

From Workplace Experience to Turnover Intention: Unraveling the Effects of Physical Work Environment, Internal Communication, and Workload Through Job Satisfaction

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ABSTRACT

This study examines how physical work environment, internal communication, and workload shape turnover intention through the indirect process facilitated by job satisfaction, addressing prior literature's tendency to treat these antecedents in isolation rather than within an integrated framework. A quantitative explanatory framework was utilized, drawing data from the entire workforce of PT. X, a Surabaya-based transportation company, comprising 60 employees across its operator, shipping, and driver divisions, selected through saturation sampling during the 2025 operational year. To evaluate the hypothesized relationships, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied using SmartPLS 4. Findings show that internal communication and physical work environment affect turnover intention mainly through job satisfaction, while workload exerts a direct effect largely independent of satisfaction. It implies that PT. X should pursue differentiated retention strategies, prioritizing workload management alongside communication and environmental improvements, rather than a single uniform approach.

INTRODUCTION

The transportation and logistics industry plays a pivotal role in global economic integration by enabling goods and services movement across interconnected supply chains. In Indonesia, this function has grown alongside rapid digital transformation and e-commerce expansion. The transportation and warehousing sector projected to contribute over 6% to Indonesia's GDP by 2025, while the national logistics market is forecast to reach approximately USD 72.4 billion, with a CAGR of 6.9% through 2034 (MDI Ventures, 2025). These figures underscore the sector's strategic weight in sustaining organizational competitiveness.

Yet workforce retention remains a persistent challenge. Employee turnover is widely recognized as a critical organizational concern, as it disrupts operational continuity, erodes workforce morale, and inflates costs tied to recruitment and replacement (Andriani et al., 2023; Hestiana et al., 2025; Jingjie et al., 2024). Notably, despite broader post-pandemic declines in turnover, the transportation and utilities sector continued to record a notably elevated turnover rate of 33% in 2023, conditions that threaten organizational sustainability through productivity losses and diminishing employee engagement (Che Ahmat et al., 2019; Li et al., 2020). Compounding this, sustained workplace pressures foster fatigue and reduced job satisfaction, ultimately amplifying employees' intentions to leave (Ayuningrum & Surya, 2024; Hidayati & Mahfudiyanto, 2024).



Figure 1. Employee Turnover Rates Across Industries, 2020-2023
Source: Wijyanthi et al., (2024)

Indonesia is widely recognized as one of the countries with a comparatively high incidence of voluntary employee turnover, making retention an enduring managerial concern. Beyond the disruption it causes to organizational stability, employee loss and subsequent replacement can incur substantial costs, which tend to escalate further when the departing employees occupy more senior roles (Karolina & Saryatmo, 2024). An organization's inability to retain its best-performing talent not only results in the erosion of valuable institutional knowledge but also drives up recruitment and training expenditures considerably (Nazari, 2014; Shrivastava, 2022; Wijyanthi et al., 2024).

This phenomenon is evident at PT. X in Surabaya, a transportation company experiencing a steady rise in employee turnover over the past four years. Internal records show that turnover increased from 19.7% in 2022 to 33.6% in 2025, while the workforce declined from 62 to 55 employees due to departures consistently exceeding new hires. This trend places significant operational pressure on the company, particularly in an industry that depends heavily on workforce stability.

Table 1. Number of Employees and Turnover Data of PT X Surabaya, 2022-2025

Year	Employees (Start of Year)	New Hires	Employees Leaving	Employees (End of Year)	Turnover (%)
2022	60	14	12	62	19.7%
2023	62	14	16	60	26.2%
2024	60	16	18	58	30.5%
2025	58	16	19	55	33.6%

Source: PT. X, Surabaya (2026)

High turnover intention (TI) at PT. X may be attributed to a combination of unfavorable physical work environment (PWE) conditions and demanding workload (WL) pressures. Although the company provides adequate facilities, such as air-conditioned offices and sufficient lighting, its location on a major roadway exposes employees to continuous noise and vibrations from heavy traffic. In addition, the parking area located across a busy street raises concerns regarding pedestrian safety and vehicle security. Such environmental conditions can act as persistent workplace stressors that reduce employees' comfort and well-being over time (Chun et al., 2020; Nawaz et al., 2022).

These challenges are compounded by increasing WL demands. Recent discussions on *quiet quitting* suggest that employees facing prolonged work pressure tend to limit their engagement to formal job requirements rather than fully investing themselves in their work (Galanis et al., 2025). At PT. X, employees frequently work beyond regular hours to complete shipping documentation, particularly during vessel departure periods and month-end closing activities. They are also often required to perform multiple tasks and support other divisions. When employees resign, the remaining staff must absorb additional responsibilities while simultaneously training replacements, creating a recurring cycle of fatigue and work pressure.

