results of research by Nisa conducted at PT APM Teknik in the production department, the workload has a negative and significant effect on the intention of workers to leave their jobs [11].

Job satisfaction is a person's emotional state in expressing the results obtained in meeting individual expectations [12]. Job satisfaction is closely related to the work environment. A good work environment can increase employee job satisfaction, while too much employee workload or work overload can reduce employee job satisfaction [13]. Therefore, job satisfaction is often considered an important aspect in mediating the relationship between the work environment and work overload to turnover intention.

Previous research by Triandi has shown that job satisfaction can be a mediator between the work environment and workload. This research was conducted at the J&T Agent Call Center of Vads Indonesia Company, the results showed that job satisfaction succeeded in acting as a mediator of the work environment and turnover intention in the company [14]. In previous research conducted at PT. Patria Migas by Prahyudi and Siswoyo also concluded that job satisfaction can also mediate excessive workload and employee resignation intentions in this company [15].

However, there is still a gap between several previous studies on how the role of job satisfaction in mediating the work environment and work overload. Where in the research conducted at PT Citraraya Mandiri Motor, job satisfaction here did not mediate the physical work environment to Turnover Intention, although in the non-physical work environment it was found to mediate indirectly [16]. In addition, job satisfaction also did

not mediate excessive work overload in turnover intention in a study conducted at the Hilton Garden Inn Ngurah Rai Bali Airport company by Dinar [17] .

The prevalence of research gaps in previous research, it is necessary to increase whether job satisfaction can be used to mediate the influence of work environment and work overload on the turnover intention of employees of PT. X. Therefore, the main objective of this study is to explore the relationship between work environment and work overload to turnover intention mediated by job satisfaction. This study seeks to empirically test seven hypotheses that collectively aim to show how the role of job satisfaction in mediating the influence of work environment and work overload on turnover intention in PT. X. The following hypotheses are presented for this study:

- H1 : The Work Environment on Turnover Intention has a negative and significant influence.
- H2 : Turnover Intention is positively and significantly affected by workload.
- H3 : Job Satisfaction is significantly positively influenced by the Work Environment.
- H4 : Work Overload has a negative and significant effect on Job Satisfaction.
- H5 : Job satisfaction has a negative and significant effect on Turnover Intention.
- H6 : Job Satisfaction is able to mediate the work environment on Intention Turnover.
- H7 : Job Satisfaction is able to mediate Work Overload in Turnover Intention.

1.1. Research Objectives

This study aims to prove the influence of work environment and excessive workload on employees' intention to leave PT X. In addition, this study also aims to evaluate the impact of job satisfaction as a mediating variable of work environment and excessive workload on employee turnover intentions. The study wanted to find out to what extent the comfortable work environment and the level of workload accepted by employees affected their tendency to leave work. This study also examines the mediating role of job satisfaction variables in the influence of these two variables on employee turnover intentions.

2. Methods

To achieve the research objectives that have been set, this study uses the Exponential Quantitative Method. This method is considered appropriate because it aims to explain the relationship or influence between the variables being studied [18]. With a population of 50 employees of PT X, the researcher uses a probability sampling technique in the form of simple random sampling where all employees are randomized so that all workers have the same possibility to become respondents. With the SmartPLS application version 4.1.0.9, the researcher analyzed the data through the SEM-PLS method. Before conducting hypothesis tests, in order to produce quality data, a convergence validity test and validation discrimination were carried out. Meanwhile, reliability is tested using Cronbach's Alpha, and Composite Reliability is used. The independent variables that the researcher used were workload & work environment. Then,

the variable is tied to the turnover intention of workers. There is also a mediator variable, namely job satisfaction.

The primary data used by the researcher is data derived from questionnaires. The work environment has 2 indicators, namely physical and non-physical [19]. Workload is indicated through (1) Time pressure; (2) Work schedule; (3) Role Ambiguity; (4) Role Conflicts; (5) Responsibility. Furthermore, the indicator of job satisfaction comes from the response of workers' interactions to their external and internal sides. As for the turnover intention variables, the indicators are Thinking of Quitting, Intent to Search Alternatives, and Intent to Quit. From this phenomenon, the researcher came up with a conceptual framework. Conceptual framework is the critical nature of one's thinking in predicting the results of the research that he will achieve [20].

