

THE INFLUENCE OF WORK OVERLOAD, WORK ENVIRONMENT, AND JOB SATISFACTION ON TURNOVER INTENTION

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *work overload*, lingkungan kerja, dan kepuasan kerja terhadap *turnover intention* pada karyawan Waroeng Steak Bledek Sambirejo Kabupaten Madiun. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian adalah seluruh karyawan Waroeng Steak Bledek Sambirejo yang berjumlah 37 orang, dan seluruh populasi dijadikan sampel (sampel jenuh). Data primer dikumpulkan melalui kuesioner skala *Likert*. Analisis data dilakukan menggunakan regresi linier berganda dengan bantuan perangkat lunak *SPSS 25*, setelah melalui uji validitas, reliabilitas, normalitas, multikolinieritas, dan heteroskedastisitas. Hasil penelitian menunjukkan bahwa *Work Overload* berpengaruh positif dan signifikan terhadap *turnover intention*, semakin tinggi beban kerja yang dirasakan karyawan, semakin besar keinginan mereka untuk keluar dari perusahaan. Lingkungan Kerja berpengaruh negatif dan signifikan terhadap *turnover intention*, lingkungan kerja yang tidak kondusif dapat meningkatkan niat karyawan untuk keluar. Kepuasan Kerja berpengaruh negatif dan signifikan terhadap *turnover intention*, semakin rendah tingkat kepuasan kerja karyawan, semakin besar kemungkinan mereka untuk meninggalkan perusahaan.

Kata Kunci: Kepuasan Kerja, Lingkungan Kerja, *Turnover Intention*, *Work Overload*.

Abstract

This study aims to analyze the influence of work overload, work environment, and job satisfaction on turnover intention among Waroeng Steak Bledek Sambirejo employees in Madiun Regency. This study uses a quantitative approach with a survey method. The study population was all 37 Waroeng Steak Bledek Sambirejo employees, and the entire population was sampled (saturated sample). Primary data were collected through a Likert scale questionnaire. Data analysis was carried out using multiple linear regression with the help of SPSS 25 software, after going through validity, reliability, normality, multicollinearity, and heteroscedasticity tests. The results showed that Work Overload had a positive and significant effect on turnover intention, the

higher the workload felt by employees, the greater their desire to leave the company. Work Environment had a negative and significant effect on turnover intention, an uncondusive work environment can increase employee intentions to leave. Job Satisfaction had a negative and significant effect on turnover intention, the lower the level of employee job satisfaction, the more likely they are to leave the company.

Keywords: *Job Satisfaction, Turnover Intention, Work Overload, Work Environment.*

A. INTRODUCTION

Human resource management (HRM) plays a vital role in the success of an organization, as employees are its primary assets responsible for delivering optimal services and maintaining company performance (Supriadi et al., 2022). The success of a company is not determined solely by capital and technology, but also heavily depends on the quality of its human resources (Astutik & Liana, 2022; Wibowo, 2019).

One of the common challenges in HRM is turnover intention, which refers to an employee's desire to leave the company. High turnover rates can cause significant losses in terms of recruitment costs, training, and organizational stability (Rijasawitri & Suana, 2020; Putri & Islamuddin, 2022). Several factors influencing turnover intention include work overload, work environment, and job satisfaction.

Work overload occurs when job demands exceed employees' capacities, leading to stress and fatigue that reduce performance and increase the desire to resign (Ayu et al., 2023; Cahyaningrum et al., 2025). This finding aligns with studies by Cahyaningrum et al. (2025), Ayu et al. (2023), and Hakro et al. (2022), which indicate that work overload has a positive and significant effect on turnover intention. However, a study by Athfalia & Attiq (2024) found that work overload does not have a significant positive effect on turnover intention.

In addition, the work environment is also a critical factor. A conducive work environment enhances motivation and loyalty, while an unfavorable one may increase employees' intention to leave (Amri et al., 2022; Chaerunissa et al., 2024). Studies conducted by Irsyadi & Djamil (2023), Khotimah & Iristian (2024), and Herwidiyanto & Sinambela (2024) demonstrate that work

environment has a negative influence on turnover intention. In contrast, Sinaga et al. (2024) found that, partially, work environment had a positive effect on employees' turnover intention.