Although TI has been widely examined, existing studies often investigate PWE, WL, and IC as separate determinants (Br Pandia & Sunarjo, 2024; Santi et al., 2026). Consequently, a comprehensive understanding of how employee retention through JS factors jointly influence TI is still lacking (Kurniawaty et al., 2019; Pahlawan & Wahyuni, 2022). This gap is important because employee decisions to remain with or leave an organization are rarely shaped by a single

workplace condition. Rather, they emerge from the interaction of environmental, structural, and communication-related experiences that affect employees' overall satisfaction and well-being (Cao et al., 2022; Febrian & Magito, 2025).

Accordingly, this study develops and tests an integrated framework that examines the combined effects of PWE, IC, and WL through the intermediary mechanism of JS. By incorporating these interrelated organizational factors within a single model, this study contributes to a more comprehensive understanding of employee retention in the transportation sector and extends prior research on workplace conditions, organizational support, and turnover behavior.

LITERATURE REVIEW

Turnover Intention (TI)

Turnover intention (TI) refers to an employee's deliberate inclination to contemplate leaving their organization and is widely regarded as the most proximal psychological precursor to actual resignation. Drawing on Mobley's withdrawal framework (Karolina & Saryatmo, 2024), the exit decision unfolds progressively, from initial dissatisfaction, through evaluations of alternative opportunities, to a crystallized intention to quit, making TI an outcome of an evolving cognitive process rather than an isolated attitude. Within this sequence, job satisfaction (JS) occupies a central position, as dissatisfaction typically initiates withdrawal cognitions. Although individual antecedents may offer only partial explanatory power, TI consistently ranks among the strongest predictors of actual turnover. Organizations therefore treat TI reduction as a priority for sustaining workforce stability and performance. Empirical evidence confirms that high turnover adversely affects operational effectiveness, financial outcomes, and workplace morale (Andriani et al., 2023; Jingjie et al., 2024), while elevated TI is further linked to productivity decline, knowledge attrition, and weakened team cohesion (Che Ahmat et al., 2019; Li et al., 2020).

Job Satisfaction (JS)

Locke conceptualized JS as a positive affective state emerging from an employee's appraisal of their work and job-related experiences (Li et al., 2020; Nawaz et al., 2022). The construct encompasses affective and cognitive dimensions and is specifically related to job-related experiences rather than broader life satisfaction. Accordingly, JS is viewed as a dynamic attitude that evolves through employees' ongoing workplace experiences.

Under Herzberg's motivation-hygiene theory, employees derive satisfaction from intrinsic aspects of their jobs, such as achievement and recognition, interpersonal relations, and compensation, while extrinsic elements, including the quality of working conditions, primarily influence the extent to which dissatisfaction is avoided. In this context, the PWE and IC quality can be categorized as hygiene factors, suggesting that deficiencies in these aspects are more likely to create dissatisfaction and withdrawal cognitions than to increase satisfaction when adequately provided (Che Ahmat et al., 2019).

JS has consistently been identified as a key mechanism linking workplace conditions to employee retention. Previous studies show that work environment, occupational stress, and JS influence TI (Kurniawaty et al., 2019), while psychological and social capital mediate the relationship between mental health and JS (Cao et al., 2022). Moreover, JS mediates the relationship between organizational climate and actual turnover among service professionals, highlighting its role as a critical bridge between organizational conditions and employee behavior (Li et al., 2020).

PWE and Its Relationship with JS and TI

The PWE encompasses the tangible and sensory conditions surrounding an employee's workspace, including lighting, temperature, noise levels, spatial layout, and safety provisions, all of which collectively shape an individual's comfort and capacity to perform effectively (Chun et al., 2020). Within the framework of industrial and organizational psychology, environmental conditions perceived as inadequate or disruptive function as chronic situational stressors that progressively diminish employees' psychological comfort and engagement with their work (Chun et al., 2020; Edmondson, 1999).

A growing body of empirical research substantiates the direct influence of PWE quality on JS. For instance, environmental conditions in rural healthcare settings have been shown to exert a significant effect on nurses' JS (Nawaz et al., 2022). Within hospitality contexts specifically, work environment has been found to influence JS and engagement, which subsequently determine TI (Andriani et al., 2023), a pattern corroborated across additional service-sector studies linking environmental conditions, occupational stress, and satisfaction to voluntary exit (Kurniawaty et al., 2019; Pahlawan & Wahyuni, 2022). Similarly, recent findings demonstrate that conflict management and work environment jointly predict TI through their combined effect on JS (Fitri & Esthi, 2025), while WL and environmental quality have also been shown to influence TI both directly and through JS and organizational commitment as sequential mediators (Hariyanto et al., 2022).

