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An Analysis Of Turnover Intention Based On Workload And Work Environment At PT Amarta Honda Motor's Gorontalo City Branch

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Abstract

This study aims to analyze the influence of workload and work environment on employee turnover intention at PT. Amarta Sayap Merah (Honda Motor), Gorontalo City Branch. The study was motivated by the high rate of employee turnover over the past three years as well as relatively high sales targets. This study employs a quantitative approach, with primary data collected via a questionnaire from 63 respondents, supplemented by observations, interviews, and documentation. The test results indicate that, when analyzed individually, workload does not significantly affect turnover intention (t-calculated = -0.769; sig. 0.445 > 0.05), whereas the work environment does significantly affect turnover intention (t calculated = 2.410; sig. 0.019 < 0.05). Simultaneously, workload and work environment do not have a significant effect on turnover intention (F_calculated = 2.908; sig. 0.062 > 0.05). The coefficient of determination indicates that these two variables explain 8.8% of the variation in turnover intention, while 91.2% is explained by other variables outside the scope of this study.

Keywords: Workload, Work Environment, *Turnover Intention*

INTRODUCTION

In the era of globalization, companies are required to maximize their performance to remain competitive in the global market. One aspect that requires attention is human resources (HR). Employees are assets that must be properly managed, developed, and evaluated, as their creativity and innovation help companies generate profits and achieve their goals. Human resources also serve as a key element in managing all other organizational resources and in building a competitive advantage. Intense competition is driving a shift in work patterns from conventional systems toward fast-paced, dynamic, and target-oriented systems. Employees are faced with targets that must be met within

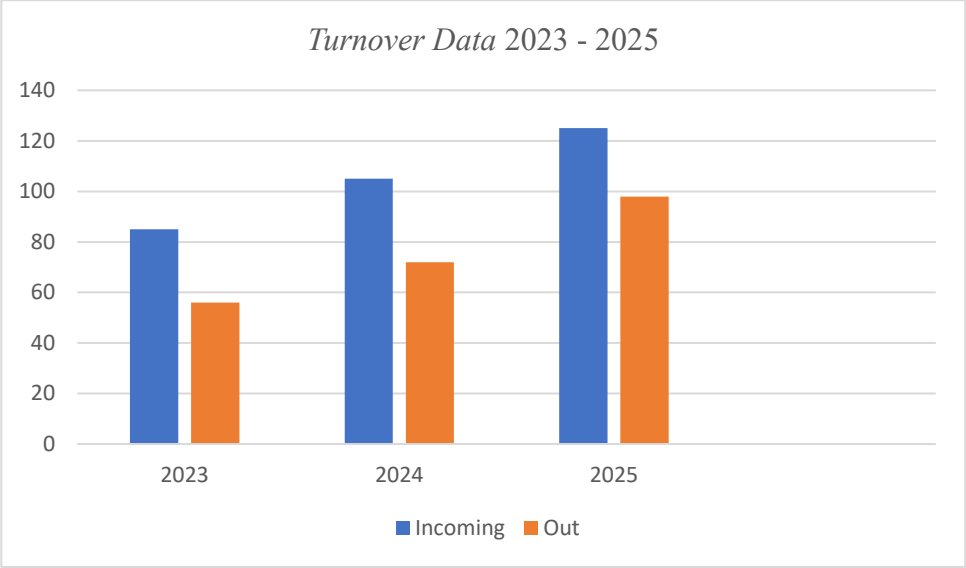
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limited time frames, while companies continue to strive to improve efficiency and productivity (Yuliani & Ekhsan, 2024).

These conditions can indirectly affect employees' psychological well-being, one manifestation of which is the emergence of a desire to leave their jobs (Dewi et al., 2023). Turnover intention refers to an employee's psychological tendency or intention to leave the organization in the near future (Zhafirah et al., 2025). High turnover intention indicates high employee turnover, which requires costly re-hiring and ultimately harms the company (Ikhsan & Sari, 2022). Therefore, companies need to identify the factors causing turnover intention so that this tendency can be mitigated.