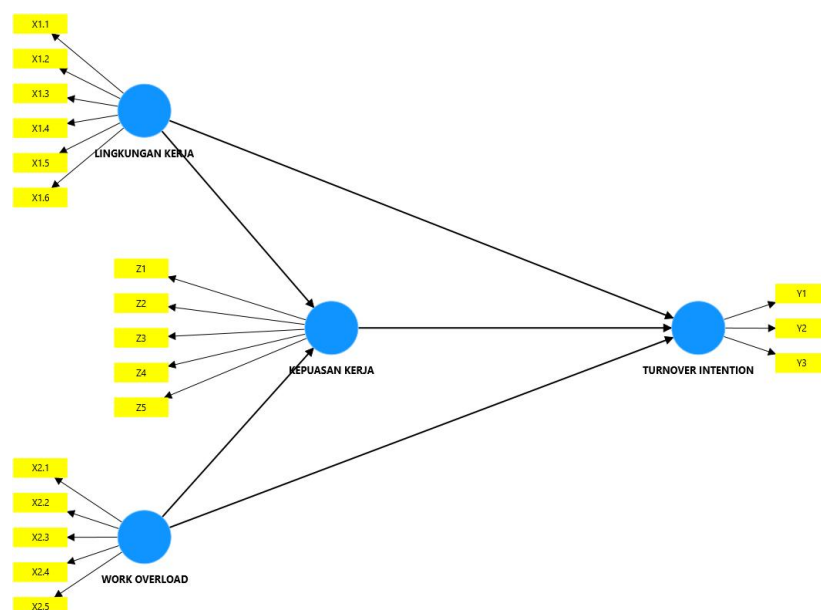


Figure 1. Conceptual Framework
Source : SmartPLS processing data, 2024

Sec. 3. Results and Discussion

Evaluation of External Models

In the measurement of the model, the researcher tested the validity and reliability of the model. Then, the value of the external model reflects indicators that can be estimated through convergent validity and discriminant validity derived from the latent structure forming index and composite reliability and Alpha Cronchbach.

Table 2. External Model Test

Item Code	External loading	Alpha Cronbach	Composite Reliability	Average Variance Extracted (AVE)
X1.1	0,728	0,887	0,914	0,639
X1.2	0,784			
X1.3	0,806			
X1.4	0,831			
X1.5	0,843			
X1.6	0,799			
X2.1	0,772	0,894	0,922	0,702
X2.2	0,878			
X2.3	0,892			
X2.4	0,821			
X2.5	0,821			
Z1	0,774	0,874	0,901	0,646
Z2	0,834			
Z3	0,812			
Z4	0,775			
Z5	0,822			
Y1	0,897	0,780	0,961	0,639
Y2	0,752			
Y3	0,842			

Source : SmartPLS processing data, 2024

To see the validity of the convergence, it can be stated if the outer loading is greater than 0.7 for each question. From the table above, it can be concluded that all indicators have a value above 0.7 which makes all the questions written in this study fulfilled, meaning that all indicators are good measures for latent variables. Meanwhile, all variables have an *eligible Average Variance Extracted* (AVE) value, which is greater than 0.5. In addition, for the composite reliability test and the Alpha Cronbach test, it was found that the results of all variables were qualified because they were greater than 0.7 which means that the variables are reliable.

Deep Model Evaluation

Hypothesis Test

The hypothesis test was carried out using a t-statistical value of 1.96. The hypothesis can be accepted or rejected by utilizing profitability, so if H_a is accepted and H_0 is rejected, the $p < 0.05$.

Table 3. Hypothesis Test Results

	Original sample (O)	Sample average (M)	Standard deviation (STDEV)	Statistics T (O/STDEV)	P value
X1 -> Y	-0,385	-0,384	0,111	3,483	0,000
X2 -> Y	0,494	0,513	0,091	5,414	0,000
X1 -> Z	0,470	0,487	0,148	3,173	0,002
X2 -> Z	-0,070	-0,058	0,155	0,451	0,652
Z -> Y	-0,002	0,010	0,176	0,009	0,993

Source : SmartPLS processing data, 2024

Based on table 3. The results of testing each hypothesis are as follows:

- The test results explained that the work environment research had a negative and significant influence on turnover intention with a coefficient parameter of -0.385. So, from the processing results, the statistical value t exceeds the table t, which is 3.48 exceeds 1.96 with a p-value value of 0.000 not greater than 0.05.
- The test results explained that work overload research had a positive and significant effect on turnover intention. The value of the coefficient parameter is 0.494. So, from the processing results, the statistical value t exceeds the table t, which is 5.41 greater than 1.96 with a p value of 0.000 less than 0.05.
- The test results explain that work environment research has a positive and significant influence on job satisfaction. The result of the original sample value or the coefficient parameter is 0.470. So, from the processing results, the statistical value of t is greater than the table t of 1.96, which is 3.173, and the p value of 0.02 is no more than 0.05.
- The test results explained that work overload research has a negative and insignificant effect on job satisfaction. The coefficient parameter is -0.070. So, from the processing results, the t-statistical value of 0.451 is less than the t-table of 1.96, and the p value of 0.652 greatly exceeds 0.05.
- The test results explained that job satisfaction research had a negative and insignificant effect on the intention of worker change. With the value of the original sample or the coefficient parameter -0.002. Thus, from the processing results, the statistical value of t 0.009 is smaller than table t (1.96), and the p value is greater than 0.05 which is 0.993.

Table 4. Summary of Hypothesis Test Results of Direct Relationship Between Variables

Hypothesis	Result	Information
Work Environment to Turnover Intention (H1)	Accepted	Negative and significant influences
Work Overload to Turnover Intention (H2)	Accepted	Positive and significant influence
Work Environment to Job Satisfaction (H3)	Accepted	Positive and significant influence
Advantages of Work to Job Satisfaction (H4)	Rejected	Positive but insignificant effects
Job Satisfaction with	Rejected	Positive but insignificant effects

Turnover Intention (H5)

Source : Results data by SmartPLS, 2024

Intervention Test (Mediation)

Total effects were the result of intervention testing using significant parameters. This result has the usefulness to see the effect of the test (directly) with the calculation of the value based on the p-value < 0.05 and the t-statistic of 1.96 that has been determined by the [21].

Table 5. Indirect Hypothesis Testing Results

	Original Samples (O)	Sample Average (M)	Standard Deviation (STDEV)	Statistics T (10/STDEV)	P Value
Work Environment > Job Satisfaction > Job Turnover Intention	-0.001	-0,002	0,086	0,009	0,993
Job Advantages > Job Satisfaction > Intention to Replace	0,000	0,011	0,032	0,004	0,997

Source : SmartPLS processing data, 2024

The table above is the result of the hypothesis test for the relationship of mediation variables as follows:

- Work Environment on Turnover Intention Through Job Satisfaction.
The test table explains that research on the work environment on turnover intentions mediated by job satisfaction has an insignificant effect. With a parameter coefficient of -0.001. With these results, the statistical value of t does not exceed that of the table, which is $0.009 < 1.96$ with a p value of $0.993 > 0.05$.
- Work Overload on Turnover Intention through Job Satisfaction.
The test results explained that the study of job satisfaction as a mediator had a insignificant effect on work overload on turnover intention. With a parameter coefficient value of 0.000. With these results, the statistical value of t does not exceed that of table t, which is $0.004 < 1.96$ with a p value of $0.997 > 0.05$.

Table 6. Summary of Hypothesis Test Results of Direct Relationship Between Variables

Hypothesis	Result	Information
Work Environment	Rejected	Unable to mediate
Work Advantages	Rejected	Unable to mediate

Source : SmartPLS processing data, 2024

Discussion

The Influence of the Work Environment on Intention to Change (H1)

The test results answered that the relationship between Work Environment and Turnover Intention was very influential **Negative as well as significant** with the results of testing the statistical value $t \ 3,483 > 1.96$ and p-value $0.000 < 0.05$. . From these results, there are indications that the conducive and good work environment felt by PT X employees will

also lower the turnover intention in this company. So the first conjecture (H1) which reads "The work environment has a negative and significant effect on the Intention of Change" **Accepted**. This emphasizes a supportive and comfortable work environment is a fundamental aspect, so that it can minimize turnover in the company. The results of this study are in line with research by [22], [23] and [24].

The Effect of Work Overload on Turnover Intention (H2)

The results of the study show that Work Overload on Turnover Intent Affects **positive and significant** with the t-statistical calculation of $5.414 > 1.96$ while the p-value $0.000 < 0.05$. Research by [25] and [26] also had the same results as this study. From these results, there are indications that the higher the workload worked by PT X employees, the higher the level of turnover desire in this company. So the second hypothesis (H2) which reads "Work Overload has a positive and significant effect on Turnover Intention" **Accepted**. This means that companies need better workload management to reduce employee turnover intentions.