Collectively, this body of evidence suggests that an unsatisfactory physical environment, such as exposure to traffic noise or inadequate safety provisions in parking facilities as observed at PT. X, is likely to diminish employees' JS and, in turn, elevate their intention to seek alternative employment (Irsyadi & Djamil, 2023; Rahayu & Hidayati, 2024).

WL and Its Relationship with JS and TI

WL denotes the quantity and demands of tasks, duties, and time constraints placed upon an employee within a specific period, especially when weighed against the resources and time actually available to fulfill them (Galanis et al., 2025; Zhao & Liu, 2024). When WL becomes excessive or unevenly distributed, it functions as a notable occupational stressor, capable of producing fatigue, eroding morale, and prompting employees to psychologically withdraw from their organizational roles (Hidayati & Mahfudiyanto, 2024).

A considerable body of empirical research supports the link between WL and JS across varied organizational contexts. Among insurance employees, WL has been shown to shape TI with JS serving as the intervening mechanism (Br Pandia & Sunarjo, 2024), and a parallel finding within banking institutions reveals that work stress and WL together influence TI via JS (Fasichulisani & Lie, 2026). Within postal service operations, the combination of WL and work environment quality has likewise been shown to meaningfully affect TI (Rahayu & Hidayati, 2024), echoed by automotive retail findings where WL and compensation predict TI through JS as a mediating variable (Hestiana et al., 2025). More broadly, the literature indicates that heightened job demands elevate the risk of quiet quitting, escalating TI, and burnout, especially in high-pressure work environments (Galanis et al., 2025), aligning with evidence that WL and compensation, mediated by JS, jointly shape employees' intention to leave (Sutikno, 2020).

Collectively, these findings imply that the fluctuating WL intensity characteristic of maritime logistics, exemplified by documentation pressures tied to vessel departure schedules and monthly closing periods at PT. X, is likely to similarly undermine employees' JS and, in turn, their intention to remain with the organization (Luli et al., 2025; Zhao & Liu, 2024).

IC and Its Relationship with JS and TI

IC refers to the formal and informal exchange of information, instructions, and feedback that occurs among employees and between employees and management within an organization (Duarte & Silva, 2023; Febrian & Magito, 2025). Effective IC is widely regarded as a foundational mechanism for fostering mutual understanding, coordinating interdependent tasks, and cultivating a sense of organizational support among employees (Duarte & Silva, 2023).

Empirical evidence consistently demonstrates that the quality of IC exerts a substantial influence on employee satisfaction and subsequent retention outcomes. Contentment with IC has been demonstrated to diminish employees' intention to leave the organization, operating through a successive chain of mediating mechanisms, namely perceived organizational support, which subsequently cultivates job satisfaction (Duarte & Silva, 2023). Similarly, IC has been shown to shape employee JS alongside physical and PWE factors and work-life balance, particularly within hybrid working arrangements (Febrian & Magito, 2025), while managerial communication together with WL and compensation has been identified as a significant predictor of TI through JS among insurance sector employees (Br Pandia & Sunarjo, 2024).

Taken together, these findings imply that inadequate or inconsistent IC, particularly under conditions of heightened operational pressure such as those experienced at PT. X during peak shipping periods, may compound employees' sense of role ambiguity and reduce their overall JS, thereby increasing the likelihood of TI (Adeusi et al., 2024; Fadhilatunnisa et al., 2026).

JS as a Mediating Variable

Rather than serving solely as an outcome, JS is widely regarded as a central pathway through which workplace conditions shape turnover intention. Consistent with Mobley's withdrawal model, dissatisfaction acts as the psychological precursor to employees' intentions to leave (Karolina & Saryatmo, 2024). This mediating function has been echoed across various industry contexts. In the financial services sector, JS has been shown to bridge the link between work environment and TI (Pahlawan & Wahyuni, 2022); a similar pattern connecting WL (Ayuningrum & Surya, 2024), organizational commitment, and TI has been observed among manufacturing line workers (Hidayati & Mahfudiyanto, 2024). Likewise, within state-owned pawnshops, JS has been identified as the channel through which WL and work environment jointly shape TI among outsourced employees (Santi et al., 2026), while research in the social welfare domain confirms organizational climate predicts turnover chiefly via JS (Li et al., 2020).

Hypothesis Development

A conducive PWE is theorized to boost employee satisfaction (JS) while reducing turnover intention (TI), yielding H1 (+JS) and H4 (−TI). Similarly, effective IC fosters trust, role clarity, and belonging—conditions that raise satisfaction and discourage departure, supporting H2 (+JS) and H5 (−TI).

Conversely, WL depletes psychological resources and erodes satisfaction while amplifying exit motivation, hence H3 (−JS) and H6 (+TI).

JS serves as the pivotal attitudinal conduit linking these antecedents to withdrawal cognitions: higher satisfaction significantly reduces turnover intention (H7). Extending this, JS is proposed to mediate the effects of PWE (H8), IC (H9), and WL (H10) on TI, acting as the psychological bridge between workplace conditions and voluntary departure.