This phenomenon is evident at PT. Amarta Sayap Merah's Gorontalo City Branch, a company engaged in the distribution and sale of Honda motorcycles that was established on June 26, 2020. The company plays a role in meeting the public's transportation needs while also creating jobs; however, it is known to have a relatively high employee turnover rate. The following data pertains to turnover intentions over the past three years.



Source: Management of PT. Amarta Sayap Merah, Gorontalo City Branch

Company data shows a steadily increasing number of employees leaving: 56 in 2023 (out of 85 new hires), 72 in 2024 (out of 105 new hires), and 98 in 2025 (out of 125 new hires). Although recruitment continues to increase, the rise in the number of employees leaving indicates a serious problem with employee retention.

This situation is exacerbated by high sales targets—200 to 250 units per year per employee. The pressure to consistently meet these targets has the potential to create an excessive workload that exceeds normal capacity and triggers work related stress. On the other hand, a work environment that does not fully provide comfort may encourage

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employees to seek alternative jobs. High turnover can also damage the company's image, as a company that frequently posts job openings becomes a factor for job seekers to consider (Nugroho & Darmawati, 2018).

Workload is defined as the number of tasks that must be completed by an employee or an organizational unit within a specific period of time (Hisbih et al., 2023). An excessive workload can lead to physical and mental fatigue, while a workload that is too light can cause boredom. Similarly, high work pressure within a limited timeframe can trigger stress, which increases employees' desire to leave the company (Jaya et al., 2024).

Meanwhile, the work environment encompasses everything surrounding an employee that can influence their ability to perform their duties (Kamis et al., 2021). A conducive work environment fosters a sense of comfort and enhances employee loyalty. Conversely, an unsupportive environment such as limited facilities, disharmonious workplace relationships, and a lack of leadership support can cause work-related stress and increase employees' tendency to leave the company.

Both of these factors are relevant to working conditions at PT. Amarta Sayap Merah. In carrying out its operations, the company faces demands for rapid service, the achievement of sales targets, and dynamic work activities. These conditions require employees to perform at their best in a competitive environment, which has the potential to result in a high workload if not balanced by effective management. This underscores that turnover intention is not influenced by a single factor but rather results from the interaction of various working conditions experienced by employees.

The relationship between these two variables and turnover intention can be explained through the Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti (2016). This theory classifies all aspects of work into two categories: job demands and job resources. In this study, the theory serves as the foundation for understanding that the balance between demands and resources is crucial in determining employee retention rates. Theoretically, an imbalance resulting from high demands not accompanied by adequate resources triggers the emergence of *turnover intention*.

Various previous studies have shown a relationship between workload and work environment and turnover intention across several sectors, but the results have been mixed. Sito et al. (2015) at PT XL Axiata Tbk in Jakarta found that workload and work environment significantly influence turnover intention. at Tidar Property Group in Malang found a positive and significant effect of both variables. Different results were reported (Astutik & Liana, 2022) at PT Agility Internasional: workload had a positive and significant effect, while the work environment had a negative and significant effect on turnover intention.

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The urgency of this study lies in the importance of empirical evidence regarding the influence of workload and work environment on employee turnover intention. This is relevant given that previous research findings remain mixed, while conditions in the field indicate the presence of fairly high work-related stress.

Based on the above description, the researcher is interested in conducting a study titled “The Effect of Workload and Work Environment on Employee Turnover Intention at PT. Amarta Sayap Merah (Honda Motor), Gorontalo City Branch”

Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) Theory was developed by Bakker and Demerouti (2016) as a conceptual framework that explains how job characteristics influence employee well-being, motivation, and behavior. All aspects of work are classified into two main categories: job demands and job resources.

Bakker and Demerouti (2016) describe two main processes within the JD-R framework. The “health impairment process” occurs when high job demands are not balanced by adequate resources, leading to burnout and ultimately increasing the intention to leave the organization. Conversely, the explains that the availability of adequate job resources increases work engagement and organizational commitment while reducing turnover intention.

