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The Influence of Workload, Work Environment on Turnover Intention through Motivation in PT. Jambi Planning Commerce

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Abstract: The purpose of this study is to examine the impact of workload and work environment on turnover intention in employees at PT. Jambi Planning Commerce, with motivation acting as a mediating variable. This study uses descriptive and verification methodology, using a quantitative approach. Questionnaires were used to collect data from 52 permanent employees of PT. Jambi Planning Commerce. SPSS version 29.0 was used to conduct statistical analysis, which includes multiple regression and path analysis. The objective was to investigate the direct and indirect impacts of workload and work environment on turnover intention, mediated by motivation. The results show that the number of workers and working conditions have a large and favourable impact on motivation and the likelihood of leaving the job. More precisely, the direct impact of workload on motivation accounts for 17.9% of the overall effect, while the indirect impact accounts for 18.1%. The work environment has a direct impact of 26.1% and an indirect impact of 18.1% on motivation. Collectively, these characteristics explained 80.2% of the variability in motivation. In addition, the level of work assigned and the conditions under which work is performed have a significant impact on the desire to leave the job, accounting for 25.8% and 18.8% of the effect, respectively. In addition, there is an indirect effect of 18.4% each, which results in a cumulative effect of 81.4%. Motivation plays an important role in turnover intention, accounting for 75.9% of the variation.

Keyword: Workload, Work Environment, Turnover Intention, Motivation, & Employee Retention.

INTRODUCTION

Human resources are crucial assets in a company, as they drive other resources and influence efficiency and effectiveness. Companies must recognize the value of investing in employees. Human resources are essential for achieving company goals, as technology alone cannot produce desired outputs without their support. They create goals, foster innovation, and enable the functioning of other resources. A company cannot maximize production and profit without skilled, competent, and dedicated employees. Effective human resource

management ensures employees work optimally to achieve company goals. Companies with quality human resources are more confident in reaching their goals and competing with others. Employees are the main wealth of a company, and their involvement is vital. Prioritizing employee well-being helps retain qualified staff and maintain a high work ethic, essential for achieving company targets.

According to (Haeruddin et al., 2023), turnover intention is when workers show signs of disengaging from their current job, giving them more freedom to decide whether to stay or leave. (Novitasari, 2020) highlights that turnover intention signifies poor organizational management and indicates the organization's inability to manage individual behavior. High turnover rates can destabilize the workforce and increase HR costs, including training and recruitment expenses (Choy & Kamoche, 2020). One major factor influencing turnover intention is a high workload, defined by (Jeffries et al., 2022) as activities requiring mental or physical effort within a certain timeframe. (de Jonge & Huter, 2021) emphasize that workload should match an individual's capacity to avoid fatigue. (Junaidi et al., 2020) discovered a correlation between workload and employee dissatisfaction with their employment. Excessive workloads lead to productivity issues and increased turnover intention. Another factor is the work environment; a comfortable and safe workplace positively impacts employee performance and retention (Kodarlikar & Umale, 2020). According to Sedarmayanti (2011), the work environment includes both tangible and intangible elements, both of which must promote the achievement of organisational goals (Aisyah et al., 2020). Organisations can reduce staff turnover by fostering employee motivation, which fosters positive attitudes and enhances productivity (Huang et al., 2021). Motivated employees are less likely to leave, and maintaining motivation is crucial for organizational success.

Human resources are essential for mobilizing other resources within an organization effectively and efficiently. Companies must nurture and retain potential employees to ensure future efficiency and effectiveness. Attracting and retaining high-performing employees is becoming increasingly challenging. Thus, companies must provide motivation and job satisfaction to prevent employees from leaving. Turnover intention, the desire to resign voluntarily, can harm companies through increased recruitment and training costs (Guzeller & Celiker, 2020). High turnover intention at PT. Jambi Planning Commerce, a prominent developer in Jambi, exemplifies this issue. The company employs 52 permanent staff and 272 daily workers, producing and marketing houses and shops. Data from 2020-2024 shows fluctuating employee numbers, with a peak in 2023 and a decline in 2024. The study focuses on factors contributing to turnover intention among permanent employees, particularly high workloads and workplace pressure. High workload demands on production and marketing teams, combined with administrative duties, often lead to stress and turnover intention. Performance data from 2020-2024 indicates that while some departments meet targets, others fall short, affecting overall productivity and leading to potential employee turnover if not addressed.

