

The Effect of Work Environment, Leadership Style, and Workload on Turnover Intention from The Perspective of Islamic Business Ethics

1Yunita Dewi, 2Siska Yuli Anita*, 3Ghina Ulfa Saefurrohman

1,2,3Universitas Islam Negeri Raden Saleh Lampung, Indonesia

*Email: yunitadewi566@gmail.com

ARTICLE INFO

Keywords:
Work Environment
Leadership Style
Workload
Turnover Intention

ABSTRACT

PURPOSE - Study this analyze influence environment work, style leadership, and burden Work to Turnover intention at PT. JNE in Bandar Lampung. Background This appear Because increased turnover intention due to environment lack of work conducive and burdensome high work, even though some units have apply style good leadership. Research this also aims give understanding about management source Power man in perspective ethics business Islam.

METHODOLOGY - Study this use approach quantitative descriptive with sample of 80 selected employees use formula Slovin. Data collected through questionnaire and analysis using SmartPLS through Validity test Reliability as well as testing hypothesis.

FINDING - Research result show that environment work influential positive and significant to turnover intention It means the more bad environment Work will the more tall turnover intention. Leadership style influential negative and significant to turnover intention, meaning the more Good style leadership so will the more low turnover intention. Workload influential positive and significant to turnover intention, meaning the more big burden Work so will the more high turnover intention.

Received 16 December 2025; Received in revised from 10 January 2026; Accepted 30 January 2026

ECOBISMA (Jurnal Ekonomi, Bisnis dan Manajemen) Volume 13 No. 1 (2026)

@2026 The Author (s). Published by LPPM Universitas Labuhanbatu

Available online 31 January 2026

INTRODUCTION

Development technology and globalization demand company For capable compete No only through innovation products and services, but also through management source Power effective human resources. Source Power man is asset strategic Because success company very depends on the quality work , performance , and loyalty employee (Ardana 2012) . According to Umar, management source Power man is planning , organizing , motivating , and controlling related procurement , development , compensation , maintenance , and termination connection Work For reach objective organization in a way integrated (Anita 2022a) . One of challenge main in management source Power man is turnover intention, namely intention employee For leave his work that can bother continuity Work moment increase cost recruitment and training (Husin 2021). Environment work that is not conducive can lower motivation and loyalty (Mahmudah 2019). Some factors that can influence condition environment Work related with ability employee

covering a number of aspects, including on - site lighting work, temperature or temperature, circulation air, and lighting (Hadi Suganda, Sutrisno 2023). Leadership style is behavior or the method chosen by a leader For influence thoughts, feelings, attitudes, and actions member organization or his subordinates, with goal so that the goal organization can achieved (Sembiring 2022) . Lack of leadership style effective can create tension in connection Work (Hasnawati and Ruslan 2021), while burden overwork can cause stress and fatigue that increases turnover intention (Azizah and Murniningsih 2022).

PT. Tiki Jalur Nugraha Ekakurir (JNE) was founded on November 26, 1990 by H. Soeprapto Suparno and Johari Zein. Initially, JNE was a division of PT Citra Van Titipan Kilat (TIKI) which focuses on management network courier international . With initial capital amounting to Rp. 100 million and eight employees , companies This start activity his efforts are focused on handling activity customs as well as delivery goods and documents from overseas to Indonesia . Over time , JNE has developed become company independent with management and identity its own, including the logo and vision that distinguish it from TIKI. Now, JNE has become company logistics express the largest in Indonesia, with more of 1,000 employees and 1,500 outlets serving delivery domestic and international . Based on the report data team PT. JNE Bandar Lampung management , there are five offices branch office operating in the Bandar Lampung area. main thing that has amount employees most located at Jalan Imam Bonjol No. 351, Langkapura, Kemiling, Bandar Lampung. Meanwhile that , four office branch others are each in the Districts of Tanjung Senang, Kedamaian, Teluk Betung Utara and Central Tanjung Karang. Information This become base important in understand population research , namely all over PT. JNE employees spread across each branch.

Business ethics in Islamic perspective is implementation the principles of the Qur'an and Sunnah in activity business, with values customized basis with developments of the times and context space and time . Business ethics Islam is morals in operate business in accordance with Islamic values (Anita 2022) . QS. At- Taubah verse 105 Allah SWT says :

عَلَمُ الْغَيْبِ بِهِ اللَّهُ عَمَلُكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرُّ دُونَ اللَّهِ وَقِبْلَةُ أَعْمَلُوا فَسَيَرُى

وَالشَّهَادَةُ هُنَّ بِكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

"Work you, then Allah, His Messenger and the believers will see your job . And you will returned to (Allah) the Knower of the unseen and the seen, then He proclaimed to You what has been You do it." (QS At- Taubah : 105).

