

## The Influence of Workload and Environment on Turnover Intention Through Job Satisfaction and Organizational Commitment

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### Abstract

This research aims to analyze the effect of workload and work environment on turnover intention through job satisfaction and organizational commitment. The research sample was 175 employees who were taken by proportional random sampling. Data analysis using Partial Least Square (PLS). The research findings show that workload has a significant positive effect on job satisfaction, organizational commitment, and turnover intention directly. The work environment significantly negatively affects turnover intention, while job satisfaction and organizational commitment have a significant positive effect. Job satisfaction significantly negatively affects turnover intention, while organizational commitment has a significant positive effect. Organizational commitment has a significant negative effect on turnover intention. Indirectly, the workload negatively affects turnover intention through job satisfaction and organizational commitment. The work environment has a significant negative effect on turnover intention through job satisfaction and organizational commitment, and job satisfaction has a significant negative effect on turnover intention through organizational commitment.

**Keywords: Workload, Work Environment, Job Satisfaction, Organizational Commitment, Turnover Intention.**

### 1. INTRODUCTION

Companies need to manage human resources (HR) as much as possible to control turnover intention, considering that it is not easy to get qualified and professional employees or prospective employees. (Robbins and Judge, 2015) Job turnover intention refers to the tendency or degree to which an employee may voluntarily or on purpose leave the company due to the unattractiveness of their current job and the availability of other employment alternatives.

The phenomenon of turnover intention that occurs in BMT NU in Madura can be seen in table 1 below.

**Table 1** Employee Turnover Data at BMT NU in Madura

Year	Total Beginning Year	Total Entry	Total Out	Total End Year	Percentage
2019	207	71	27	251	11.8 %
2020	251	49	42	258	16.5 %
2021	258	101	55	304	19.6 %

Source: Interview Result 2022

Based on the table, it can be seen that the company has experienced an increase in its employee turnover rate, namely in 2019, which reached 11.8% and increased to 16.5% in 2020. In 2021 it again increased to 19.6%. The results of this percentage indicate the employee turnover rate at BMT NU in Madura.

Several studies (Qureshi *et al.*, 2013; Junaidi *et al.*, 2020; Ratnasari & Lestari, 2020) show a positive and significant effect on turnover intention. However, another study (Risambessy, 2021) states that workload negatively and significantly affects turnover intention.

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Other research on the effect of job satisfaction on turnover intention also has different findings. Some researchers (Bonenberger *et al.*, 2014; Son & Choi, 2015; Garba Ibrahim, Hilman, and Kaliappen, 2016; Sugiono, Ria Armela, and Efendi, 2021) have succeeded reveals that there is a negative and significant effect of job satisfaction variables on turnover intention. Meanwhile, the research conducted (Askianto, Soetjipto, and Suharto, 2018; Hakim, Sudarmiatin, and Sutrisno, 2018) found that job satisfaction has a positive and significant effect on turnover intention.

Inconsistency from previous research also occurs in research (Hakim, Sudarmiatin, and Sutrisno, 2018), Their results show that organizational commitment positively and significantly affects turnover intention. However, other studies (Pranata & Ketut Netra, 2019; Bachri & Solekah, 2021; Risambessy, 2021) found that organizational commitment has a negative and significant effect on turnover intentions.

### **1.1. Review of Literature**

#### 1) Workload

The workload is the amount of work used as a dependent that employees must carry out according to their position or work unit (Permendagri, 2013). Meanwhile (Soleman, 2011) defines workload as the amount of work or targets that each employee must complete following the position or organizational unit, which is also sometimes limited in completion time.

#### 2) Work environment

The work environment is everything around employees and can affect them in carrying out the tasks assigned to them, such as air conditioning (AC) and adequate lighting (Afandi, 2018).

#### 3) Job satisfaction

Job satisfaction is effectiveness or emotional response to various aspects of work. A set of employee feelings about whether or not their job is enjoyable. The general attitude toward a person's work shows the difference between the number of awards received and the amount they believe they should receive (Afandi, 2018).

#### 4) Organizational commitment

Organizational commitment is the strong desire of employees to remain in the company or organization, the desire to try hard to carry out the operational activities of the company or organization with the provision of certain beliefs in the values and goals of the company or organization (Luthans, 2006).