A conducive work environment is vital for employee productivity and job satisfaction. Without a good work environment, employees may become bored, uncomfortable, and consider leaving the company. Data from PT. Jambi Planning Commerce from 2020 to 2024 shows that physical work facilities often did not meet employee needs, with issues like inadequate printers, AC units, office chairs, and operational vehicles. In 2024, several workstations and equipment were found in poor condition, affecting employee performance and comfort, which could lead to higher turnover intention. To mitigate this, companies should motivate employees by providing adequate work facilities and benefits. PT. Jambi Planning Commerce offers health allowances, holiday bonuses, communication, and transportation allowances, performance incentives, and marketing fees to encourage employee retention. However, while health and holiday allowances reached all employees,

other benefits were less uniformly distributed, impacting overall motivation. Enhancing these benefits can help reduce turnover intention and improve employee commitment.

The real estate sector, particularly housing, is rapidly growing, leading to increased competition among developers to market their properties. Developers employ various strategies, including effective promotions and marketing tactics, coupled with thorough product knowledge to enhance sales. Achieving company goals, both short and long-term, requires optimal, efficient, and effective resource management. A well-managed company can efficiently align all activities towards its planned objectives. Human resources are the most crucial asset in the property and real estate sector, which significantly contributes to a nation's economy by generating substantial employment. In Indonesia, PT. Jambi Planning Commerce in Jambi exemplifies this growth. Established in late 2003, PT. Jambi Planning Commerce addresses the high demand for housing by offering well-designed homes that harmonize with their environment and residents. Committed to quality, PT. Jambi Planning Commerce ensures top-notch building materials, excellent infrastructure, and serene surroundings. Over 23 years.

Observations and interviews with employees at PT. Jambi Planning Commerce reveal that many face high workloads, often requiring overtime to meet job demands. Employees are expected to be prepared, efficient, and responsible in fulfilling their duties, leading to stress and fatigue. Leaders in the real estate sector must be decisive and provide clear instructions to prevent project delays or legal issues, creating a tense and uncomfortable work environment. Additionally, the heavy workload and individual responsibilities hinder harmonious relationships among employees, as they have little time for communication and social interaction, which is crucial for achieving company goals. Employee turnover at PT. Jambi Planning Commerce fluctuated significantly from 2020 to 2024, peaking at 10.91% in 2024. According to Gillis, a normal turnover rate ranges from 5-10% annually, with rates above 10% considered high. Persistent increases in turnover can impact the organization by reducing the quality of the workforce and increasing recruitment and training costs. Staffelbach notes that turnover intention is a subjective likelihood of an individual changing jobs within a certain timeframe, leading to actual turnover. Companies must take serious measures to retain employees, as high turnover intention can disrupt performance, increase absenteeism, complaints, and even strikes.

Several factors contribute to turnover intention, including workload, work environment, and motivation. Observations at PT. Jambi Planning Commerce, a developer and real estate company, revealed that despite offering bonuses, holiday allowances, accident and health insurance, adequate office and marketing environments, CCTV, and security personnel at housing projects, turnover intention remains an issue. Taking everything into account, the researcher intends to look into how factors like workload, work environment, and compensation affect employees' intentions to leave their existing positions, specifically examining how these factors influence motivation. This study is titled "The Influence of Workload and Work Environment on Turnover Intention through Motivation at PT. Jambi Planning Commerce."

METHOD

This study utilizes a descriptive, verificative, and quantitative research methodology. According to (Sugiyono, 2018), the verificative method involves testing hypotheses using statistical calculations to determine whether they are accepted or rejected. Quantitative research, based on positivism philosophy, involves studying a specific population or sample, often selected randomly, Using research tools, data is collected and then evaluated statistically to test theories. This research focuses on PT. Jambi Planning Commerce, a real estate developer in Jambi, established on December 23, 2003. The study employs quantitative data obtained from questionnaires issued to permanent employees to examine the correlations

between workload, work environment, salary, and turnover intention, with motivation as the mediating factor. Quantitative data, as defined by (Sugiyono, 2021), are numerical data obtained from field research, converting qualitative values into quantitative ones. The data will undergo statistical analysis to evaluate the research ideas. The study employs primary data collected directly from respondents via questionnaires, ensuring precision, pertinence, and timeliness, as stressed by the researchers (Sugiyono, 2019).