Turnover Intention

Turnover intention is defined as an employee’s tendency or desire to leave the organization where they work, either by seeking employment at another company or by voluntarily resigning. This phenomenon is often used as an early indicator of actual turnover, which affects workforce stability and organizational performance.

The indicators of turnover intention, as identified by the (Rostandi & Senen, 2021) include:

1. Intention to search for alternatives. This reflects an individual’s desire to seek employment at another organization. If an employee begins to frequently consider leaving their job, they will try to find a position outside their current company that they perceive as better.
2. Intention to quit the company. This reflects an individual’s intention to leave. An employee intends to quit if they have secured a better job, and this will ultimately lead to the employee’s decision to stay or leave their current position.

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Workload

If an employee is able to complete and adapt to a series of assigned tasks, then it does not constitute a workload. However, if an employee is unable to complete and adapt to a series of assigned tasks, then it constitutes a workload.

Workload is also understood as an imbalance between the demands of the job that must be completed and an employee's capacity. When demands exceed capacity, an excessive workload (overload) occurs, which often leads to fatigue and work-related stress; conversely, a healthy workload is achieved when a balance is maintained (optimal workload).

The indicators of workload (Sally et al., 2022) include:

1. Targets to be achieved, namely the volume of work or outputs required by the company within a specific time frame.
2. Work conditions, namely the physical and non-physical aspects of the environment where tasks are performed, such as workplace comfort and the availability of supporting facilities.
3. Work standards, which are quality criteria or standard procedures serving as guidelines for task execution, indicating that workload is measured not only by quantity but also by the level of complexity and precision.

Work Environment

The work environment encompasses all physical and non-physical aspects surrounding employees that directly influence their comfort, motivation, and performance in carrying out their duties. A conducive work environment fosters a positive atmosphere, boosts morale, and cultivates a sense of belonging within the organization. Conversely, an unsupportive work environment can cause stress, reduce productivity, and lead to a desire to leave the job.

RESEARCH METHODOLOGY

This study employs a quantitative approach a method grounded in the philosophy of positivism used to examine a specific population or sample. Data collection utilizes research instruments, and data analysis is quantitative or statistical in nature to test the established hypotheses (Sugiyono, 2017). The research was conducted at PT. Amarta Sayap Merah (Honda Motor), located at Jl. Prof. Jhon Aryo Katili, Tapa, Sipatana District, Gorontalo City, Gorontalo Province. The population in this study consisted of all employees, with the sample size equal to the population size 65 people selected using a saturation sampling technique.

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RESEARCH RESULTS

Validity Test

The test was conducted by comparing the calculated r value and the table r value. With 65 respondents, df = 63, resulting in a table r value of 0.244 at a significance level of 0.05. A statement item is considered valid if the calculated r > table r, and vice versa. A summary of the test results is presented in the following table:

Table 1.1 Validity Test

Statement Item	Calculated r	r-table	Explanation
BK 1	0, 351	0,244	Valid
BK 2	0,366	0,244	Valid
BK 3	0,323	0,244	Valid
BK 4	0,428	0,244	Valid
BK 5	0,449	0,244	Valid
BK 6	0,374	0,244	Valid
BK 7	0,487	0,244	Valid
BK 8	0,616	0,244	Valid
BK 9	0,282	0,244	Valid
BK 10	0,352	0,244	Valid
LK 1	0,371	0,244	Valid
LK 2	0,392	0,244	Valid
LK 3	0,473	0,244	Valid
LK 4	0,421	0,244	Valid
LK 5	0,361	0,244	Valid
LK 6	0,408	0,244	Valid
LK 7	0,293	0,244	Valid
LK 8	0,278	0,244	Valid
LK 9	0,394	0,244	Valid
LK 10	0,489	0,244	Valid
LK 11	0,516	0,244	Valid
LK 12	0,326	0,244	Valid
LK 13	0,283	0,244	Valid
LK 14	0,353	0,244	Valid
LK 15	0,268	0,244	Valid
LK 16	0,297	0,244	Valid
LK 17	0,507	0,244	Valid
LK 18	0,349	0,244	Valid