#### 5) Turnover intention

The turnover intention is the result of valuing the individual's continued relationship with the company in which they work, but it is not realized through concrete actions. (Mobley, 2011).

### **1.2. Research Objectives**

The purpose of this study was to analyze 1) The direct Effect of workload on turnover intention. 2) The direct effect of the work environment on turnover intention. 3) The direct Effect of job satisfaction on turnover intention, 4) The direct Effect of commitment organizational turnover intention. 5) The direct effect of workload on job satisfaction. 6) The direct effect of the work environment on job satisfaction. 7) The direct Effect of workload on organizational commitment. 8) The direct influence of the work environment on organizational commitment. 9)

The direct Effect of organizational commitment on organizational commitment. 10) The indirect effect of workload on turnover intention through job satisfaction. 11) Indirect Effect of work environment on turnover intention through job satisfaction, 12) Indirect effect of workload on turnover intention through organizational commitment. 13) The indirect effect of the work environment on turnover intention through organizational commitment. 14) The indirect effect of job satisfaction on turnover intention through organizational commitment.

## 2. RESEARCH METHOD

This quantitative study uses an explanatory approach to describing the relationship between variables. The variables are; Workload (X1), work environment (X2), job satisfaction (Z1), organizational commitment (Z2), and turnover intention (Y).

The population in this study amounted to 312 BMT NU employees in Madura. For knowing the number of employees who will be used as respondents (sample) is calculated by the Slovin formula using a 5% error percentage. So the research sample is known to as many as 175 employees.

The technique used for data collection is a questionnaire based on indicators using 5 response options on a Likert scale (Strongly agree = 5 points, Agree = 4 points, Neutral = 3 points, Disagree = 2 points and Strongly disagree = 1 point, but for negative statements, the opposite is true). The questionnaire was distributed through an online questionnaire (Google Form).

This study uses Smart PLS software version 3.2.9. The PLS analysis uses two estimators: A measurement model (outer model) for testing validity and reliability and a structural model (inner model) for testing hypotheses.

## 3. RESULTS AND DISCUSSION

### 3.1 Descriptive Analysis

- 1) The workload applied by BMT NU in Madura is still underloaded. The working conditions, the use of working time, and the targets must be achieved can be managed so that the load given follows the employees' abilities.
- 2) The environment formed by BMT NU in Madura makes employees comfortable and helps them when working. It is due to good office conditions such as appropriate lighting and complete facilities so that they can facilitate the work of employees, good relations among employees, and guaranteed work safety.
- 3) Job satisfaction of BMT NU employees in Madura is still fulfilled. It is because the work given is fun and challenging, the salary you get following the agreement, you get the same promotion opportunities, and the relationship with superiors and co-workers is well established at BMT NU.
- 4) The organizational commitment of BMT NU employees is in high condition. It is because employees have an emotional attachment to the company, and employees are worried about the lack of available jobs.
- 5) The turnover intention of BMT NU employees is still controlled. Due to the difficulty of employment, the salary given is relatively high, and the environment at BMT NU follows the environmental conditions of the employees.

### 3.2 Outer Model Evaluation

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1) Validity test

Convergent validity: The variables workload, work environment, job satisfaction, organizational commitment, and turnover intention satisfy convergent validity because loading factor values (LF) >0.70. The results test can be seen in table 2 below.

**Table 2** Convergent Validity

Workload		Work Environment		Job Satisfaction		Organizational Commitment		Turnover Intention	
Item	LF	Item	LF	Item	LF	Item	LF	Item	LF
BK1	0,944	LK1	0,965	KK1	0,938	KO2	0,944	TI1	0,940
BK2	0,948	LK2	0,970	KK3	0,918	KO3	0,942	TI2	0,751
BK3	0,892	LK3	0,970	KK5	0,947	KO4	0,746	TI3	0,922
BK4	0,925	LK4	0,964	KK6	0,933	KO5	0,967	TI4	0,953
BK5	0,929	LK5	0,955	KK9	0,944	KO6	0,944	TI5	0,944
BK6	0,954	LK6	0,970	KK11	0,923	KO8	0,768	TI6	0,774
		LK7	0,976	KK13	0,933	KO10	0,969		
		LK8	0,967	KK16	0,924	KO11	0,948		
		LK9	0,965	KK18	0,948	KO13	0,774		
				KK20	0,939	KO14	0,968		
				KK23	0,954	KO17	0,957		
				KK25	0,934	KO18	0,953		
						KO19	0,761		
						KO20	0,963		
						KO21	0,940		
						KO22	0,762		

Source: Data Processed by Researchers, 2022

Discriminant Validity. The item is stated to be discriminately valid based on cross-loading value. The correlation value obtained for each item is the highest for its variable compared to the correlation value of the item with other variables. The results test can be seen in table 3 below.