According to (Creswell & Creswell, 2018), Researchers in the discipline of generalisation seek out things or subjects with diverse features and characteristics in order to examine them and draw conclusions about them. Everyone who participated in the survey was a long-term worker of PT. Jambi Planning Commerce. Because the number is less than 100, the entire population will be used as a research sample. A sample, as defined by (Creswell & Creswell, 2018) is a smaller subset of a population used to draw conclusions about a broader group. Roscue, cited in (Sugiyono, 2017), provides guidelines for determining sample size: typically, 30 to 500 subjects are suitable for most studies; for subdivided samples, a minimum of 30 per category is recommended; multivariate studies should have sample sizes several times the number of variables analyzed; and simple experimental studies with strict control can use 10 to 20 subjects. Consequently, this research will use the entire population of 52 permanent employees at PT. Jambi Planning Commerce as the sample.

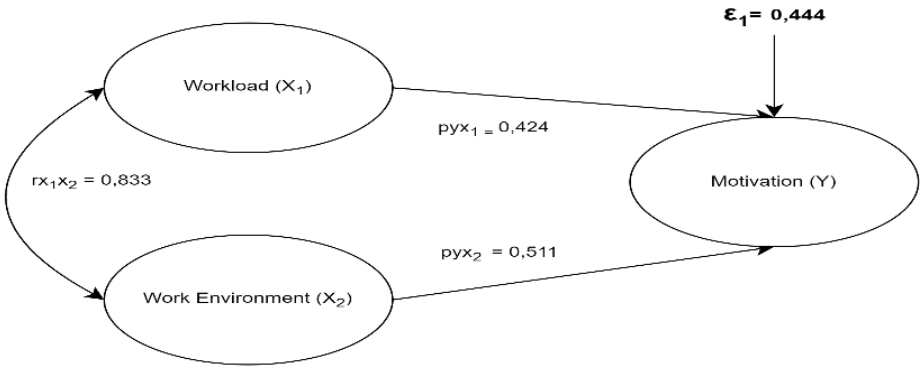
To gather relevant and standard-compliant data, researchers must employ effective data collection techniques. This study uses various methods, including literature review and questionnaires. The literature review involves examining books, articles, internet sources, and previous research related to the study's topic, providing scientific and theoretical data as references. Questionnaires are used to collect primary data, which involves presenting a series of questions or statements to respondents, and their responses are quantified using a Likert scale. Each respondent's answers are coded and scored to analyze trends and measure variables statistically.

To make sure the research tools are accurate and consistent, validation is a must. Reliability evaluates an instrument's capacity to consistently and steadily produce data over time, while validity refers to the degree to which an instrument accurately measures what it is designed to measure. A Pearson correlation analysis is used to find out if there is a significant link between the total scores and the scores of individual questions. This helps to determine the validity of the questionnaire. An acceptable level of reliability is determined by using Cronbach's Alpha, with a minimum value of 0.70. Data analysis encompasses both descriptive and inferential methodologies. Descriptive analysis offers a numerical summary of the data, encompassing the lowest, highest, average, and standard deviation values. Verificative analysis, often known as route analysis, examines the structural connections between variables, identifying both direct and indirect impacts. When evaluating a hypothesis, one can use t-tests to determine the relative importance of variables and F-tests to determine the model's overall significance, thereby ensuring the validity and dependability of research findings.

RESULTS AND DISCUSSION

Path analysis for Structure I, conducted using SPSS version 29, aims to address objective two by examining the relationship between workload (X_1), work environment (X_2), and motivation (Y). The correlation between these variables shows significant relationships, with X_1 and X_2 having a Pearson correlation of 0.858. Further analysis through multiple regression reveals that both workload and work environment significantly impact motivation. The unstandardized coefficients indicate that for each unit increase in workload and work environment, motivation increases by 0.364 and 0.402, respectively, with significant p-

values, confirming the model's validity. Workload and work environment significantly affect employee motivation, as shown above.

