



**ORGANIZATIONAL COMMITMENT, WORKLOAD, AND
ORGANIZATIONAL JUSTICE AS PREDICTORS OF TURNOVER
INTENTION AT PT HI-LEX CIREBON**

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Abstract

This study analyzes the effect of organizational commitment, workload, and organizational justice on turnover intention among employees of PT Hi-Lex Cirebon. The study used a quantitative explanatory design with questionnaire data from 100 employees selected through purposive sampling. Data were analyzed using SPSS through validity, reliability, classical assumption, multiple regression, t-test, F-test, and coefficient of determination. The results show that the three variables have significant partial and simultaneous effects on turnover intention, with workload as the strongest predictor. The policy synthesis recommends workload balancing, stronger employee commitment, and more transparent organizational justice practices to support employee retention.

Keywords: Organizational Commitment, Workload, Organizational Justice,
Turnover Intention



INTRODUCTION

Human resources remain a central element in maintaining organizational continuity because employees are directly involved in translating company resources, production targets, and managerial policies into operational performance. In the manufacturing sector, employee stability is particularly important because production activities depend on work discipline, technical experience, task coordination, and the ability of employees to adjust to workload demands. When employees begin to show an intention to leave the organization, the company may face disruptions in productivity, replacement costs, adjustment time for new employees, and additional work pressure for remaining employees. Turnover intention is therefore not only an individual attitude but also an early signal of potential instability in workforce management (Egarini & Prastiwi, 2022; Elisabet et al., 2023).

This issue is relevant to PT Hi-Lex Cirebon, a manufacturing company that has experienced fluctuating employee turnover during the last five years. Internal company data show that the percentage of employees leaving the company was relatively high in 2020 and 2021, decreased in 2022, and increased again in 2023 and 2024. Although employee turnover data do not directly measure employees' intention to leave, the pattern provides an important organizational context for examining the factors that may shape turnover intention among employees. The turnover condition at PT Hi-Lex Cirebon is presented in Table 1.

Table 1
Employee Turnover Data at PT Hi-Lex Cirebon, 2020–2024.

Year	Initial Employees	Employees Hired	Employees Leaving	Turnover Rate
2020	850	90	110	12.94%
2021	830	70	100	12.05%
2022	800	60	40	5.00%
2023	820	85	65	7.93%
2024	840	95	75	8.93%

Source: PT Hi-Lex Cirebon internal data.

The data indicate that employee turnover at PT Hi-Lex Cirebon has not followed a stable downward pattern. After declining to 5.00% in 2022, the turnover rate increased to 7.93% in 2023 and 8.93% in 2024. This fluctuation suggests that employee retention still requires managerial attention, especially in relation to the working conditions experienced by employees. In the company context, the issue is associated with relatively high workload due to production



targets and shift-based work, the need to strengthen employees' attachment to the organization, and differences in employees' perceptions of fairness in workload distribution, performance appraisal, and promotion opportunities. These conditions make organizational commitment, workload, and organizational justice relevant variables for understanding turnover intention at PT Hi-Lex Cirebon.

Organizational commitment reflects the extent to which employees feel attached to the organization, accept organizational goals, and wish to remain part of the company. Employees with stronger organizational commitment tend to show a greater willingness to maintain their membership in the organization and contribute to its objectives (Indriati, 2021). In contrast, weak commitment may reduce emotional attachment and increase the possibility that employees consider leaving. Workload is also an important factor because job demands that exceed employees' physical and psychological capacity may lead to fatigue, pressure, and dissatisfaction. Wulandari et al. (2024) describe workload as a condition formed through the interaction between job demands, work environment, skills, attitudes, and employee perceptions. In addition, organizational justice is closely related to how employees evaluate fairness in company treatment, including task allocation, performance assessment, rewards, and career opportunities. When employees perceive that organizational treatment is unfair, their motivation and job-related attitudes may be negatively affected (Irfan, 2022).

Previous studies have examined the relationship between organizational commitment, workload, and turnover intention, but the findings are not always consistent. Bogar et al. (2021), for example, found that workload and organizational commitment did not have a negative and significant effect on turnover intention in the context of PT Batavia Prosperindo Finance Tbk-Manado. This inconsistency indicates that the influence of these variables may depend on organizational context, industry characteristics, and employee perceptions. In addition, organizational justice is important to include because fairness in organizational procedures, outcomes, and interpersonal treatment may shape employees' willingness to stay or leave. Therefore, combining organizational commitment, workload, and organizational justice in one model provides a more complete basis for examining turnover intention in the specific context of PT Hi-Lex Cirebon.