Thus, based on the previous studies, the conceptual framework can be drawn as follows:

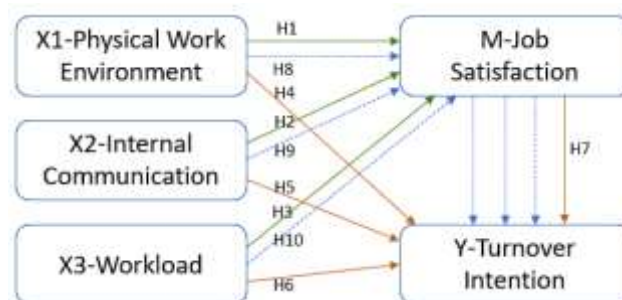


Figure 2. Conceptual Framework

METHODOLOGY

Research Design

This research adopted a quantitative explanatory approach to investigate the relationships among PWE, WL, IC, JS, and TI. The study focused on testing the proposed causal links and mediation effects through statistical analysis of numerical data gathered using a structured questionnaire. This design was selected because it enables the empirical examination of theoretical relationships among the variables included in the research framework.

Population and Sample

The target population consisted of all employees of PT. X, a transportation company located in Surabaya, including personnel from the operator, shipping, and driver divisions. Since the organization employed only 60 individuals, a saturation sampling technique was applied, whereby every member of the population was included as a respondent. By involving the entire population, the study reduced sampling bias and ensured that the collected data accurately reflected the characteristics of the workforce being investigated.

Data Analysis Technique

Data analysis was carried out through Partial Least Squares Structural Equation Modeling (PLS-SEM), employing SmartPLS software, version 4.0.9.9. The rationale behind selecting this approach lies in its capacity to accommodate intricate models containing several latent constructs alongside mediating relationships, a feature that proves especially valuable when sample sizes are modest in scale (Hair et al., 2020).

Two distinct phases characterized the analytical process. The initial phase centered on evaluating the measurement model, with the aim of confirming both the validity and the reliability of the constructs under investigation. To establish convergent validity, outer loading values were required to surpass 0.70, accompanied by AVE figures greater than 0.50. Discriminant validity, on the other hand, was determined by applying the HTMT ratios kept under 0.90. As for reliability, this was verified through Cronbach's Alpha alongside Composite Reliability scores, with both metrics needing to clear the commonly accepted benchmark of 0.70.

The subsequent phase involved appraising the structural model, which entailed scrutinizing path coefficients, R^2 values denoting the coefficient of determination, and testing hypotheses via a bootstrapping procedure drawing on 5,000 subsamples. A relationship was deemed statistically significant whenever its t-statistic rose above 1.96 in conjunction with a p-value falling under 0.05.

RESEARCH RESULT

Respondent characteristics

The demographic profile of the respondents indicates a relatively balanced gender distribution, although male employees formed the larger group. Of the 60 employees who participated in the study, 35 respondents (58.3%) were male, while 25 respondents (41.7%) were female. This composition reflects the workforce structure of PT. X, where operational activities are predominantly supported by male personnel.

In terms of age, the workforce was largely concentrated in younger age groups. Half of the respondents (50.0%) were between 20 and 25 years old, followed by 23 employees (38.3%) aged 26–30 years. Meanwhile, only 6 respondents (10.0%) belonged to the 31–35 age category, and just 1 respondent (1.7%) was over 35 years old. These figures suggest that PT. X employs a relatively young workforce, with the majority of employees being under 30 years of age.

Regarding organizational tenure, most respondents had accumulated between one and three years of service. Specifically, 31 employees (51.7%) had worked for PT. X for 1–3 years, while 18 employees (30.0%) reported more than three years of employment. The remaining 11 respondents (18.3%) had been employed for less than one year. This distribution indicates that a considerable proportion of employees have gained sufficient organizational experience, although the presence of relatively new employees also reflects ongoing workforce mobility within the company

Measurement Model (Outer Model) Evaluation

The evaluation of the measurement model was conducted to ensure that the latent constructs of PWE, IC, WL, JS, and TI were measured validly and reliably before proceeding to structural model testing.

As presented in Table 2, all five constructs demonstrated satisfactory convergent validity and internal consistency reliability. Each construct yielded an Average Variance Extracted (AVE) value above the recommended threshold of 0.50, ranging from 0.557 for IC to 0.787 for JS, indicating that each set of indicators adequately explained the variance of its respective latent construct. Reliability indicators further supported this conclusion, with Cronbach's Alpha values ranging from 0.780 to 0.883 and Composite Reliability (rho_c) values ranging from 0.851 to 0.917, all comfortably exceeding the conventional cut-off of 0.70.