**Table 3** Discriminant Validity

Item	X1	X2	Z1	Z2	Y	Item	X1	X2	Z1	Z2	Y
BK1	<b>0,944</b>	0,077	0,223	0,292	-0,077	KO2	0,241	0,233	0,748	<b>0,944</b>	-0,782
BK2	<b>0,948</b>	0,100	0,159	0,277	-0,079	KO3	0,290	0,201	0,762	<b>0,942</b>	-0,751
BK3	<b>0,892</b>	0,100	0,165	0,254	-0,084	KO4	0,221	0,234	0,477	<b>0,746</b>	-0,549
BK4	<b>0,925</b>	0,050	0,147	0,241	-0,070	KO5	0,258	0,207	0,759	<b>0,967</b>	-0,737
BK5	<b>0,929</b>	0,079	0,211	0,273	-0,073	KO6	0,286	0,212	0,774	<b>0,944</b>	-0,709
BK6	<b>0,954</b>	0,072	0,144	0,243	-0,045	KO8	0,227	0,224	0,476	<b>0,768</b>	-0,563
LK1	0,056	<b>0,965</b>	0,106	0,171	-0,207	KO10	0,256	0,210	0,751	<b>0,969</b>	-0,746
LK2	0,052	<b>0,970</b>	0,147	0,226	-0,263	KO11	0,288	0,214	0,766	<b>0,948</b>	-0,748
LK3	0,089	<b>0,970</b>	0,189	0,267	-0,316	KO13	0,226	0,239	0,500	<b>0,774</b>	-0,553
LK4	0,080	<b>0,964</b>	0,185	0,249	-0,276	KO14	0,258	0,206	0,761	<b>0,968</b>	-0,746
LK5	0,080	<b>0,955</b>	0,167	0,195	-0,238	KO17	0,252	0,217	0,762	<b>0,957</b>	-0,759
LK6	0,098	<b>0,970</b>	0,168	0,241	-0,270	KO18	0,294	0,196	0,782	<b>0,953</b>	-0,741
LK7	0,101	<b>0,976</b>	0,196	0,264	-0,299	KO19	0,207	0,237	0,474	<b>0,761</b>	-0,588
LK8	0,093	<b>0,967</b>	0,169	0,247	-0,312	KO20	0,270	0,213	0,752	<b>0,963</b>	-0,708
LK9	0,086	<b>0,965</b>	0,144	0,180	-0,242	KO21	0,290	0,204	0,797	<b>0,940</b>	-0,752

KK1	0,187	0,190	<b>0,938</b>	0,761	-0,736	KO22	0,203	0,256	0,455	<b>0,762</b>	-0,528
KK3	0,139	0,167	<b>0,918</b>	0,693	-0,674	TI1	-0,081	-0,216	-0,741	-0,722	<b>0,940</b>
KK5	0,183	0,199	<b>0,947</b>	0,793	-0,770	TI2	-0,002	-0,281	-0,451	-0,537	<b>0,751</b>
KK6	0,127	0,120	<b>0,933</b>	0,619	-0,638	TI3	-0,114	-0,255	-0,715	-0,721	<b>0,922</b>
KK9	0,194	0,181	<b>0,944</b>	0,754	-0,741	TI4	-0,053	-0,259	-0,746	-0,755	<b>0,953</b>
KK11	0,136	0,134	<b>0,923</b>	0,625	-0,626	TI5	-0,112	-0,241	-0,779	-0,757	<b>0,944</b>
KK13	0,228	0,153	<b>0,933</b>	0,751	-0,729	TI6	-0,020	-0,282	-0,452	-0,547	<b>0,774</b>
KK16	0,167	0,155	<b>0,924</b>	0,684	-0,664						
KK18	0,233	0,153	<b>0,948</b>	0,789	-0,751						
KK20	0,181	0,122	<b>0,939</b>	0,658	-0,635						
KK23	0,192	0,204	<b>0,954</b>	0,773	-0,755						
KK25	0,148	0,138	<b>0,934</b>	0,651	-0,645						