Based on this background, this study aims to analyze the effect of organizational commitment, workload, and organizational justice on turnover intention among employees of PT Hi-Lex Cirebon. This study uses a quantitative



explanatory approach by collecting questionnaire data from 100 employees selected through purposive sampling. The data are analyzed using multiple linear regression with SPSS to examine the partial and simultaneous effects of the independent variables on turnover intention. The findings are expected to provide empirical input for human resource management policies, particularly in strengthening employee commitment, balancing workload, improving perceived fairness, and reducing the tendency of employees to leave the company.

LITERATURE REVIEW

Turnover intention refers to an employee's conscious tendency or willingness to leave an organization before the actual resignation occurs. In organizational behavior studies, turnover intention is often treated as an important early indicator because employees usually pass through a cognitive process before deciding to leave their workplace. Mobley (1977) explains that the intention to leave may emerge after employees evaluate their work situation, consider alternative employment, and begin to form a psychological distance from the organization. Price (2001) also emphasizes that turnover intention is not only shaped by individual dissatisfaction but also by organizational factors, such as job design, work pressure, reward systems, and perceived fairness. In this study, turnover intention is positioned as the dependent variable because it reflects employees' tendency to consider leaving PT Hi-Lex Cirebon.

Organizational commitment describes the psychological attachment between employees and the organization. Mowday et al. (1979) explain that organizational commitment reflects employees' belief in organizational goals, willingness to contribute to the organization, and desire to maintain membership. Meyer & Allen (1991) further classify commitment into affective, continuance, and normative commitment. Affective commitment refers to emotional attachment, continuance commitment relates to the perceived cost of leaving, while normative commitment reflects a sense of obligation to remain in the organization. Employees with stronger organizational commitment tend to feel that they are part of the organization, understand organizational values, and have a stronger reason to stay.

In relation to turnover intention, organizational commitment is generally expected to reduce employees' intention to leave. Employees who feel emotionally attached to the organization are less likely to search for alternative jobs because they perceive their current workplace as meaningful and worth maintaining. Previous studies also indicate that organizational commitment is closely related to employee retention because committed employees tend to show



loyalty, responsibility, and willingness to support organizational goals (Hariyanto et al., 2022; Wahyudin et al., 2022). However, the strength of this relationship may vary depending on organizational context, work conditions, and employees' perceptions of how the company treats them.

Workload refers to the amount of work, job demands, and responsibilities that must be completed by employees within a certain period. McCormick & Sanders (1982) describe workload as the interaction between job demands and individual capacity. When job demands exceed employees' physical, cognitive, or psychological capacity, workload may create fatigue, pressure, and work stress. In a manufacturing company, workload can appear through production targets, shift schedules, repetitive tasks, time pressure, and the need to maintain work accuracy. Therefore, workload is not only related to the number of tasks but also to the intensity, time limits, and psychological pressure experienced by employees.

Workload may increase turnover intention when employees perceive that job demands are no longer balanced with their ability, recovery time, or support from the company. Excessive workload can make employees feel physically tired, emotionally pressured, and less satisfied with their job. In such conditions, leaving the organization may be viewed as a way to reduce pressure or find a more manageable work situation. Several studies have found that workload is associated with higher turnover intention because employees who experience heavy work pressure tend to have a stronger desire to leave their workplace (Hariyanto et al., 2022; Maghfira et al., 2023; Santoso & Widodo, 2022). Based on this reasoning, workload is expected to have a positive relationship with turnover intention.

Organizational justice refers to employees' perception of fairness in the organization. Adams (1965), through equity theory, explains that employees evaluate fairness by comparing what they contribute to the organization with what they receive in return. In organizational settings, justice is commonly understood through distributive justice, procedural justice, interpersonal justice, and informational justice. Distributive justice concerns the fairness of outcomes such as salary, rewards, workload distribution, and promotion opportunities. Procedural justice focuses on whether decisions are made through fair and consistent procedures. Interpersonal justice relates to respectful treatment, while informational justice refers to the clarity and transparency of information provided by the organization (Jufrizen & Hamdani, 2023).