Table 2. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho-a)	Composite reliability (rho-c)	Average variance extracted (AVE)
IC	0.841	0.855	0.883	0.557
JS	0.866	0.887	0.917	0.787
PWE	0.883	0.913	0.912	0.678
TI	0.853	0.930	0.892	0.677
WL	0.780	0.839	0.851	0.590

Source: SmartPLS 4.0.9.9 output, processed by the author (2026)

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio, and the results indicated that all construct pairs fell below the conservative threshold of 0.90.

Table 3. Discriminant Validity

	HTMT			
	IC	JS	PWE	TI
IC				
JS	0.804			
PWE	0.775	0.498		
TI	0.200	0.233	0.123	
WL	0.225	0.131	0.226	0.406

Source: SmartPLS 4.0.9.9 output, processed by the author (2026)

At the indicator level, as shown at table 4, the cross-loading matrix confirmed that every indicator loaded most strongly on its intended construct, supporting adequate validity at the item level. All indicators demonstrate stronger associations with their respective latent constructs than with any alternative constructs, thereby supporting the establishment of discriminant validity.

Table 4. Cross Loading

	IC	JS	PWE	TI	WL
M1.1	0.598	0.852	0.329	-0.051	-0.037
M1.2	0.720	0.895	0.464	-0.212	0.083
M1.3	0.771	0.912	0.459	-0.315	-0.098
X1.1	0.470	0.442	0.748	-0.057	0.113
X1.3	0.644	0.428	0.850	-0.159	-0.159
X1.4	0.676	0.462	0.946	-0.143	-0.164
X1.5	0.361	0.160	0.700	-0.009	-0.083
X1.6	0.606	0.332	0.851	-0.078	-0.120
X2.1	0.801	0.547	0.539	-0.073	0.161
X2.2	0.766	0.609	0.475	-0.052	0.076
X2.4	0.739	0.544	0.536	-0.154	-0.012
X2.5	0.654	0.505	0.380	0.117	0.110
X2.6	0.739	0.545	0.635	-0.147	-0.035
X2.7	0.772	0.740	0.526	-0.322	-0.179
X3.1	-0.075	-0.128	-0.185	0.408	0.844
X3.2	0.020	0.006	-0.067	0.245	0.767
X3.4	-0.003	0.037	-0.078	0.321	0.792
X3.5	0.203	0.122	0.177	0.171	0.659
Y1.1	-0.126	-0.139	-0.077	0.901	0.434
Y1.2	-0.227	-0.308	-0.235	0.896	0.397
Y1.3	-0.083	-0.166	-0.012	0.801	0.193
Y1.4	-0.040	-0.104	0.027	0.672	0.182

Source: SmartPLS 4.0.9.9 output, processed by the author (2026)

Multicollinearity diagnostics based on the Variance Inflation Factor (VIF) revealed that all of outer-model indicators fell within the acceptable range ($VIF < 5$), indicating that multicollinearity among the exogenous constructs did not pose a serious threat to the structural model estimates.

Structural Model (Inner Model) Evaluation

The coefficient of determination (R^2) indicated that PWE, IC, and WL jointly explained 64.1% of the variance in JS ($R^2 = 0.641$; adjusted $R^2 = 0.622$), reflecting a substantial degree of predictive accuracy for the mediating construct.

Table 5. R-square

	R-square	R-square adjusted
JS	0.641	0.622
TI	0.212	0.153

Source: SmartPLS 4.0.9.9 output, processed by the author (2026)

In contrast, JS together with the three exogenous constructs explained only 21.2% of the variance in TI ($R^2 = 0.212$; adjusted $R^2 = 0.153$), indicating a comparatively weak predictive power for the ultimate outcome variable, suggesting that factors beyond those examined in this model may also contribute meaningfully to employees' TI at PT. X.

Direct Effects (Hypothesis Testing)

Hypothesis testing was performed through the bootstrapping procedure, with a relationship considered statistically significant when the t-statistic exceeded 1.67 ($n=60$, $\alpha=0.05$) and the p-value was below 0.05. The results of the direct-effect testing are summarized in Table 6.

Table 6. Path Coefficients and Direct Effects (Bootstrapping Results)

Path	Original Sample	T Statistics	P Values	Result	Hypothesis
PWE→JS	-0.174	1.998	0.011	(+) Significant	H1 accepted
IC→JS	1.082	9.082	0.000	(+) Significant	H2 accepted
WL→JS	-0.343	1.951	0.040	(-) Significant	H3 accepted
PWE→TI	-0.041	1.693	0.049	(-) Significant	H4 accepted
IC→TI	0.001	0.000	1.000	Not significant	H5 rejected
WL→TI	0.474	2.175	0.031	(+) Significant	H6 accepted
JS→TI	-0.279	2.144	0.036	(-) Significant	H7 accepted

Source: SmartPLS 4.0.9.9 bootstrapping output, processed by the author (2026)

The relationship between the PWE and JS yielded an original sample coefficient of -0.174, with a t-statistic of 1.998 and a p-value of 0.011. Because the t-statistic exceeded the critical threshold of 1.67 and the p-value fell below 0.05, this path was statistically significant, leading to the acceptance of H1. The negative sign of the coefficient indicates that, within this sample, that the physical environment exerts an inverse influence on how satisfied employees report feeling.