Background problems in research This based on the existence of factors that influence existence turnover intention at PT. JNE in Bandar Lampung. In several year Lastly, PT. JNE faced challenge related increasing turnover intention among employees . Although style supervisor and manager leadership assessed Enough good and supportive. However, the condition the Not yet capable fully lower turnover intention Because there is two factor main causes caused by the environment lack of work conducive and burdensome high work atmosphere lack of work conducive cause employee feel not enough comfortable in operate task everyday. Besides that burden hard work result in employee fatigue in a way physical and stress work . This impact on the decline motivation, productivity and stability employee.

Study This important done For identify reason turnover intention in a way deep and giving appropriate solution with Islamic principles, such as justice, responsibility responsibility, trust, and balance between rights and obligations employees. With Thus, the company No only capable lower turnover intention figures, but also build culture productive, harmonious and sustainable work, and create environment healthy work and comfortable for all over parties. Research this is also expected become guidelines for management in develop ethical, professional, and resourcebased human resource strategies spiritual values, so that created

loyalty and motivation high work.

LITERATURE REVIEW

Study This done use study more in How Environment Work, Leadership Style, and Workload influence Turnover Intention in perspective ethics business Islam. Maslow's Hierarchy Theory One of the figure in field psychology that studies about essence man is Abraham Maslow, who special delve into aspect motivation and needs man (Khoirul 2024) Abraham Maslow, introduced Hierarchy need Maslow that is A theory that explains that man has five levels needs that must be met filled in a way tiered, starting from need physiological, security, social, appreciation, to actualization self (Triningsih 2025) .

Work Environment

Environment Work is overall surrounding conditions employees who can influence satisfaction, motivation, and its performance (Ahmad Shobirin 2022) According to Schultz & Schultz in (Aprillia 2023) work environment is defined as a condition related to workplace characteristics that influence behavior and employee attitude.

H1: Work Environment influential positive and significant to Turnover Intention

Leadership Style

Leadership style is one of the factor important in management source Power human, style leadership describe pattern behavior a leader in directing and motivating his subordinates in reach objective organization. The leader who supportive and participatory tend provide a sense of comfort , build connection harmonious , and give chance to employee For involved in taking decision , so that can lower intention employee For go out from company (Hasnawati and Ruslan 2021)

H2: Leadership Style influential negative and significant to Turnover Intention

Workload

Workload covers a number of tasks to be done completed employee in term time certain, both of a nature physical, mental, and emotional. Appropriate workload with ability employee can increase skills and productivity, but if amount work No balanced with capacity individual, thing This potential cause pressure, fatigue, and stress prolonged work so that push employee For look for more work balanced (Mahawati 2021)

H3: Workload influential positive and significant to Turnover Intention

Turnover Intention

Turnover intention is desire employee for in a way voluntary leave his work, good with look for opportunity new in other companies or with resign self without own work replacement. High turnover intention indicates existence problem in company Good from side environment work, leadership or burden work that impacts effectiveness organization (Yesi Puji Astutik 2022).

Based on the above description, the framework conceptual in study This seen as shown in the picture following :

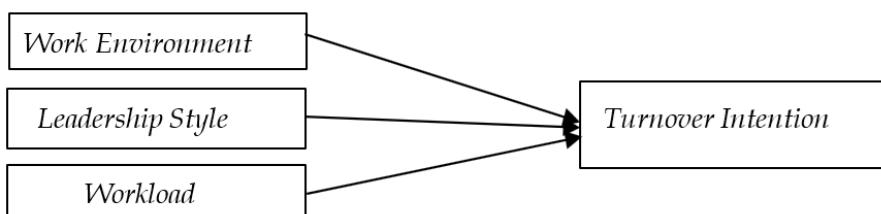


Figure 1. Framework Conceptual

METHODOLOGY

Type of research used in study This is study quantitative approach quantitative is method further research systematic in do study from beginning until end (Sahir syahfrida Hafni 2022)Research This nature descriptive that is type research that describes A phenomenon with using accurate data and doing study in a way systematic. Population in the study This is all over PT. JNE employees in Bandar Lampung, totaling 350 employees. The sampling technique samples in research this use formula slovin so that amount sample rounded to 80 respondents. Data sources used in study This is the primary data obtained direct through interview with HRD PT. JNE in Bandar Lampung. Then data collection was carried out through distribution questionnaire in a way systematic and structured start from variables free that is Work Environment, Leadership Style and Workload as well as its influence to variables bound Turnover Intention . Data analysis techniques in research using SmartPLS.