Another determinant is job satisfaction, which reflects the extent to which employees' expectations regarding rewards and working conditions are fulfilled. Employees who are satisfied tend to stay, whereas dissatisfied ones are more likely to leave (Rahmadhani & Priyanti, 2022; Amri et al., 2022). Studies by Suandita et al. (2025) and Diana Situmorang & Kusuma Wardhani (2022) showed that job satisfaction negatively and significantly affects turnover intention. Conversely, research by NingTyas et al. (2020) found that job satisfaction positively and significantly affects turnover intention.

This phenomenon is also evident at Waroeng Steak Bledek Sambirejo, a culinary MSME in Madiun Regency that is experiencing employee turnover intention. The workload increases significantly during weekends and holidays without adequate staffing adjustments, the work environment remains less supportive, and overall job satisfaction is relatively low. Data indicate that some employees resigned during the period from February to April 2025.

Table 1. List of Employees Who Resigned (February–April 2025)

Branch	February	March	April	Total
Sambirejo	1	1	0	2

Source: Processed Interviews, 2025

From the above data, it can be observed that two employees resigned during the February–April 2025 period at Waroeng Steak Bledek Sambirejo. Their resignations were influenced by several factors previously discussed, including excessive workload, a less conducive work environment, and low job satisfaction.

Based on this background, this study aims to analyze the influence of work overload, work environment, and job satisfaction on turnover intention among employees of Waroeng Steak Bledek Sambirejo in Madiun Regency.

1. Literature Review

Grand Theory

The grand theory of this research refers to Victor Vroom's *Expectancy Theory*, which explains that an individual will exert greater effort if they believe their efforts will produce desired outcomes. Employees are motivated to perform better when they believe their hard work will be recognized positively, resulting in tangible rewards such as bonuses, salary increases, or promotions. These rewards ensure that their efforts are not in vain and help them achieve personal goals, including job satisfaction, higher income, and career development (Kristin et al., 2022).

Work Overload

Work overload is a condition in which employees are burdened with excessive workloads due to a lack of resources or poor planning. This situation leads to stress, reduced performance and job satisfaction, and an increased likelihood of turnover intention (Cahyaningrum et al., 2025). According to Ayu et al. (2023), work overload occurs when employees face job demands that exceed their capacity, leading to stress, diminished focus, and obstacles to completing tasks optimally.

Work Environment

The work environment is a crucial element influencing employee performance. A comfortable, safe, and supportive environment enhances motivation, focus, and productivity, while an unsupportive one lowers performance (Kristin et al., 2022). Darussalam et al. (2025) explained that the work environment encompasses all aspects surrounding employees that may affect their job satisfaction, thereby supporting the achievement of optimal work outcomes. A conducive work environment provides facilities that enable employees to complete assigned tasks effectively, thus improving their overall performance within the organization.

Job Satisfaction

Job satisfaction refers to an employee's overall attitude toward their job. It reflects the extent to which employee expectations are met through the rewards provided by their work. The level of satisfaction or dissatisfaction is determined by the gap between expectations and actual outcomes. If the outcomes fall short of expectations, employees will feel dissatisfied (Kristin et al., 2022). Job satisfaction represents an employee's emotional condition within the organization, which is reflected in their work behavior. Responses in the form of positive or negative reactions serve as tangible evidence of the degree of satisfaction or dissatisfaction employees experience in their workplace (Suryani, 2022).

Conceptual Framework

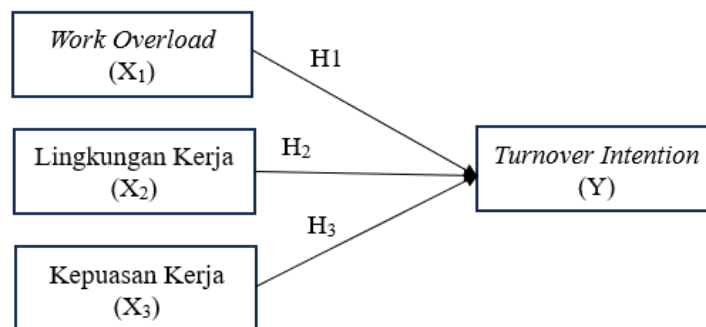


Image 1. Research Thinking Framework

Source: Modified from Kristin et al. (2022) and Cahyaningrum et al. (2025)

Based on the conceptual framework above, the hypotheses of this study are as follows:

H1: Work overload is assumed to influence turnover intention.