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Statement Item	Calculated r	r-table	Explanation
LK 19	0,446	0,244	Valid
TI 1	0,244	0,244	Valid
TI 2	0,500	0,244	Valid
TI 3	0,354	0,244	Valid
TI 4	0,390	0,244	Valid
TI 5	0,272	0,244	Valid

Source: Research Data Processed Using SPSS 27 (2026)

The validity test in this study was conducted using the Pearson Product Moment correlation technique. Thus, it can be concluded that all items in this research instrument are valid and suitable for use as a research instrument in the subsequent data processing stage.

Reliability Test

Reliability testing in this study used Cronbach's Alpha, with the criterion that the instrument is considered reliable if Cronbach's Alpha is > 0.60 (Ghozali, 2021).

Table 1.2. Results of the Reliability Test

VARIABLE	ITEM	*Cronbach's Alpha*	Explanation
Workload X1	10	0,629	Reliabel
Work Environment X2	19	0,689	Reliabel
Turnover Intention Y	5	0,633	Reliabel

Source: Research Data Processed Using SPSS 27 (2026)

Based on the data analysis, the reliability test results showed that the workload variable (X1) had a Cronbach's Alpha value of 0.629. For the work environment variable (X2), a Cronbach's Alpha value of 0.689 was obtained, and for the turnover intention variable (Y), a Cronbach's Alpha value of 0.633 was obtained. Overall, the test results show that all three variables in this study have Cronbach's Alpha values above 0.60.

Normality Test

The normality test in this study was conducted using a Normal P-P Plot of Regression Standardized Residual. The basis for decision-making is as follows: if the data points are scattered around the diagonal line and follow the direction of that line, then the residuals are normally distributed; if the points are scattered far from the diagonal line or do not follow its direction, then the residuals are not normally distributed.

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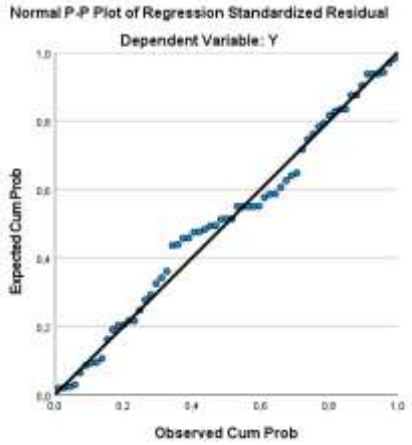


Figure 1.2. Normality Test
Source: Research Data Processed Using SPSS 27 (2026)

Hypothesis Testing
t-Test (Partial)

The t-table value in this study was determined based on the degrees of freedom (df), where df = n – k – 1, with n being the number of respondents (63) and k being the number of independent variables. Thus, df = 63 – 2 – 1 = 60; at a 5% significance level, the t-table value is 2.000. The results of the t-test are shown in the following table.

Table 1.3. Results of the t-Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,934	5,228		2,665	,010
	Workload	-,067	,088	-,101	-,769	,445
	Work Environment	,139	,058	,317	2,410	,019
a. Dependent Variable: *Turnover Intention*						

Source: Research Data Processed Using SPSS 27 (2026)

Based on the results of the t-test (partial), the Workload variable was found to have no significant effect on Turnover Intention because the calculated t-value was smaller than the critical t-value (-0.769 < 2.000) with a significance level of 0.445 > 0.05; therefore, the first hypothesis was rejected. Conversely, the Work Environment variable has a partial, positive, and significant effect on Turnover Intention because the calculated

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t-value is greater than the critical t-value (2.410 > 2.000) with a significance level of 0.019 < 0.05; therefore, the second hypothesis is accepted.