IC demonstrated the strongest relationship observed among all paths directed toward JS, with a path coefficient of 1.082, a t-statistic of 9.082, and a p-value of 0.000. This result was highly significant and supports H2, confirming that IC is a substantial positive predictor of JS in the model.

The WL, to-job-satisfaction path produced a coefficient of -0.343, a t-statistic of 1.951, and a p-value of 0.040, classified as significant, supporting H3. The negative coefficient suggests that heavier WL is linked to a reduction in JS.

For the direct path from PWE to TI, the analysis returned a coefficient of -0.041, a t-statistic of 1.693, and a p-value of 0.049. Despite the t-statistic slightly above t-table of 1.67, the p-value narrowly cleared the 0.05 threshold, resulting in a significant outcome and acceptance of H4.

In contrast, IC showed no meaningful direct effect on TI. The path produced a coefficient of 0.001, a t-statistic of 0.000, and a p-value of 1.000, that indicate an effectively negligible relationship. Consequently, this path was deemed not significant, and H5 was rejected.

The WL-to-turnover-intention path generated a coefficient of 0.474, a t-statistic of 2.175, and a p-value of 0.031, comfortably surpassing both the t-statistic and p-value thresholds. This significant, positive relationship supports H6, indicating that increased WL corresponds with a stronger inclination toward turnover.

Finally, JS itself was tested as a direct predictor of TI, producing a coefficient of -0.279, a t-statistic of 2.144, and a p-value of 0.036. This significant negative relationship supports H7, confirming that employees who report higher satisfaction tend to exhibit lower TI, a finding that also substantiates the mediating role proposed for JS in this model.

Mediation Effects (Indirect Effects)

The mediating role of JS in the relationships between the three exogenous constructs and TI was examined through the specific indirect effects produced by the bootstrapping procedure, as summarized in Table 4.

Table 7. Specific Indirect Effects (Mediation Testing)

Path	Original Sample	T Statistics	P Values	Result	Hypothesis
PWE→JS→TI	-0.049	2.094	0.025	(-) Significant	H8 accepted
IC→JS→TI	-0.302	2.153	0.048	(-) Significant	H9 accepted
WL→JS→TI	0.012	0.221	0.825	Not signif.	H10 rejected

Source: SmartPLS 4.0.0.9 bootstrapping output, processed by the author (2026)

The indirect path from PWE to TI through JS (PWE→JS→TI) produced a coefficient of -0.049 , a t-statistic of 2.094 , and a p-value of 0.025 . As the t-statistic exceeded 1.67 and the p-value remained below the 0.05 threshold, this mediating effect was statistically significant, supporting H8. This finding indicates that JS meaningfully channels the influence of the PWE toward TI, even though the direct path (H4) was also significant, suggesting a pattern of partial mediation rather than full mediation.

The indirect path from IC to TI through JS (IC→JS→TI) yielded a coefficient of -0.302 , a t-statistic of 2.153 , and a p-value of 0.048 , confirming a significant mediating effect and supporting H9. Notably, this indirect coefficient is considerably larger in magnitude than the indirect effects associated with the other two predictors, reinforcing the earlier observation that IC's influence on TI operates almost entirely through JS rather than through a direct mechanism, a conclusion consistent with the non-significant direct path obtained for H5.

In contrast, the indirect path from WL to TI through JS (WL→JS→TI) was not statistically significant, with a coefficient of 0.012 , a t-statistic of only 0.221 , and a p-value of 0.825 , far exceeding the 0.05 threshold. Accordingly, H10 was rejected. This result indicates that JS does not serve as a meaningful conduit for WL's effect on TI; instead, WL appears to influence TI predominantly through a direct mechanism, as already evidenced by the strong and significant H6 path ($\beta = 0.474$, $p = 0.031$)

DISCUSSION

The demographic composition of the study participants illustrates a workforce that skews predominantly male, though female representation remains meaningful. The research drew upon the participation of employees from PT. X, among whom male workers constituted the majority, while their female counterparts accounted for the remaining portion, a distribution that mirrors the operational character of the organization, which relies heavily on male-dominated functional roles. This gender imbalance is not atypical in manufacturing or operationally intensive settings, where workforce structures tend to reflect broader industry norms (Robbins & Judge, 2022).