RESEARCH RESULTS

Validity Test

Table 1. Validity Test Results Instrument

Symbol	Variables	Indicator	R Count	Sig	Status
X1	Work Environment	X1.1	0.887	0.70	Valid
		X1.2	0.873	0.70	Valid
		X1.3	0.853	0.70	Valid
		X1.4	0.866	0.70	Valid
		X1.5	0.905	0.70	Valid
		X1.6	0.912	0.70	Valid
		X1.7	0.901	0.70	Valid
		X1.8	0.873	0.70	Valid
		X1.9	0.872	0.70	Valid
		X1.10	0.826	0.70	Valid
X2	Leadership Style	X2.1	0.984	0.70	Valid
		X2.2	0.938	0.70	Valid
		X2.3	0.935	0.70	Valid
		X2.4	0.948	0.70	Valid
		X2.5	0.953	0.70	Valid
		X2.6	0.956	0.70	Valid
		X2.7	0.965	0.70	Valid
		X2.8	0.935	0.70	Valid
		X2.9	0.939	0.70	Valid
		X2.10	0.955	0.70	Valid
		X2.11	0.952	0.70	Valid
X3	Workload	X3.1	0.882	0.70	Valid
		X3.2	0.893	0.70	Valid
		X3.3	0.930	0.70	Valid

	X3.4	0.879	0.70	Valid	
	X3.5	0.906	0.70	Valid	
	X3.6	0.898	0.70	Valid	
	X3.7	0.918	0.70	Valid	
	X3.8	0.869	0.70	Valid	
<hr/>					
Y	Turnover Intention	Y1.1	0.837	0.70	Valid
		Y1.2	0.814	0.70	Valid
		Y1.3	0.852	0.70	Valid
		Y1.4	0.857	0.70	Valid
		Y1.5	0.849	0.70	Valid
		Y1.6	0.853	0.70	Valid

Source: Processed with SmartPLS (2025)

Based on validity test results instrument research, shows outer model value or correlation between construct with indicator variables used For assess convergent validity. Indicators with loading value above 0.70 is said to be valid, because show that variables the effective and powerful For measure the variables. Indicators Work covering two aspect that is physical and non- physical aspects. physique covering building work, equipment proper work, facilities rest and worship facilities. Non- physical aspects covering connection between colleague parallel work, relationship superior subordinates and cooperation between employee (Mahmudah 2019) Indicators style leadership according to covering style directive, style supportive, stylish participatory and style oriented performance (Reza Zuhenda, Darmawanto 2021) Indicator that is the target that must be achieved, difficulty or complexity task, time required For finish work and frequency or intensity Work (Esti Khomaryah, Supawi Pawenang 2020) Turnover intention indicators include three thing, namely think about For thinking of quitting, desire For look for work new (intention to search for another job), and desire For truly leave job (intention to quit).

Reliability Test

Table 2. Reliability Test Results Instrument Study

Variables	Cronbach's Alpha	Average Variance Extracted (AVE)	Status
Work Environment (X1)	0.967	0.70	Reliable
Leadership Style (X2)	0.989	0.70	Reliable
Workload (X3)	0.965	0.70	Reliable
Turnover Intention (Y)	0.919	0.70	Reliable

Source: Processed with SmartPLS (2025)

Based on table above, can known that all construct Already fulfil criteria For reliable. This is can seen from composite reliability value >0.70 and average variance extracted value >0.50 according to with criteria that have been recommended . So, All construct on the table on it is said reliable.

R-Square Value

Table 3. R-Square Values

	R-Square	R-Square Adjusted
Turnover Intention (Y)	0.520	0.501

Source: Processed with SmartPLS (2025)

In the table on show that adjusted R-Square value on the variable Turnover Intention (Y) is obtained of 0.501.

Testing Hypothesis t-test (In terms of Partial)

In research, the significance of the parameters that are estimated very useful Because give understanding in the form of information important about connection between variables. Testing process hypothesis use the values contained in the inner weight output.