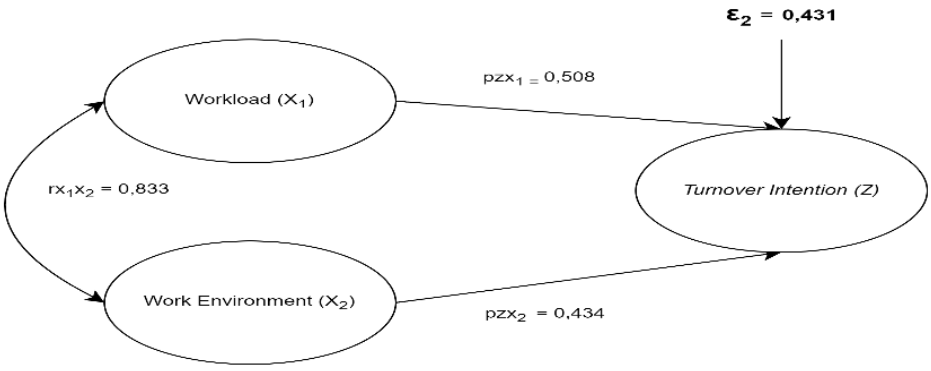


Source: Research Results

Figure 1. Diagram of Structure Path Analysis Results I

The direct impact of workload (X_1) on motivation (Y) is calculated to be 17.9%, while the indirect impact through the work environment (X_2) is 18.1%, totaling 36%. This indicates that increased workload directly and indirectly enhances employee motivation, with the direct impact being slightly more significant. With a direct influence of 26.1% on (Y) and an indirect influence of 18.1% through (X_1), the overall influence of (X_2) is 44.2%. This proves that a better workplace significantly affects employee motivation. Of the total influence on motivation, 80.2% is attributable to the combined direct and indirect impacts of workload and work environment. Other factors account for the remaining 19.8%. These independent factors may explain 80.3% of the variation in motivation, according to the R^2 coefficient from the model description.

The path analysis for Structure II aims to address the third research objective, this is to ascertain the relationship between (Y) and (X_1) as well as the (X_2). Based on the correlation table, the path coefficients can be calculated using the beta values from the regression analysis. The correlation results show significant relationships among the variables, with workload and work environment both significantly influencing turnover intention. More precisely, the standardized coefficients reveal that workload has a beta value of 0.508 and the work environment has a beta value of 0.434, both of which have statistically significant p-values. This analysis emphasizes the significant influence of both workload and work environment on employees' inclination to depart from the firm.

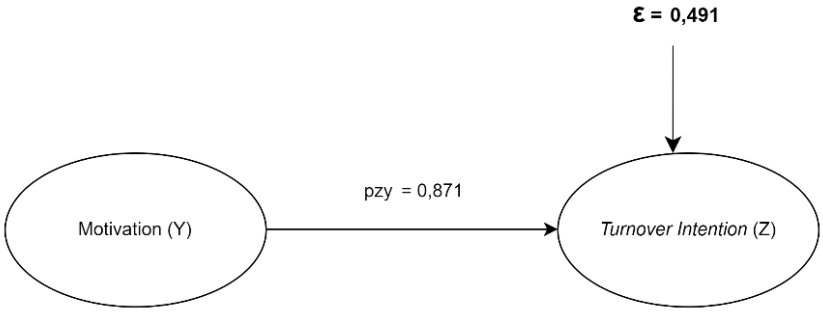


Source: Research Results

Figure 2. Diagram of Structure Path Analysis Results II

The direct impact of workload (X_1) on turnover intention (Z) is 25.8%, while the indirect impact through the work environment (X_2) is 18.4%, resulting in a total effect of 44.2%. This shows that an increased workload significantly raises the likelihood of employees intending to leave the company. For the work environment (X_2), the direct effect on turnover intention (Z) is 18.8%, with an indirect effect of 18.4%, totaling 37.2%. Even in a supportive workplace, employees' intentions to leave are impacted. A total of 81.4% of the variance in turnover intention is attributable to workload and work environment, with the remaining 18.6% attributable to other factors. The R^2 coefficient obtained from the SPSS results confirms that workload and work environment account for 81.4% of the variance in turnover intention.

Determine the effect of (Y) on (Z) was the fourth research aim that was the focus of the route analysis for Structure 3. A statistically significant and positive relationship between (Y) and (Z) was found in the findings of the regression analysis, with an unstandardised coefficient (B) of 0.857 and a standardised coefficient (Beta) of 0.871, both of which are significant at the 0.000 level. This indicates that higher motivation levels are strongly associated with increased turnover intention.