From the standpoint of age distribution, the employee base is overwhelmingly composed of individuals in the early stages of their professional lives. The dominant cohort fell within the twenty-to-twenty-five-year age bracket, with a secondary cluster spanning the twenty-six-to-thirty range. Only a marginal proportion belonged to older age groups, reinforcing the notion that PT. X's workforce is largely youthful. This generational profile carries significance for organizational behavior research, as younger employees are often found to hold higher mobility intentions and to place greater emphasis on communication quality and workload balance when evaluating their workplace experience (Saraiva & Nogueiro, 2025).

Concerning length of service, the majority of respondents had accumulated between one and three years of tenure within the organization, signaling a workforce that has moved beyond the initial adjustment phase yet has not necessarily developed deep-rooted organizational attachment. A smaller but notable segment had served for more than three years, while a portion of participants were relatively new entrants with less than twelve months of experience. This tenure distribution suggests a degree of workforce fluidity, consistent with patterns observed in organizations where turnover risk is heightened among employees at early-to-middle career stages, particularly when satisfaction levels are inadequate (Saraiva & Nogueiro, 2025).

The Inverse Relationship Between Physical Work Environment and Job Satisfaction

The analysis reveals that the physical work environment (PWE) exerts an inverse effect on job satisfaction (JS), a finding that challenges the conventional expectation that improved physical conditions would naturally elevate employee contentment. This outcome diverges from prior empirical evidence, particularly the study by Kurniawaty et al. (2019), Nawaz et al. (2022), Andriani et al. (2023), and Pahlawan & Wahyuni (2022), which found that a supportive physical work environment positively contributes to job satisfaction. Rather than serving as a straightforward satisfaction driver, the physical workspace appears to function more as a hygiene-type variable in the Herzbergian sense, its inadequacy capable of generating dissatisfaction, but its improvement not necessarily guaranteeing proportionate gains in satisfaction (Che Ahmat et al., 2019). A plausible interpretive lens is that employees develop adaptive tolerance mechanisms toward environmental limitations, or that their evaluation of physical conditions is filtered through role-related expectations that differ considerably across job categories. This complexity in the PWE-JS relationship has been echoed in prior scholarship noting that environmental perceptions are subject to significant individual and contextual moderation (Oyedemi et al., 2025).

A similarly modest but statistically meaningful inverse path was detected between the PWE and turnover intention (TI), suggesting that while environmental conditions do play a role in shaping employees' propensity to leave, this role is comparatively circumscribed in the presence of other organizational predictors. The implication is that physical conditions operate more as an ambient backdrop than a decisive determinant of exit decisions, functioning primarily through their capacity to erode satisfaction before translating indirectly into withdrawal cognitions. This pattern aligns with theoretical accounts positioning TI as a downstream consequence mediated by attitudinal states rather than directly triggered by environmental stimuli (Nawaz et al., 2022).

Internal Communication as the Preeminent Satisfaction Predictor

Among all variables examined, internal communication (IC) emerged as the strongest contributor to job satisfaction, distinguished by its coefficient magnitude relative to other predictors. This positions organizational communication at the core of satisfaction formation, reinforcing arguments that communicative transparency, informational accessibility, and participatory dialogue foster belonging, role clarity, and supervisory trust, collectively

elevating satisfaction. The finding aligns with broader evidence that organizations with rich, multi-directional communication cultures consistently report higher satisfaction scores than those marked by informational asymmetry or hierarchical blockage.

Notably, IC's direct path to TI proved statistically inconsequential, an outcome that carries significant theoretical meaning. Rather than independently discouraging departure, IC appears to achieve its influence on TI entirely through the satisfaction it cultivates, a configuration consistent with full mediation. This finding reinforces the conceptual architecture proposed by Duarte & Silva (2023) and also Br Pandia & Sunarjo (2024), who argued that communication practices shape retention not through cognitive deliberation about leaving per se, but through the affective and evaluative states they generate over time. In practical terms, communication quality functions as a catalyst for satisfaction, which in turn becomes the operative force tempering withdrawal intentions.

Workload as an Independent Turnover Driver

Workload (WL) demonstrated a significant erosive effect on JS, consistent with the resource conservation framework, wherein escalating demands progressively deplete psychological reserves that employees rely upon for engaged and fulfilling work performance (Hobfoll, 1989). As role demands accumulate beyond manageable thresholds, the experiential quality of work deteriorates, manifesting as diminished satisfaction, a finding well-documented across occupational contexts including healthcare, education, and service industries (Spector & Jex, 1998; Bakker & Demerouti, 2007).