H2: Work environment influences turnover intention.

H3: Job satisfaction influences turnover intention.

B. METHOD

This study aims to analyze the influence of work overload, work environment, and job satisfaction on turnover intention among employees of Waroeng Steak Bledek Sambirejo in Madiun Regency. The research employed a quantitative approach with a survey method. The study population comprised all 37 employees of Waroeng Steak Bledek Sambirejo, and since the number was relatively small, the entire population was taken as the sample (saturated sampling). Primary data were collected through a Likert-scale questionnaire. Data were analyzed using multiple linear regression with the assistance of SPSS 25 software. Prior to the regression analysis, several classical assumption tests were conducted, including validity, reliability, normality, multicollinearity, and heteroscedasticity tests, to ensure the robustness of the regression model.

C. RESULTS AND DISCUSSIONS

Classical Assumption Tests

Normality Test

According to Sugiyono (2023), the normality test aims to determine whether the data in a study are normally distributed. This test is important to ensure that the multiple linear regression model fulfills one of its basic assumptions, namely that the residuals are normally distributed so that the analysis results are reliable, unbiased, and generalizable.

Table 2. Normality Test Results

Test	Value
Kolmogorov-Smirnov Z	0,600

Source: Processed Data, 2025

Based on Table 2, the Kolmogorov-Smirnov Z value of 0.600 indicates that the data in this study are normally distributed. This value falls below the critical threshold and is statistically non-significant, confirming the absence of deviations from normality.

Multicollinearity Test

According to Sugiyono (2023), the multicollinearity test is used to examine whether a regression model contains strong correlations among independent variables. A good regression model should be free from multicollinearity, as high intercorrelations among predictors may result in invalid coefficient estimates.

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Work Overload (X1)	0,864	1,158
Work Environment (X2)	0,677	1,477
Job Satisfaction (X3)	0,691	1,446

Source: Processed Data, 2025

Table 3 shows that all variables have tolerance values greater than 0.10 and VIF values below 10. This indicates that there is no multicollinearity problem among the independent variables in the model.

Heteroscedasticity Test

According to Sugiyono (2023), the heteroscedasticity test aims to determine whether the variance of residuals differs across observations.

Table 4. Heteroscedasticity Test Results (Glejser Test)

Variabel	t	Sig.
<i>Work Overload</i> (X1)	-0,893	0,378
Work Environment (X2)	-0,778	0,442
Job Satisfaction (X3)	-1,047	0,303

Source: Processed Data, 2025

As shown in Table 4, the significance values for all independent variables Work Overload (0.378), Work Environment (0.442), and Job Satisfaction (0.303) are greater than 0.05. This indicates that the regression model is free from heteroscedasticity.

Multiple Linear Regression Analysis

According to Kurniawan & Puspitaningtyas (2016), multiple linear regression analysis is a method used to determine the effect of two or more independent variables on a dependent variable simultaneously.

Table 5. Multiple Linear Regression Results

	Unstandardized Coefficients	
	B	Std. Error
(Constant)	54,676	6,370
Work Overload (X1)	0,330	0,105
Work Environment (X2)	-0,277	0,123
Job Satisfaction (X3)	-0,223	0,099

Source: Processed Data, 2025

The regression equation is expressed as follows:

$$Y = 54.676 + 0.330X1 - 0.277X2 - 0.223X3$$

The results show that Work Overload (X1) has a positive coefficient of 0.330, meaning that an increase in Work Overload by one unit raises Turnover Intention by 0.330 units, assuming other variables remain constant. Conversely, Work Environment (X2) and Job Satisfaction (X3) have negative coefficients of -0.277 and -0.223, respectively, indicating that improvements in these variables decrease turnover intention. This suggests that higher workloads tend to increase employees' intention to leave, while a supportive work environment and higher job satisfaction reduce it.