The Influence of Work Environment on Job Satisfaction (H3)

Researchers found test results that showed that the relationship between Work Environment and Job Satisfaction was very influential **positive and significant** with the results of testing the statistical value $t \ 3.173 > 1.96$, while p-value $0.002 < 0.05$. Research by [27], [28] and [29] is also in line with this research. From these results, there are indications that the better the work environment, namely the employees feel safe, comfortable, and conducive, making PT X employees feel high job satisfaction as well. So the third hypothesis (H3) which reads "The work environment has a positive and significant effect on Job Satisfaction" **Accepted**. This can help improve employee performance and reduce potential employee turnover intentions.

Effect of Workload on Job Satisfaction (H4)

From the test results, it was found that the relationship between the Work Environment and Job Satisfaction had a **negative and insignificant effect** with the test results of the t-statistical value of $0.451 < 1.96$ and the p-value of $0.652 > 0.05$. From these results, there are indications that the high workload does not significantly affect the job satisfaction of PT X employees. So the fourth hypothesis (H4) which reads "Work Overload has a negative and significant effect on Job Satisfaction" is rejected. This shows that employee job satisfaction is not dominated by workload factors but is allegedly dominated by other factors as well.

The Effect of Job Satisfaction on Turnover Intention (H5)

This test found that Job Satisfaction and Turnover Intention had a **negative and insignificant effect** with a t-statistical value of $0.009 < 1.96$ and a p-value of $0.993 > 0.05$. This shows that even though PT X employees feel high job satisfaction, it is not significant enough to make employees not think about leaving their jobs. Therefore, the fifth hypothesis (H5) "Job satisfaction has a negative and significant effect on Turnover Intentions" is **rejected**.

The Influence of Work Environment on Turnover Intention Mediated by Job Satisfaction (H6)

The findings of this test found that the negligible influence of the Work Environment on Turnover Intention through the role of Job Satisfaction as a mediator. This result is supported by a smaller t-statistical value from the t-table, which is $0.009 < 1.96$ while the p-

value is $0.993 > 0.05$. This means that even though the quality of the work environment felt by employees is getting better, it is not strong enough to be considered to significantly reduce employee turnover when it comes to job satisfaction. So the sixth provisional allegation (H6), which states that the Work Environment has a positive and significant influence on the Intention of Change Through Job Satisfaction, **is rejected**.

The Effect of Work Overload on Turnover Intention Mediated by Job Satisfaction (H7)

The last test found that Work Overload had a positive but not significant effect on Turnover Intention through Job Satisfaction. The statistical value of the smaller t-table is $0.004 < 1.96$ while the p-value is $0.997 > 0.05$. These findings suggest that excessive workload is not strong enough to significantly affect turnover intent through job satisfaction. Thus, the seventh hypothesis (H7), Work Overload has a positive and significant effect on Turnover Intention with Job Satisfaction as a mediator, **is rejected**. This means that a more comprehensive approach is needed to understand the impact of workload on employees' intention to leave work.

4. Conclusion

The researcher wanted to find out more about the influence of the work environment and excessive workload on job satisfaction and turnover intention in employees of PT X. The results of the study showed that the work environment had a positive and significant influence on job satisfaction, as well as a negative and significant influence on job turnover intention. On the other hand, work overload has a negative and insignificant effect on job satisfaction, but on turnover intention it is very positive and significant. Then, job satisfaction itself does not really affect the desire for turnover that is too significant. Researchers found that the outcome of the work environment was the variable that most affected job satisfaction and could help significantly reduce employees' desire to leave work. Meanwhile, excessive workload contributes more to increased turnover intent than job satisfaction.

This research has an involvement in the development of articles related to the relationship between turnover intentions, work environment, job satisfaction, and workload, especially in the context of companies in Indonesia. In practical terms, these findings show the importance of the company's efforts to place a conducive work environment as a fundamental aspect to increase employee satisfaction at work while reducing employee turnover intentions. In addition, proper workload management is needed so that excessive workload does not become a major factor in increasing employee turnover intentions. However, this study has some limitations. It is centered on one company so that the generalization of findings is limited to a broader context. The quantitative approach used also does not consider the qualitative perspective of the employee, which can provide additional insights.

Further research is suggested to expand the scope of research by involving more companies or industries. Mixed methods that combine quantitative and qualitative data can be used to generate deeper understanding. Additionally, exploring the role of other variables, such as work motivation, organizational support, or employee commitment as mediators or moderators, can enrich the analysis.

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