Source: Data Processed by Researchers, 2022

## 2) Reliability test

All variables have fulfilled the requirements of the reliability test and have excellent or reliable reliability. The latent variable has a composite reliability value greater than 0.70, and Cronbach's alpha value obtained is more significant than 0.70. It shows that the consistency and stability of the instruments used are very high. Test reliability can be seen in table 4 below.

**Table 4** Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload	0,970	0,975	0,869
Work Environment	0,987	0,988	0,877
Job Satisfaction	0,984	0,985	0,808
Organizational Commitment	0,991	0,992	0,935
Turnover Intention	0,943	0,955	0,782

Source: Data Processed by Researchers, 2022

## 3.3 Inner Model Evaluation

### 1) R-Square Test

**Table 5** R-Square

Variable	R Square	R Square Adjusted
Job Satisfaction	0,061	0,050
Organizational Commitment	0,617	0,610
Turnover intention	0,684	0,677

Source: Data Processed by Researchers, 2022

The R-square value for the variable job satisfaction can be interpreted that the extent of the effect of workload and work environment variables on job satisfaction is weak. R square for the organizational commitment variable can be interpreted that workload, work environment, and job satisfaction variables on organizational commitment are substantial. R square for turnover intention can be interpreted that the magnitude of the influence variable workload, work environment, job satisfaction, and organizational commitment to turnover intention is substantial.

### 2) Q<sup>2</sup> Predictive Relevance Test

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**Table 6** Q<sup>2</sup> Predictive Relevance

Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Workload	1050,000	1050,000	
Work Environment	1575,000	1575,000	
Job Satisfaction	2100,000	1992,621	0,051
Organizational Commitment	2800,000	1430,478	0,489
Turnover Intention	1050,000	498,438	0,525

Source: Data Processed by Researchers, 2022

Results of Q2 model 1 (the effect of workload and work environment on job satisfaction) means that model 1 has value weak predictive relevance. Q2 model 2 (the effect of workload, work environment, and job satisfaction on organizational commitment) means that model 2 has a solid, relevant predictive value. Moreover, Q2 model 3 (the effect of workload, work environment, job satisfaction, and commitment organizational impact on turnover intention) can be interpreted that model 3 has a solid, relevant predictive value.

### 3) Hypothesis Test

**Table 7** Hipotesis Test

Path	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Information
Direct Effect						
BK -> TI	0,145	0,141	0,057	2,558	0,005	Significant
BK -> KK	0,177	0,185	0,078	2,262	0,012	Significant
BK -> KO	0,138	0,133	0,060	2,300	0,011	Significant
LK -> TI	-0,112	-0,114	0,061	1,839	0,033	Significant
LK -> KK	0,157	0,156	0,077	2,042	0,021	Significant
LK -> KO	0,103	0,102	0,049	2,097	0,018	Significant
KK -> TI	-0,378	-0,360	0,135	2,808	0,003	Significant
KK -> KO	0,722	0,724	0,061	11,924	0,000	Significant
KO -> TI	-0,494	-0,516	0,153	3,235	0,001	Significant
Indirect Effect						
BK -> KK -> TI	-0,067	-0,065	0,036	1,877	0,031	Significant
BK -> KO -> TI	-0,068	-0,063	0,026	2,671	0,004	Significant
LK -> KK -> TI	-0,059	-0,056	0,035	1,719	0,043	Significant
LK -> KO -> TI	-0,051	-0,052	0,028	1,831	0,034	Significant
KK -> KO -> TI	-0,357	-0,377	0,127	2,813	0,003	Significant