Organizational justice is relevant to turnover intention because employees who perceive unfair treatment may experience lower trust, lower satisfaction, and weaker attachment to the organization. When employees feel that workload distribution, performance evaluation, rewards, or promotion opportunities are unfair, they may begin to question their future in the company. Conversely, fair treatment can strengthen employees' sense of belonging because they feel valued and respected by the organization. Previous research has shown that perceived justice can reduce turnover intention by improving employees' work attitudes and motivation (Moon et al., 2024; Zhao et al., 2024). Therefore, organizational justice is expected to have a negative relationship with turnover intention.

The relationship among organizational commitment, workload, organizational justice, and turnover intention can be understood through an employee retention perspective. Turnover intention may increase when employees experience high work demands, low attachment to the organization, and unfair organizational treatment. In contrast, employees may show lower intention to leave when they feel committed to the organization, perceive their workload as manageable, and believe that organizational policies are applied fairly. The conceptual framework of this study is presented in Figure 1.

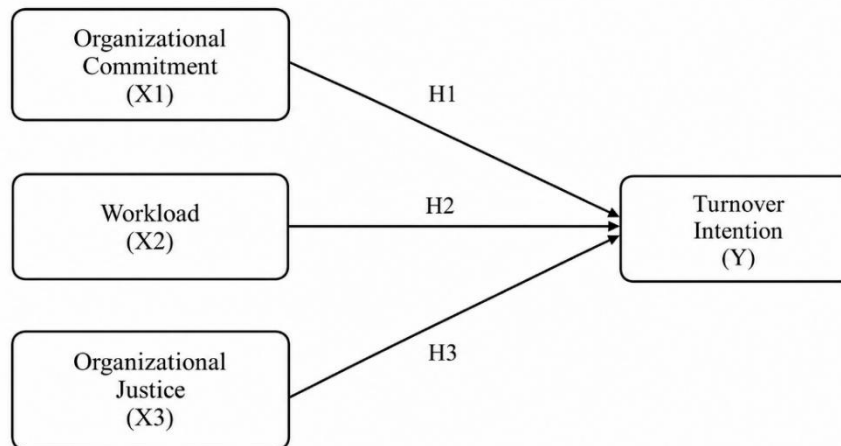


Figure 1.
Research Framework

Source: Author's conceptualization based on the literature review.

Based on the theoretical explanation and previous empirical findings, the hypotheses of this study are formulated as follows:



- H1: Workload has a positive effect on turnover intention.*
H2: Organizational commitment has a negative effect on turnover intention.
H3: Organizational justice has a negative effect on turnover intention.

RESEARCH METHOD

This study used a quantitative explanatory research design. This design was selected because the study aimed to examine the effect of organizational commitment, workload, and organizational justice on turnover intention among employees of PT Hi-Lex Cirebon. Quantitative explanatory research is appropriate when a study seeks to test relationships among variables using measurable data and statistical analysis (Creswell & Creswell, 2018; Sekaran & Bougie, 2016). In this study, the explanatory approach was used to clarify whether the three independent variables could explain variation in employee turnover intention.

The research was conducted at PT Hi-Lex Cirebon during the period of January to March 2026. The population of this study consisted of employees of PT Hi-Lex Cirebon. The sample included 100 employees selected using purposive sampling. Purposive sampling was applied because the respondents had to meet specific criteria, namely being employees who understood their work conditions and were able to provide relevant responses regarding organizational commitment, workload, organizational justice, and turnover intention. This sampling approach is commonly used when researchers need respondents who possess information relevant to the research objective (Sekaran & Bougie, 2016; Sugiyono, 2022).

The data used in this study were primary data collected through questionnaires. The questionnaire was arranged based on indicators of each variable and measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. The Likert scale was used because it allows respondents' perceptions, attitudes, and evaluations to be measured quantitatively. Organizational commitment was measured through affective commitment, continuance commitment, and normative commitment. Workload was measured through physical workload, mental workload, and working time. Organizational justice was measured through distributive justice, procedural justice, interpersonal justice, and informational justice. Turnover intention was measured through employees' tendency to think about leaving, intention to search for another job, and intention to resign.



Before hypothesis testing, the research instrument was examined through validity and reliability tests. The validity test was used to ensure that each questionnaire item measured the intended variable, while the reliability test was used to examine the internal consistency of the instrument. Cronbach's Alpha was used as the reliability indicator, with a value above 0.70 considered acceptable for internal consistency in behavioral research (Ghozali, 2021; Hair Jr. et al., 2019). After the instrument was declared valid and reliable, the data were analyzed using descriptive statistics and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests.