More strikingly, WL registered the most robust direct influence on TI among all predictors assessed, and this effect operated independently of JS, meaning that excessive job demands drive exit cognitions through a route that satisfaction-based interventions cannot intercept. This mirrors findings reported by Hwang and colleagues (2019), who observed that burnout-mediated mechanisms and work-life boundary violations created turnover pressures that persisted irrespective of how positively employees otherwise assessed their roles. The practical import is clear: organizations that invest in satisfaction-enhancement programs while neglecting structural WL management risk implementing incomplete retention strategies, since the demand-to-departure pipeline operates through channels that lie beyond the reach of attitudinal amelioration alone.

Job Satisfaction as a Differentiated Mediating Channel

The significant inverse relationship between JS and TI confirms that satisfaction meaningfully suppresses withdrawal intentions, providing empirical grounding for its role as a mediating conduit between upstream organizational variables and downstream behavioral outcomes. This is congruent with the foundational propositions of Mobley's turnover process model (Karolina & Saryatmo, 2024) and subsequent elaborations in the job embeddedness literature, where satisfaction is positioned as a pivotal evaluative state that shapes the psychological calculus of staying versus leaving.

Critically, the mediating function of JS was not uniform across predictors, a nuance that adds conceptual depth to the findings. In the case of IC, JS absorbed virtually the entirety of the predictor's influence on TI, conforming to a full mediation pattern. For the PWE, JS mediated part of the effect while a direct path to TI persisted, indicating partial mediation, a distinction that implies employees consciously weigh environmental conditions in exit deliberations above and beyond how those conditions make them feel. In contrast, WL's relationship with TI bypassed JS almost entirely, with the indirect path proving non-significant, thereby ruling out satisfaction-based mediation. This nuanced mediation landscape aligns with Zhao & Liu (2024) typological framework of mediation, which cautions against treating mediation as a monolithic process and instead advocates for differentiated analysis across predictor-outcome pairs.

Collectively, the findings reveal a multi-layered dynamic in which no single antecedent operates through an identical mechanism. Retention management therefore demands a stratified approach: communication quality reduces TI through satisfaction; physical environment improvements yield both direct and satisfaction-mediated retention benefits; while workload must be addressed through structural reconfiguration, given satisfaction's inability to neutralize its direct effect on departure intentions. These distinctions call for precision in organizational diagnostics, where interventions are calibrated not merely to dissatisfaction drivers, but to the specific pathways through which each predictor reaches employee exit.

CONCLUSIONS AND PRACTICAL IMPLICATIONS

Conclusions

This study investigated the effects of PWE, IC, and WL on TI among employees of PT. X Surabaya, with JS serving as a mediating variable. The predominantly young, male, and early-tenure workforce of PT. X renders this organization particularly susceptible to the attitudinal dynamics uncovered in this study, where communicative quality, environmental conditions, and demand overload converge through job satisfaction to govern employees' propensity to remain or depart.

The findings reveal that IC is the strongest predictor of JS and negatively influences TI only indirectly through JS, indicating full mediation. The PWE significantly affects both JS and TI, with JS partially transmitting its effect. However, environmental stressors such as traffic noise and parking-related safety concerns appear to outweigh the benefits of existing workplace facilities. In contrast, WL has the strongest direct effect on TI and operates independently of JS, suggesting that intense work demands during operational peak periods encourage employees to consider leaving regardless of their overall satisfaction level.

Overall, the results demonstrate that TI is shaped through different mechanisms. While JS acts as a key pathway linking communication and work environment to TI, WL directly triggers withdrawal intentions. These findings highlight the need for targeted retention strategies that address specific organizational issues rather than relying on a single approach.

Practical Implications

Based on these findings, PT. X should prioritize improvements in three areas. First, IC can be strengthened through regular cross-functional coordination and clearer dissemination of operational information to enhance employee satisfaction. Second, management should focus on addressing specific environmental concerns, particularly traffic noise and parking safety risks, as these issues contribute directly to employee dissatisfaction. Third, a more systematic WL management system is needed during peak operational periods, supported by proactive cross-training to reduce excessive pressure on employees.

Furthermore, because JS mediates the effects of communication and work environment, regular employee feedback and satisfaction assessments should be utilized as an early detection tool to identify potential retention issues before they lead to actual turnover.

ADVANCED RESEARCH

This study has several limitations that offer directions for future research. First, the findings are based on a relatively small sample from a single transportation company, limiting their generalizability. Future studies should employ larger and more diverse samples across different organizations.

Second, the model explained only a moderate proportion of TI, suggesting that additional determinants, such as compensation, career opportunities, organizational commitment, and labor market conditions, should be considered.

Third, the non-significant mediating effect of JS on the WL–TI relationship indicates that other mechanisms, including burnout, emotional exhaustion, and work–family conflict, may better explain this association.

Finally, the cross-sectional design restricts the ability to capture changes over time. Future longitudinal studies are recommended to examine how fluctuations in WL and organizational conditions influence JS and TI across different periods.

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