Sumber: Data Diolah Peneliti, 2022

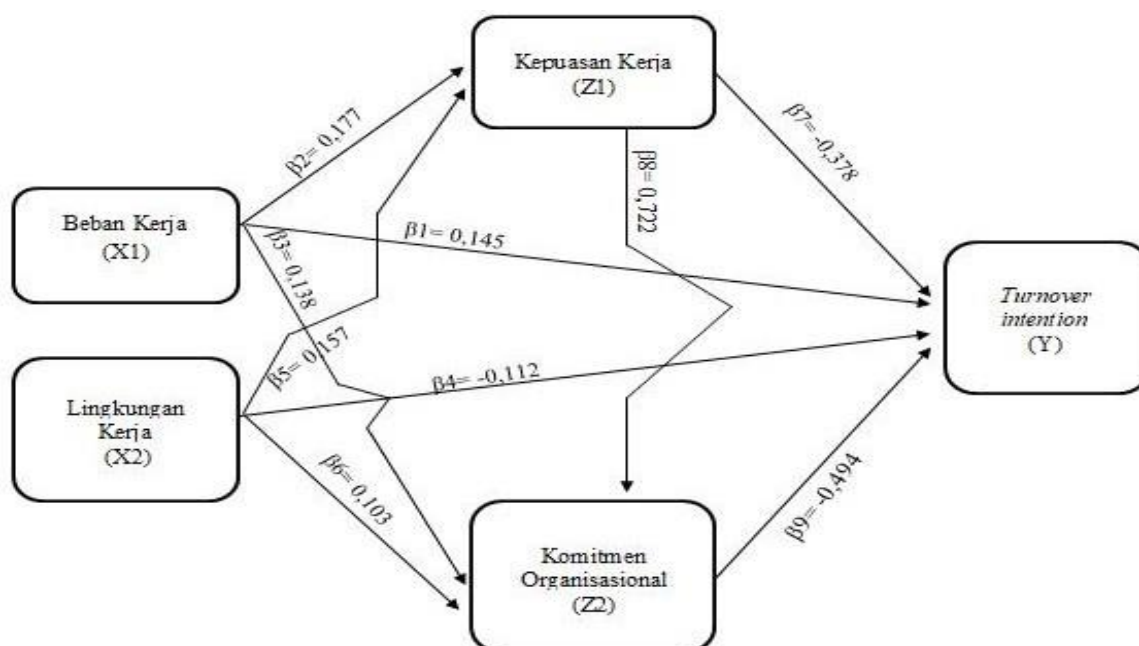
**Direct Effect:** 1) Workload has a t-value of 2.558, the p-value is 0.005, and the original sample value is equal to 0.145 (positive), indicating that workload has a positive and significant effect on turnover intention. 2) Workload has a t-statistic value of 2.262, a p-value of 0.012, and an original sample value of 0.177 (positive), indicating that workload has a positive and significant effect on job satisfaction. 3) Workload has a t-statistic value of 2.300, a p-value of 0.011, and an original sample value of 0.138 (positive), indicating that workload has a positive and significant effect on organizational commitment. 4) The work environment has a t-statistic value of 1.839, a p-value of

0.033, and an original sample value of -0.112 (negative), indicating that the work environment has a negative and significant effect on turnover intention. 5) The work environment has a t-statistic of 2.042, a p-value of 0.021, and an original sample value of 0.157 (positive), indicating that the work environment has a direct positive and significant effect on job satisfaction. 6) The work environment has a t-statistic value of 2.097, a p-value of 0.018, and an original sample value of 0.103 (positive), indicating that the work environment has a direct positive and significant effect on organizational commitment. 7) The t-statistic for job satisfaction on turnover intention is 2.808, the p-value is 0.003, and the original sample value is -0.378 (negative), indicating that job satisfaction has a negative and significant effect on turnover intention. 8) The t-statistic for job satisfaction on organizational commitment is 11.924, the p-value is 0.000, and the original sample value is 0.722 (positive), indicating that job satisfaction has a direct positive and significant effect on organizational commitment. 9) The t-statistic for organizational commitment to turnover intention is 3.235, the p-value is 0.001, and the original sample value is -0.494 (negative), indicating that organizational commitment has a negative and significant effect on turnover intention.