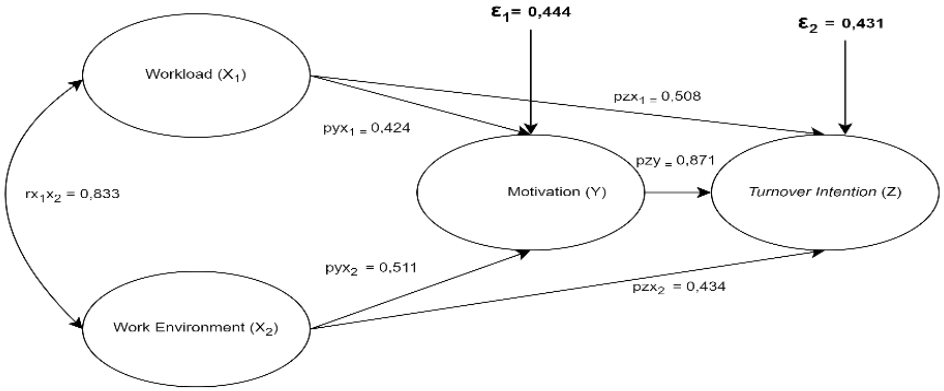


Source: Research Results

Figure 3. Diagram of Structure Path Analysis Results III

An analysis was conducted to determine the influence of (Y) on (Z) among employees at PT. Jambi Planning Commerce. The results showed a direct effect of 75.9%. The high determination coefficient (R^2) of 0.759 demonstrates that motivation has a substantial impact on employees' intentions to leave. Consequently, motivation accounts for 75.9% of the variability in turnover intention, leaving 24.1% to be influenced by other factors in this investigation. The regression study validated that motivation exerts a significant and favorable impact on turnover intention, underscoring the imperative of addressing motivating aspects to proficiently manage staff retention.

For the purpose of reaching the fifth goal, this study's fourth path analysis will use (Y) to look at how (X_1) and (X_2) affect (Z). The method takes into account the effects of these factors in both their direct and indirect forms. By combining the coefficients from each sub-structure, we can evaluate the overall effect of workload and work environment on motivation-mediated turnover intention. This extensive route analysis offers a detailed understanding of the interplay between these variables in influencing employee turnover intention at PT. Jambi Planning Commerce.



Source: Research Results

Figure 4. Diagram of Structure Path Analysis Results IV

The relationship between (X_1) and (Z) can be analyzed in terms of both direct and indirect impacts mediated by (Y). The direct impact of workload on turnover intention via motivation is 18.7%, but the indirect impact through both the work environment and motivation is 7.9%. The outcome is a cumulative impact of 26.6%, signifying that workload plays a substantial role in the emergence of turnover intention via means of motivation mediation.

Additionally, the study delves into how (X_2) impacts (Z) through (Y). With a direct impact of 19.3% on motivation, the work environment affects turnover intention. Additionally, there is an indirect influence of 6.8% through workload and motivation, resulting in a total effect of 26.1%. This illustrates that the work environment also has a pivotal impact on turnover intention through motivation.

The combined direct influence of both (X_1) and (X_2) on turnover intention through motivation is 38%. The combined impact of these variables and motivation results in an indirect effect of 14.71%, contributing to a total influence of 52.7%. This indicates that more than 50% of the turnover intention can be accounted for by these parameters, while the remaining 47.3% is influenced by additional variables that were not considered in this model.

Based on the data shown in the table below, the first hypothesis test in this discussion seeks to understand the workload, work environment, motivation, and intention to leave levels of employees at the Developer and Real Estate Company PT. Jambi Planning Commerce:

Table 1. Descriptive Analysis Results Per Variable

No	Variable	Total Score	Scale Range	Hypothesis Result
1	Workload	2803	2402.4 – 2860	Suspected Very High
2	Work Environment	3042	2652 – 3275	Suspected Good
3	Motivation	2448	2121.6 – 2619.8	Suspected High
4	Turnover Intention	2376	2121.6 – 2619.8	Suspected High

Source: Research data

Based on the provided table, it is evident that the workload variable falls under the high category, the work environment variable is in a favorable condition, the motivation variable is also in a high state, while the turnover intention variable is also in a high state.

The second hypothesis in this study attempts to ascertain if the factors of (X1) and (X2) have a substantial simultaneous and partial impact on (Y) at PT. Jambi Planning Commerce. A simultaneous hypothesis test (F-test) is undertaken to assess the influence of (X1) and (X2) on (Y). The F-test allows for the acceptance or rejection of the hypothesis depending on the following criteria:

a. H0 = There is no statistically significant impact of workload and work environment on motivation.
b. H1 = Workload and work environment have a substantial impact on motivation.

An F-test is carried out to evaluate the alternative hypothesis. For the purpose of determining whether the independent variables significantly affect the dependent variable, the F-test is employed. The F-test statistics, as implemented in SPSS 29.0, are employed to assess this hypothesis. The outcomes can be seen in the Anova table that follows.

Table 2. Simultaneous Test Results of Workload and Work Environment on Motivation

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2441.225	2	1220.612	99.606	.000[b]
	Residual	600.468	49	12.254		
	Total	3041.692	51			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

According to the SPSS output table, the F value has been computed to be 106.628. In order to find the F table value, one must consult the F distribution table at a significance level of α = 0.05. The formula used to calculate the F table value is F table = (k; n – k – 1), where k represents the number of independent variables and n represents the sample size (Muhidin & Abdurahman, 2017). The calculation yields a F table value of 3.19, denoted as F table (2; 49) using the degrees of freedom (2, 49). With a significance level of 0.000, which is less than 0.05, and a F value of 106.628 that is greater than the F table value of 3.19, we can infer that H_1 is accepted and H_0 is rejected. Workload and work environment have a significant dual effect on motivation at PT. Jambi Planning Commerce.