Hypothesis testing was conducted using multiple linear regression with SPSS. This technique was used because the study involved three independent variables, namely organizational commitment, workload, and organizational justice, and one dependent variable, namely turnover intention. Multiple linear regression is appropriate for estimating the effect of several predictors on one outcome variable and for determining the relative contribution of each predictor in the model (Hair et al., 2019). The regression model used in this study is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

In this model, Y represents turnover intention, a represents the constant, X_1 represents organizational commitment, X_2 represents workload, X_3 represents organizational justice, b_1 – b_3 represent regression coefficients, and e represents the error term. The partial effects were tested using the t-test, while the simultaneous effect was tested using the F-test. The coefficient of determination was used to measure the extent to which organizational commitment, workload, and organizational justice explained the variation in turnover intention.

Ethical considerations were also applied during the data collection process. Respondents were informed about the purpose of the study before completing the questionnaire. Their responses were treated anonymously and used only for research purposes. Participation in this study was voluntary, and no respondent was forced to complete the questionnaire.

RESULTS AND DISCUSSION

Instrument Testing

The validity test showed that all questionnaire items had correlation coefficients above the r-table value of 0.195. The organizational commitment items ranged from 0.670 to 0.798, workload items ranged from 0.734 to 0.816, organizational justice items ranged from 0.607 to 0.822, and turnover intention items ranged from 0.663 to 0.828. These values indicate that all measurement



items were valid for further analysis. The reliability test also showed Cronbach's Alpha values above 0.70 for all variables, indicating acceptable internal consistency.

Table 2.
Measurement Quality Summary

Variable	Validity Range	r-table	Cronbach's Alpha	Decision
Organizational Commitment (X1)	0.670-0.798	0.195	0.899	Valid and reliable
Workload (X2)	0.734-0.816	0.195	0.922	Valid and reliable
Organizational Justice (X3)	0.607-0.822	0.195	0.914	Valid and reliable
Turnover Intention (Y)	0.663-0.828	0.195	0.904	Valid and reliable

Source: Processed SPSS output from the research data.

Descriptive Statistics

The descriptive statistics show that the mean scores of the four variables were relatively close to the upper range of the scale score. Organizational commitment had a mean score of 24.23, workload had a mean score of 23.61, organizational justice had a mean score of 23.31, and turnover intention had a mean score of 23.49. These results indicate that respondents tended to report relatively high perceptions across the measured constructs, including the tendency to consider leaving the company. The standard deviation of organizational justice was the highest among the variables, suggesting that employees' perceptions of fairness were more varied than their responses to other variables.

Table 3.
Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Commitment	100	14	30	24.23	3.779
Workload	100	12	30	23.61	3.972
Organizational Justice	100	16	30	23.31	4.160



Turnover Intention	100	17	29	23.49	2.845
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Source: Processed SPSS output from the research data.

Classical Assumption Testing

The classical assumption test was conducted before interpreting the regression model. The Normal P-P Plot showed that the standardized residuals tended to follow the diagonal line, indicating that the residual distribution was close to normal. The multicollinearity test showed tolerance values above 0.10 and VIF values below 10 for all independent variables. Organizational commitment had a tolerance value of 0.562 and VIF of 1.780, workload had a tolerance value of 0.515 and VIF of 1.941, and organizational justice had a tolerance value of 0.607 and VIF of 1.648. The heteroscedasticity scatterplot showed that the residual points were distributed around the zero line without a clear narrowing or widening pattern. These results indicate that the regression model met the main assumptions required for multiple linear regression.

Table 4.
Summary of Classical Assumption Tests

Test	Indicator	Result	Decision
Normality	Normal P-P Plot	Residual points followed the diagonal line	Assumption met
Multicollinearity: Organizational Commitment	Tolerance; VIF	0.562; 1.780	No multicollinearity indication
Multicollinearity: Workload	Tolerance; VIF	0.515; 1.941	No multicollinearity indication
Multicollinearity: Organizational Justice	Tolerance; VIF	0.607; 1.648	No multicollinearity indication
Heteroscedasticity	Scatterplot	Residual points spread around zero without a clear pattern	Assumption met

Source: Processed SPSS output from the research data.