Hypothesis Testing

Coefficient of Determination (R²)

The coefficient of determination (R²) measures the extent to which the model explains the variation in the dependent variable. Values close to 0 indicate limited explanatory power, while values close to 1 suggest strong explanatory power.

Table 6. Coefficient of Determination Results

	R Square	Adjusted R Square
Coefficient of Determination	0,404	0,350

Source: Processed Data, 2025

As shown in Table 6, the Adjusted R Square of 0.350 indicates that approximately 35% of turnover intention is explained by work overload, work environment, and job satisfaction, while the remaining 65% is influenced by other factors outside the model.

t-Test

According to Ghozali (2021), the t-test is used to examine the partial effect of each independent variable on the dependent variable in the regression model.

Table 7. t-Test Results

	t	Sig.
<i>(Constant)</i>	8,584	0,000
<i>Work Overload (X1)</i>	3,155	0,003
Lingkungan Kerja (X2)	-2,245	0,032
Kepuasan Kerja (X3)	-2,251	0,031

Source: Processed Data, 2025

Based on Table 7, it can be concluded as follows.

1. The Effect of Work Overload (X1) on Turnover Intention.

Work Overload (X1) has a positive and significant effect on Turnover Intention, with a t-value of 3.155 and a significance level of 0.003 (<0.05). The higher the workload, the greater the employee's intention to change jobs.

2. The Influence of Work Environment (X2) on Turnover Intention.

Lingkungan Kerja (X2) berpengaruh negatif dan signifikan terhadap *Turnover Intention*, dengan nilai t sebesar -2,245 dan signifikansi 0,032 ($< 0,05$). Lingkungan kerja yang kurang optimal akan meningkatkan *turnover intention*.

3. The Influence of Job Satisfaction (X3) on Turnover Intention.

Kepuasan Kerja (X3) juga berpengaruh negatif dan signifikan terhadap *Turnover Intention*, dengan nilai t sebesar -2,251 dan signifikansi 0,031 ($< 0,05$). Kepuasan kerja yang rendah meningkatkan *turnover intention*.

D. CONCLUSIONS

Based on the data analysis, the following conclusions can be drawn:

1. Work Overload has a positive and significant effect on turnover intention at Waroeng Steak Bledek. This means that the higher the workload perceived by employees, the greater their desire to leave the company.
2. Work Environment has a negative and significant effect on turnover intention at Waroeng Steak Bledek, indicating that an unfavorable work environment increases employees' intention to resign.
3. Job Satisfaction also has a negative and significant effect on turnover intention at Waroeng Steak Bledek. The lower the employees' satisfaction with their jobs, the higher the likelihood that they will leave the company.

E. SUGGESTIONS

1. Waroeng Steak Bledek needs to review its employee scheduling system and daily work hours. Waroeng Steak Bledek needs to implement fair schedule rotation, avoid excessive overtime, and ensure that work shifts are structured to suit employee capacity and work rhythm. These adjustments will help improve efficiency without burdening workers physically and mentally.

2. Waroeng Steak Bledek needs to improve the ventilation system in its work areas, particularly in the kitchen and service areas. Installing additional exhaust fans, regularly maintaining the air conditioning/fans, and ensuring fresh air circulation can create a more comfortable environment, especially when the restaurant is busy.
3. It is recommended that Waroeng Steak Bledek supervisors be involved in two-way communication and team management training. Furthermore, Waroeng Steak Bledek can hold regular cross-division communication forums to strengthen coordination and foster a more collaborative and enjoyable work environment. An open work culture will increase the sense of appreciation and overall job satisfaction.
4. Waroeng Steak Bledek needs to clearly communicate the company's long-term vision and how individual contributions can contribute to its achievement. Providing a clear career path and rewards for loyalty and long-term performance will help employees feel they have a purposeful future at Waroeng Steak Bledek.

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