A t-test is performed to assess the significance of the partial effects of (X_1) and (X_2) on (Y) at PT. Jambi Planning Commerce. This test is conducted by comparing the computed t value with the t table value. The computed t-values are displayed in the subsequent table:

Table 3. Partial Test Results between Workload and Work Environment on Motivation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.960	3.095		1.279	.207
	X1	.364	.099	.424	3.692	.001
	X2	.402	.090	.511	4.454	.000

a. Dependent Variable: Y

Table 3 shows that the t-value for the (X_1) is 3.692. The t-table value is obtained from the t-distribution statistics at a significance level of 5% or 0.05, located in the column α/2 = 0.025, with degrees of freedom N-k-1, which is calculated as 52 - 2 - 1 = 49. The t-table value obtained is 2.010. Given that the t-value (3.692) exceeds the t-table value (2.010) and the significance level (Sig.) is 0.001, which is lower than 0.05, we can conclude that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This suggests a significant partial effect of workload on motivation. In addition, the t-value for the variable (X_2) is 4.454, which exceeds the t-table value (4.454 > 2.010) at a significance level of 0.001. There is a notable influence of the work environment on motivation at PT. Jambi Planning Commerce.

The fourth hypothesis in this research seeks to ascertain if the variables (X_1) and (X_2) collectively exert a substantial impact on (Z) at PT. Jambi Planning Commerce. A simultaneous hypothesis test (F-test) is done to evaluate the influence of (X_1) and (X_2) on (Z). This test assesses whether:

a. H_0 = There is no statistically significant impact of workload and work environment on turnover intention.
b. H_1: Workload and work environment have a substantial impact on turnover intention.

In order to examine the validity of this fourth hypothesis, the F-test is conducted to determine whether the independent factors collectively influence the dependent variable. The F-test statistics are computed using SPSS 29.0 software, as displayed in the ANOVA table below.

Table 4. Simultaneous Test Results for Work Load and Work Environment against Turnover Intention

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2393.295	2	1196.647	107.042	.000[b]
	Residual	547.782	49	11.179		
	Total	2941.077	51			

a. Dependent Variable: Z
b. Predictors: (Constant), X2, X1

The computed F value (F_{count}), according to the SPSS 29.0 result in Table 4, is 116.554. The formula F_{table} = (k; n – k – 1) can be used to find the F table value (F_{table}) when α = 0.05. In this calculation, k denotes the number of independent variables, and n is the number of samples or respondents (Muhidin & Abdurahman, 2017). F_{table} (2; 52 – 2 – 1) = (2; 49), the result of the computation, corresponds to a F_{table} value of 3.19. We can conclude that the alternative hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected based on the calculated value of F (F_{count}) of 107.042, which is higher than the critical value of F (F_{table}) at 3.19 and using a significance level of 0.001, which is lower than the threshold of 0.05. These results imply that PT. Jambi Planning Commerce employees' intentions to leave the company are significantly and concurrently impacted by their workload and work environment.

The fifth hypothesis test employs the partial t-test to ascertain if the independent variables, (X_1) and (X_2), have a substantial partial impact on (Z) at PT. Jambi Planning Commerce. This test entails the comparison of the computed t-value (t_{count}) with the t-table value (t_{table}). The computed t-values are available in the output table generated by the SPSS version 29.0 software, as depicted below:

Table 5. Partial Test Results between Workload and Work Environment against Turnover Intention

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.975	2.956		1.006	.319
	X1	.429	.094	.508	4.554	.000
	X2	.335	.086	.434	3.892	.000

a. Dependent Variable: Z

Table 5 provides the variable (X_1)'s t-value, which is 4.554. With degrees of freedom N-k-1 (52-2-1=49) and a significance level of 5% (α/2 = 0.025), the t-table value obtained is 2.010. We accept the alternative hypothesis (H_1), which demonstrates a significant partial influence of workload on turnover intention, and reject the null hypothesis (H_0), given that the calculated t-value (4.554) exceeds the t-table value (2.010) and the significance threshold (0.001) is below 0.05. Likewise, at a significance level of 0.001, the computed t-value for the variable (X_2) is 3.892, exceeding the t-table value (2.010). At PT. Jambi Planning Commerce, the work environment has a significant impact on employees' intentions to leave.