F-Test (Simultaneous)

Decisions were based on a comparison of the calculated F-value with the table F-value, as well as the significance value at a significance level of 0.05. The results of the F-test in this study are summarized in the following table.

Table 1.4. Results of the F-Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,674	2	6,337	2,908	,062[b]
	Residual	130,755	60	2,179		
	Total	143,429	62			
a. Dependent Variable: *Turnover Intention*						
b. Predictors: (Constant), Work Environment, Workload						

Source: Research Data Processed Using SPSS 27 (2026)

Based on the table, the calculated F-value is 2.908, while the table F-value is 3.150 with a significance level of 0.062. Since the calculated F-value of 2.908 is less than the table F-value of 3.150 and the significance level of 0.062 is greater than 0.05, this indicates that, taken together, the variables of workload and work environment do not have an effect on turnover intention.

Coefficient of Determination

This test aims to determine the extent to which the independent variables contribute to the dependent variable. The results are shown in the following table:

Table 1.5. Results of the Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,297[a]	,088	,058	1,476
a. Predictors: (Constant), Work Environment, Workload				

Source: Research Data Processed Using SPSS 27 (2026)

The work load and work environment variables together account for 8.8% of the variation in turnover intention, while the remaining 91.2% is influenced by other variables not included in this research model.

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DISCUSSION

The Effect of Workload on Turnover Intention

The first hypothesis (H_1) was rejected, as work load did not have a significant effect on the turnover intention of employees at PT Amarta Sayap Merah (Honda Motor), Gorontalo City Branch. These results indicate that job demands, such as sales targets and job standards, do not significantly influence employees' intention to leave the company. This may be because employees perceive that the workload assigned to them is still manageable, supported by clear work procedures and an appropriate division of tasks. Based on the Job Demands-Resources (JD-R) theory, job demands do not always have a negative impact if employees are still able to cope with them with the support of available resources.

The Influence of the Work Environment on Turnover Intention

The second hypothesis (H_2) is accepted, as the work environment has a positive and significant effect on the turnover intention of employees at PT Amarta Sayap Merah (Honda Motor), Gorontalo City Branch. These results indicate that the work environment is related to employees' desire to leave the company. Although employees rated the work environment as very high, this rating does not mean that all aspects of the work environment have met every employee's expectations or that employees have no desire to seek other jobs. Teamwork and good relationships among employees do support comfort at work, but there are still aspects that need attention, such as the spaciousness of the work area. Based on the Job Demands Resources (JD-R) theory, the work environment is one of the resources that can support employees in performing their jobs. However, the results of this study show that the work environment still has a positive relationship with turnover intention. This means that the higher the work environment score, the higher the turnover intention score in this research model. This finding should be interpreted in light of the test results and the respondents' circumstances; it does not imply that a good work environment always causes employees to want to leave the company.

The Effects of Workload and Work Environment on Turnover Intention

The third hypothesis (H_3) was rejected because workload and the work environment, when considered simultaneously, did not have a significant effect on turnover intention, with a calculated F-value of 2.908 and a p-value of 0.062 > 0.05. The R squared value of 0.088 indicates that these two variables account for 8.8% of the variation in turnover- -intention, while the remaining 91.2% is explained by other factors outside the scope of this study. These results suggest that employees' turnover intention cannot be fully explained by workload and work environment alone but may also be

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related to other factors, such as job satisfaction, organizational commitment, and compensation.

CONCLUSION

Based on the research findings and discussion, it can be concluded that workload does not have a significant effect on employee turnover intention at PT Amarta Sayap Merah (Honda Motor) Gorontalo Branch; therefore, the first hypothesis (H_1) is rejected. Conversely, the work environment has a positive and significant effect on turnover intention; therefore, the second hypothesis (H_2) is accepted. Meanwhile, when considered simultaneously, workload and the work environment do not have a significant effect on turnover intention. These results indicate that these two variables do not fully explain the variation in employees' turnover intention; thus, there are other factors outside the scope of this study that may influence employees' intention to leave the company.

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