Multiple Linear Regression and Hypothesis Testing

The multiple linear regression test was used to examine the effect of organizational commitment, workload, and organizational justice on turnover intention. The regression equation obtained from the SPSS output is as follows:

$$Y = 4.462 + 0.109X_1 + 0.465X_2 + 0.232X_3 + e$$

The equation indicates that all regression coefficients are positive. The coefficient of organizational commitment is 0.109, the coefficient of workload is 0.465, and the coefficient of organizational justice is 0.232. Based on the standardized beta values, workload was the strongest predictor of turnover intention, followed by organizational justice and organizational commitment.

Table 5.

Regression Coefficients and Partial Test Results

Predictor	B	Std. Error	Beta	t	Sig.	Statistical Result
Constant	4.462	0.221	-	20.218	0.000	-
Organizational Commitment (X1)	0.109	0.011	0.145	9.992	0.000	Significant positive effect
Workload (X2)	0.465	0.011	0.650	43.029	0.000	Significant positive effect
Organizational Justice (X3)	0.232	0.010	0.339	24.359	0.000	Significant positive effect

Source: Processed SPSS output from the research data. Dependent variable: Turnover Intention.

The t-test results show that organizational commitment, workload, and organizational justice each had a significance value of 0.000. Since these values are below 0.05, the three independent variables had statistically significant partial effects on turnover intention. However, the direction of the coefficient must be interpreted carefully. The positive coefficient of workload is consistent with the hypothesis that higher workload increases turnover intention. In contrast, organizational commitment and organizational justice also showed positive coefficients, which means that the statistical effect exists but does not support the expected negative direction formulated in the literature review.

**Table 6.****Model Fit and Simultaneous Test Results**

Indicator	Value
R	0.994
R Square	0.989
Adjusted R Square	0.988
Std. Error of the Estimate	0.307
F	2803.956
Sig.	0.000

Source: Processed SPSS output from the research data.

The simultaneous test produced an F value of 2803.956 with a significance value of 0.000. This result indicates that organizational commitment, workload, and organizational justice simultaneously explain turnover intention among employees of PT Hi-Lex Cirebon. The R Square value of 0.989 indicates that 98.9% of the variation in turnover intention was explained by the three independent variables in this model. Although this value shows a very strong model fit, it should be interpreted carefully because survey-based behavioral research may be affected by item similarity, single-source data, and common response patterns. Therefore, the result is treated as strong context-specific evidence rather than as a general conclusion for all manufacturing companies.

Discussion

The finding on organizational commitment shows a significant positive effect on turnover intention. Statistically, this indicates that changes in organizational commitment scores were associated with changes in employees' turnover intention. However, the positive coefficient does not support the expected negative direction in the hypothesis. Conceptually, stronger organizational commitment is often associated with a lower intention to leave because committed employees tend to feel emotionally attached to the organization and willing to maintain membership (Hariyanto et al., 2022; Meyer & Allen, 1991). In the context of this study, the positive direction may indicate that commitment is not yet functioning as a retention barrier. Employees may still show formal attachment to the company while simultaneously considering alternative employment when they experience strong work pressure or limited perceived career certainty. This interpretation is consistent with recent turnover studies showing that commitment may interact with job stress, job satisfaction, and contextual work conditions in shaping turnover intention (Alves et al., 2024; Fajriansyah et al., 2024).



Workload had the strongest effect on turnover intention, as indicated by the highest standardized beta value. This finding supports the hypothesis that workload has a positive effect on turnover intention. In the context of PT Hi-Lex Cirebon, workload is related to the number of tasks, physical fatigue, production pressure, shift work, and the time available to complete responsibilities. Excessive workload may create strain when employees perceive that job demands exceed their capacity or recovery time. Recent studies also show that workload and work overload can increase turnover intention directly or through work stress and work-life imbalance (Alves et al., 2024; Constantio S. & Bangun, 2025). Therefore, workload becomes the most urgent managerial issue in this study because it is not only statistically dominant but also practically related to daily production arrangements.

Organizational justice also had a significant positive effect on turnover intention. The significance of this variable confirms that fairness perceptions are relevant in explaining employees' intention to leave. However, the positive direction does not support the expected negative relationship. In general, distributive, procedural, and interactional justice are expected to reduce turnover intention because employees who perceive fair treatment tend to have stronger trust in the organization (Moon et al., 2024; Zhao et al., 2024). The positive coefficient in this study may suggest that employees who are more aware of fairness issues are also more sensitive to evaluating workload distribution, performance appraisal, promotion opportunities, and supervisor treatment. Thus, the result should not be interpreted as meaning that fairness increases turnover intention, but rather that organizational justice remains a critical issue that requires clearer procedures and more transparent communication at PT Hi-Lex Cirebon.