**Indirect Effect:** 1) The workload on turnover intention through job satisfaction has a t-statistic value of 1.877, a p-value of 0.031, and an original sample value of -0.067 (negative), implying that workload indirectly affects job satisfaction and has a negative and significant effect on the turnover intention. 2) The Workload on turnover intention through organizational commitment has a t-statistic of 2.671, a p-value of 0.004 and an original sample value of -0.068 (negative), indicating that workload indirectly has a negative and significant effect on the turnover intention through organizational commitment. 3) The work environment on turnover intention through job satisfaction has a statistical t-value of 1.719, a p-value of 0.043 and an original sample value of -0.059 (negative), which means that the work environment has a negative and significant influence on the turnover intention through job satisfaction. 4) The work environment on turnover intention through organizational commitment has a statistical t-value of 1.831, an ap-value of 0.034, and an initial sample value of -0.051 (negative), meaning that the work environment indirectly has a negative and significant impact on the turnover intention through organizational commitment. 5) Job satisfaction on turnover intention through organizational commitment has a t-statistic of 2.813, a p-value of 0.003, and an original sample value of -0.357 (negative), implying that job satisfaction is an indirect negative and significant effect on turnover intention through organizational commitment.

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**Figure 1** Final Model

### 3.4 Discussion

#### 1) Effect of workload on turnover intention

Workload directly has a positive and significant effect on turnover intention. The state of the workload applied by BMT NU in Madura is still underloaded. Still, it needs to be considered because if the workload given is in the form of targets or deadlines for completing work, it is increased without careful calculations, so it is too high (overloaded) and difficult for employees to achieve. Then the level of employee turnover intention will increase.

Given personal reasons, not being able to achieve the target/workload given will stress employees. It will have an impact on the high level of turnover intention in a company (Zahara, 2016).

#### 2) The effect of workload on job satisfaction

Workload directly has a positive and significant effect on job satisfaction. The state of the workload applied by BMT NU in Madura is in the form of targets or deadlines for completing work, and it is increased while taking into account the abilities of employees so that overload will create employee job satisfaction. The higher it is. It is because the more work an employee can complete, the higher the salary he gets so that the employee can meet the needs of himself and his family.

Job satisfaction will be created one of them because of Need Fulfillment. This model means that satisfaction is determined by the level of job characteristics providing opportunities for individuals to meet their needs (Wibowo, 2017).

#### 3) Effect of workload on organizational commitment

Workload directly has a positive and significant effect on organizational commitment. The state of the workload applied by BMT NU in Madura proves that if the workload in the form of targets or deadlines for completing work is increased while taking into account the abilities of employees so that there is no overload, then organizational commitment will increase. This happens because additional work or increased workload while taking into account the employees'



ability makes employees more challenged to complete the work, and employees feel she considered capable of completing the work.

Low workload levels can make employees feel unappreciated or feel that their abilities are not recognized, additional tasks can be given, and incentives can be developed as a form of trust in employees (Chen, 2010).

#### 4) The effect of the work environment on turnover intention

The work environment has a direct and significant adverse effect on turnover intention. The working environment conditions formed by BMT NU in Madura make employees comfortable and helpful when working, which has an impact on reducing the level of turnover intention of an employee. It happens because a conducive environment and the availability of complete facilities to support employees' work will make employees feel at home working in the company.

Considering that one of the driving factors for turnover intention is the work environment, thus the high and low levels of turnover intention in companies can be caused by the work environment created by the company (Mobley, 2011).

#### 5) The effect of the work environment on job satisfaction

The work environment directly has a positive and significant effect on job satisfaction. The working environment conditions formed by BMT NU in Madura make employees comfortable and help when working, which has an impact on increasing job satisfaction. That occurs because of a conducive environment and the availability of complete facilities to make it easier to complete work so that employees feel satisfied.

Job satisfaction will be created partly because of the genetic components (genetic components); individual differences have a significant meaning in explaining job satisfaction as well as the characteristics of the work environment (Wibowo, 2017).

#### 6) The effect of the work environment on organizational commitment

The work environment directly has a positive and significant effect on organizational commitment. It happens because the work environment conditions follow what employees need in carrying out their work. It will build a desire to continue working at BMT NU, fight for the targets and goals of BMT NU, and create feelings of pleasure and pride in being able to work at the company.

#### 7) Effect of job satisfaction on turnover intention

Job satisfaction has a direct and significant adverse effect on turnover intention. The conditions of job satisfaction of BMT NU employees in Madura are fulfilled. It makes employees feel happy and challenged. The salary that employees get following the agreement, equal promotion opportunities, and relationships with superiors and co-workers are well established at BMT NU, making the turnover intention at BMT NU decrease. High and low levels of turnover intention in a company can be caused by employees' job satisfaction levels (Zahara, 2016).