This study's sixth hypothesis test seeks to ascertain the variable (Y)'s partial influence on (Z). The output table produced by the SPSS application contains the computed t-value, which is seen below:

Table 6. Results of Partial Motivation Test on Turnover Intention

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.355	3.254		1.646	.106
	Y	.857	.068	.871	12.558	.000

a. Dependent Variable: Z

The t-table value obtained from the t-distribution at a 5% significance level (α = 0.05) with degrees of freedom N-k-1 (49) is 2.010, while the t-value estimated from Table 6 is 12.558. Since the significance threshold (0.001) is less than 0.05 and the estimated t-value (12.558) is more than the t-table value (2.010), we can conclude that the alternative hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected. These results imply that in PT. Jambi Planning Commerce, motivation plays a significant influence in influencing turnover intention.

Description of Workload, Work Environment, Motivation and Turnover Intention of PT. Jambi Planning Commerce

The research provides an analysis of Workload (X_1), Work Environment (X_2), Motivation (Y), and Turnover Intention (Z) among employees at PT. Jambi Planning Commerce. The findings reveal that the workload is categorized as "very high" with a total score of 2803, indicating significant mental, time, and physical demands on employees. The work environment is considered "good," with a score of 3042, reflecting favorable factors such as lighting, workspace layout, and interpersonal relationships that contribute to employee comfort and retention. Motivation is also "high" with a score of 2448, driven by compensation, working conditions, and recognition from supervisors. The highest motivation scores are linked to leadership praise and bonuses, while the lowest scores point to inadequate communication and operational allowances.

Turnover intention is "high," scoring 2376, indicating a strong inclination among employees to consider leaving the company. The most significant factor is employees frequently thinking about quitting their current jobs, while the least significant factor is searching for better-paying jobs. To retain quality employees, the company must address psychological factors and wages. Additionally, other elements such as job satisfaction, organizational commitment, job insecurity, external opportunities, company size, age, and tenure are crucial in influencing turnover intention and should be managed to lower turnover rates.

Analysis of the Simultaneous and Partial Effect of Workload and Work Environment on Motivation

The second hypothesis test in this research demonstrates a statistically significant beneficial impact, both collectively and individually, of the variables (X_1) and (X_2) on (Y) at PT. Jambi Planning Commerce. The results are consistent with prior research, such as the study conducted by Tiyasiningsih et al. (2016), which showed that the amount of work has a substantial impact on employee motivation at PT. Bank Muamalat Indonesia. (Pratama, 2022) discovered a substantial and favourable relationship between employee motivation at PT. Putra Riau Kemari and both workload and work environment. In contrast to the findings of (Rusmiati et al., 2021), this study reveals a strong negative impact of workload and a significant good impact of work environment on motivation. According to the research, the combined impact of workload and work environment on motivation at PT. Jambi Planning Commerce is 80.2%. This indicates that these elements have a favourable contribution to employee motivation.

For the partial effects, the analysis shows that (X_1) has a significant positive impact on (Y), with a direct influence of 19.9% and an indirect influence of 18.7%, totaling 38.6%. This finding suggests that despite a high workload, employees at PT. Jambi Planning Commerce remain highly motivated, viewing their workload positively as a challenge that drives them to meet company targets. This aligns with Bambang's (2021) study on teacher motivation at Yayasan Pendidikan Cendana, which found a significant positive effect of workload on motivation. (Juana et al., 2023) found a negative impact of workload on motivation among Telkom Group Maros employees. The (X_2) also has a significant positive effect on motivation, with a direct influence of 17.9% and an indirect influence of 18.1%, totaling 36%. This highlights the importance of a good physical and relational work environment in boosting employee motivation at PT. Jambi Planning Commerce, as supported by (Chafi et al., 2022).

Simultaneous and partial analysis of the influence of workload and work environment on turnover intention

The results of the hypothesis testing show a substantial positive simultaneous impact of the (X_1) and (X_2) factors on (Z) at PT. Jambi Planning Commerce. This result aligns with the research conducted by Ayu Nengsih (2024) on the influence of workload and work environment on turnover intention at PT. Jambi Planning Commerce. The study concluded that both factors had a positive and significant impact on turnover intention. According to the research, the combination of workload and work environment has a significant impact on turnover intention, accounting for 81.4% of the influence. The remaining 18.6% is attributed to other factors. This indicates that workload and work environment collectively impact employees' desire to leave their jobs, affecting company productivity and increasing recruitment costs due to the need for new hires.