Taken together, the results indicate that turnover intention at PT Hi-Lex Cirebon is not explained by a single factor. Workload appears to be the most dominant predictor, but organizational commitment and organizational justice also contribute to the model. The simultaneous significance of the three variables suggests that retention policy should combine workload control, commitment-building, and fairness improvement. This integrated interpretation is important because employees may continue to consider leaving when workload remains excessive, even when they still feel attached to the company or perceive several organizational procedures as relatively fair.



Table 7.
Summary of Hypothesis Decisions

Hypothesis	Statement	Statistical Evidence	Decision
H1	Workload has a positive effect on turnover intention.	B = 0.465; Beta = 0.650; Sig. = 0.000	Supported
H2	Organizational commitment has a negative effect on turnover intention.	B = 0.109; Beta = 0.145; Sig. = 0.000	Significant, but the expected negative direction is not supported
H3	Organizational justice has a negative effect on turnover intention.	B = 0.232; Beta = 0.339; Sig. = 0.000	Significant, but the expected negative direction is not supported

Source: Processed SPSS output and hypothesis interpretation.

From a policy perspective, the strongest implication is the need to treat workload management as part of retention strategy rather than only as an operational scheduling issue. PT Hi-Lex Cirebon can use periodic workload mapping, supervisor-based fatigue monitoring, and more transparent shift allocation to reduce work pressure. At the same time, organizational commitment and organizational justice should be strengthened through career communication, clear performance criteria, fair promotion procedures, and consistent supervisor treatment. These actions are aligned with the view that turnover intention is shaped by both job demands and employees' evaluation of organizational support and fairness (Constantio S. & Bangun, 2025; Moon et al., 2024; Zhao et al., 2024).

The practical implication of these results is that PT Hi-Lex Cirebon should prioritize workload control as the first retention strategy, while still improving commitment and fairness as supporting pillars. Since workload had the strongest standardized effect, managerial interventions should focus on fair task distribution, realistic production targets, monitoring of fatigue, and more predictable shift arrangements. In addition, commitment-building should be supported by career clarity and employee involvement, while justice improvement should focus on transparent appraisal and promotion systems.

This study provides context-specific evidence for PT Hi-Lex Cirebon, but the findings should not be generalized without caution. The use of a single



questionnaire source and the very high R Square value indicate the need for further verification in the final article audit. Additional analysis, such as checking item coding, examining possible common method bias, and separating the dimensions of organizational commitment and organizational justice, would strengthen the interpretation of the results. Even with this limitation, the findings remain useful for identifying the main areas of human resource policy that need managerial attention, especially workload management, fairness practices, and employee attachment.

CONCLUSION

This study concludes that organizational commitment, workload, and organizational justice significantly affect turnover intention among employees of PT Hi-Lex Cirebon. The findings indicate that turnover intention in the company is not only related to employees' personal desire to leave, but also to the organizational conditions they experience in their daily work. Workload appears as the most dominant factor, which suggests that production targets, work intensity, shift arrangements, and task pressure need to receive serious managerial attention. When workload is perceived as demanding, employees may become more vulnerable to considering alternative employment.

The significant effect of organizational commitment shows that employee attachment to the organization remains an important issue in retention management. However, commitment should not be understood only as a demand for loyalty from employees. It needs to be developed through consistent organizational support, clearer communication, career development opportunities, and a work environment that makes employees feel involved and valued. The significant effect of organizational justice also indicates that fairness in workload distribution, performance appraisal, promotion opportunities, and supervisor treatment should be strengthened. Employees' perception of fairness can shape how they evaluate their future in the organization.

The policy implication of this study is that PT Hi-Lex Cirebon should develop an integrated employee retention policy by prioritizing workload management, strengthening organizational commitment, and improving fairness in human resource practices. Management can begin by evaluating workload distribution across units, improving shift and task arrangements, clarifying performance appraisal criteria, and communicating promotion or reward decisions more transparently. These efforts are expected to reduce employees'



tendency to leave while supporting workforce stability and operational effectiveness.

Although this study provides empirical evidence on the factors affecting turnover intention at PT Hi-Lex Cirebon, the results should be interpreted within the context of the company and the variables examined. Future research may consider additional factors such as job satisfaction, work stress, compensation, leadership style, and work environment to provide a broader understanding of employee turnover intention in manufacturing organizations.

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