#### 8) Effect of workload on organizational commitment

Job satisfaction has a direct positive and significant effect on organizational commitment. The conditions of job satisfaction of BMT NU employees in Madura are fulfilled. It makes employees feel happy and challenged with the work given. The salary employees get under the agreement, equal promotion opportunities and relationships with superiors and co-workers are well established at BMT NU, increasing the organizational commitment of employees at BMT NU.

#### 9) The effect of organizational commitment on turnover intention

Organizational commitment has a direct and significant adverse effect on turnover intention. Conditions of solid organizational commitment to BMT NU make employees have an emotional attachment to the company, and employee concerns about the lack of available jobs decrease the turnover intention at BMT NU.

The driving factor for turnover intention is organizational commitment. Thus high and low levels of turnover intention can be caused by employee organizational commitment (Mobley, 2011).

#### 10) Effect of workload on turnover intention through job satisfaction

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Workload indirectly negatively and significantly affects turnover intention through job satisfaction. The state of the workload applied by BMT NU in Madura is still underloaded. Suppose the workload is in the form of targets or deadlines for completing work. In that case, it is increased with careful consideration accompanied by fulfillment of job satisfaction in the form of the suitability of salary given, equal promotion opportunities, and well-established relationships with superiors and co-workers. So that employees do not find it difficult to achieve increased targets (no overload), the turnover intention will decrease.

11) Effect of workload on turnover intention through organizational commitment

Workload negatively and significantly indirectly affects turnover intention through organizational commitment. The state of the workload applied by BMT NU in Madura is still underloaded. Suppose the workload is in the form of targets or deadlines for completing work. In that case, it is increased with careful consideration accompanied by analyzing employees' emotional attachment to the company, and there are employee concerns about the lack of available jobs. There is. So that you feel free to achieve increased targets (no overload), the turnover intention will decrease.

12) Effect of work environment on turnover intention through job satisfaction

The work environment indirectly negatively and significantly affects turnover intention through job satisfaction. The state of the work environment formed by BMT NU in Madura makes employees comfortable and helpful when working. Lighting, complete facilities, peer-to-peer relations, and job security guarantees are improved by considering the fulfillment of job satisfaction. An appropriate salary, equal promotion opportunities, and good relations with superiors and co-workers will decrease turnover intention.

13) Effect of work environment on turnover intention through organizational commitment

The work environment indirectly negatively and significantly affects turnover intention through organizational commitment. To facilitate the work of employees, the relationship between employees is also improving, job security is increasingly guaranteed, and the employee's emotional attachment to the company is strengthened so that the turnover intention will decrease.

14) Effect of job satisfaction on turnover intention through organizational commitment

Job satisfaction indirectly negatively and significantly affects turnover intention through organizational commitment. The suitability of the salary mainly fulfills the state of employee job satisfaction at BMT NU in Madura. To be given equal promotion opportunities and relationships with superiors and co-workers is further enhanced by taking into account the emotional attachment of employees to the company and the employees' concerns about the lack of available job opportunities. So that it gives more satisfaction to employees regarding the salary given, promotion opportunities obtained, and better relations with superiors and co-workers and further strengthens employees' emotional attachment to the company. The level of turnover intention will decrease.

#### 4. CONCLUSION

Research shows that 1) workload positively and significantly influences employees' turnover intention. 2) Workload positively and significantly influences employees' job satisfaction. 3) Workload positively and significantly influences organizational commitment. 4) The work environment has negatively and significantly influenced employees' turnover intention. 5) The work environment positively and significantly influences employees' job satisfaction. 6) The work environment positively and significantly influences organizational commitment. 7) Job satisfaction negatively and significantly influences employees' turnover intention. 8) Job satisfaction positively and significantly influences organizational commitment. 9) Organizational commitment negatively

and significantly influences employees' turnover intention. 10) Workload negatively and significantly influences turnover intention through job satisfaction. 11) Workload negatively and significantly influences turnover intention through organizational commitment. 12) The work environment negatively influences turnover intention through job satisfaction. 13) The working environment negatively and significantly influences turnover intention through organizational commitment. 14) Job satisfaction negatively and significantly influences turnover intention through organizational commitment.

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