The hypothesis testing results reveal that (X_1) has a significant positive impact on Turnover Intention at PT. Jambi Planning Commerce. This aligns with (Pahlawan & Wahyuni, 2022) study on the influence of workload and job satisfaction on turnover intention at RSU Jakarta Selatan. However, it contrasts with (Guzeller & Celiker, 2020) study at PT. Batavia Prosperindo Finance Tbk-Manado, which found a negative and insignificant impact of workload on turnover intention. The current study found a direct positive influence of 25.8% and an indirect positive influence of 18.4% from workload on turnover intention, totaling 44.2%. This suggests that high workload leads employees to consider leaving for better opportunities. Furthermore, the study indicates that (X_2) also has a significant positive effect on turnover intention, supporting (Islam et al., 2023) findings on PT. Efrata Retailimdo. Despite a good work environment, turnover intention remains high due to factors like internal competition and poor management, highlighting the need for comprehensive improvements to reduce turnover rates.

Analysis of the Influence of Motivation on Turnover Intention

The research findings suggest that motivation has a limited impact on turnover intention at PT. Jambi Planning Commerce. According to the data in Table 4.30, the t-value (12.558) is higher than the t-table value (2.10) with a significance level of 0.001, which is less than 0.05. This discovery is consistent with prior research conducted by (Hussain et al., 2020), which also concluded that motivation has a favourable and significant impact on turnover intention. Work motivation, as defined by (Miao et al., 2020), refers to the inclination to put out significant effort in order to achieve organisational objectives, contingent upon the extent to which this effort fulfils an individual's needs. The study conducted by (Smokrović et al., 2022) at PT. Berkah Kawasan Manyar Sejahtera examined the relationship between remuneration, motivation, workload, and turnover intention. The findings revealed that motivation had a negligible and adverse impact on turnover intention.

Despite high work motivation among employees at PT. Jambi Planning Commerce, it does not reduce turnover intention, suggesting that employees with strong motivation may still seek other job opportunities offering better work environments, career advancement, and creative freedom. Factors such as commute distance and living conditions also contribute to employees' considerations of leaving the company.

Analysis of the Effect of Workload and Work Environment through Motivation on Turnover Intention

According to the research analysis, motivation has a positive and significant impact on workload and work environment, which in turn affects turnover intention at PT. Jambi Planning Commerce. This implies that high workload, a good work environment, and high motivation collectively contribute to employees' desire to leave the company. Even though these factors are expected to motivate employees and reduce turnover intention, they do not necessarily prevent it. Motivation can operate as a mediator between workload, work environment, and turnover intention, but it may not always completely alleviate the impact. (Puhakka et al., 2021) describe turnover intention as the inclination or deliberate desire of employees to voluntarily resign from their current job or transition to a different workplace on their own volition. The turnover intention in a company is influenced not only by the independent and mediating variables listed, but also by additional factors that contribute to the high turnover rate.

The positive and significant influence of workload indicates that high workload at PT. Jambi Planning Commerce can lead to increased turnover intention. Despite the provision of high motivation and a good work environment, a high workload still results in a higher turnover rate. This could be due to other factors affecting employees' desire to leave the company. Addressing the needs and aspirations of employees in achieving work targets, providing a good physical and non-physical work environment, considering career progression, and improving communication among colleagues and superiors are crucial. These efforts are expected to help reduce turnover intention, enabling employees to stay longer in the company and contribute maximally towards achieving the company's goals.

CONCLUSION

Based on the analysis and findings of this research, it is concluded that the workload and work environment positively and significantly influence motivation and turnover intention among employees at PT. Jambi Planning Commerce. The descriptive analysis shows that the workload is very high, the work environment is good, and both motivation and turnover intention are high. The simultaneous and partial effects of workload and work environment on motivation are significant, with direct effects of 17.9% and 26.1% and indirect effects of 18.1% each, totaling 80.2% influence on motivation. Similarly, the direct effects on turnover intention are 25.8% and 18.8%, with indirect effects of 18.4% each, totaling 81.4% influence on turnover intention.

Motivation itself has a significant partial effect on turnover intention, with a direct impact of 75.9%. The combined influence of workload and work environment through motivation on turnover intention is 52.63%, indicating that these factors play a crucial role in employees' decisions to stay or leave the company. To reduce turnover intention, PT. Jambi Planning Commerce should focus on managing workload, enhancing the work environment, and ensuring that motivational strategies are effective and aligned with employees' needs. Additionally, further academic research is recommended to explore these relationships in different settings and with various models to validate and expand the understanding of these dynamics.

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