Table 4. Hypothesis Test Results

Hypothesis	Original Sample (O)	Sample mean(M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values
Work Environment - > Turnover Intention	0.370	0.378	0.079	4,682	0,000
Leadership Style - > Turnover Intention	-0.509	-0.509	0.066	7,660	0,000
Workload - > Turnover Intention	0.539	0.542	0.062	8,633	0,000

Source: Processed with SmartPLS (2025)

Discussions

Based on results analysis statistic , work environment own influence positive and significant to Turnover intention among PT. JNE employees in Bandar Lampung. Environment Work is something place or condition Where employee do activity in a way Good If environment the felt comfortable. The test results show that when quality environment Work decreases, then trend employee For move work become more high. Some study previously support existence influence positive on turnover intention if environment Work No conducive in A company. On (Elok Hermawati 2021) find that environment Work influential positive and significant to turnover intention. Then in the research (Novita Guridno 2024) state that environment Work influential positive and significant to turnover intention. But in the research (Rafiqah Choridatuz Zahroh 2023) disclose that environment Work influential negative and significant to turnover intention .

Based on results analysis statistic, *leadership style* influential negative and significant on turnover intention at PT. JNE in Bandar Lampung. Leadership style according to Robert in (Anita 2022) is method a leader operate function his leadership as well as How his behavior perceived by subordinates and other parties who observe it. The test results show If the more increasing style leadership so will turnover intention also decrease. This is in accordance with research conducted (Attallah 2024) which states that style leadership influential negative and significant to employee turnover intention Shopee express Tembalang Hub. Research conducted

(Wahyuningsih 2022) find that leadership influential negative and significant to turnover intention. Different with research conducted (Tiyas Ayu Ningrum 2020) find that style leadership influential positive and significant to turnover intention.

Based on results analysis statistics , workload has influence positive and significant to *Turnover intention* among PT. JNE employees in Bandar Lampung. Workload is condition emotional individual Where burden the work given exceed ability , measurement oppression work and satisfaction work (Albertus Saron, Yekti Intyas Rahayu 2022). The test results show that burden increasing work tall will increase turnover *intention* among PT. JNE employees in Bandar Lampung. Research conducted (Elok Hermawati 2021) burden Work influential positive and significant to *turnover intention* at Tidar Property Group Malang. Then, in the research (Safira Jingga Hernita 2021) disclose that burden Work influential positive and significant to turnover intention. However, in this study (Anjasmara Putra Dinata 2023) find that burden Work No influential to turnover intention.

CONCLUSION

Based on results analysis conducted, research This conclude that environment work, style leadership, and burden Work own role important to Turnover intention among PT JNE employees in Bandar Lampung. Work proven influential positive and significant which means the more bad environment Work so the more tall turnover intention employees. Leadership style influential negative and significant to turnover intention It means the more Good style leadership so will the more small *turnover intention*. Meanwhile that , the burden Work influential positive and significant show that the more big burden Work so will the more tall *turnover intention*. Third factor the in a way together explain part big variation *turnover intention*, so that can concluded that aspect environment work, leadership, and burden Work is elements that must be become attention main management. With increase condition work, organize burden Work in a way more proportional, and maintain effective leadership, company potential lower number *turnover intention* as well as create environment more work stable and productive in accordance with values ethics Islamic business.

REFERENCES

Ahmad Shobirin, Alkandri K. Siharis. 2022. "The Influence of Leadership, Work Environment, and Work Motivation on Employee Performance: A Literature Study" 2 (5): 235–46.

Albertus Saron, Yekti Intyas Rahayu, Muchlis H. Masud. 2022. "The Effect of Workload on the Intention to Change Jobs and the Role of Job Satisfaction as a Mediating Variable," no. Wnceb: 1110-20.

Anita, Siska Yuli. 2022. "Analysis of the Role of Leadership Style, Training and Communication on Employee Work Motivation" 9 (2).

Anita, Siska Yuli. 2022. "Analysis of Competitive Strategies of Micro, Small, and Medium Enterprises (MSMEs) During the Covid-19 Pandemic from the Perspective of Islamic Business Ethics (Study on Actors)" 8 (01): 352–62.

Anjasmara Putra Dinata, Suhana. 2023. "The Effect of Workload, Job Stress, and Job Insecurity on Employee Turnover Intention P" 5: 722–31. <https://doi.org/10.31539/jomb.v5i1.5500>.

Ardana, I Komang. 2012. Human Resource Management.

Attallah, Helmi. 2024. "The Influence of Leadership Style, Organizational Culture, and Job Satisfaction on Turnover Intention at Shopee Express Tembalang Hub," no. 2.

Azizah, Chanifatul, and Rochiyati Murniningsih. 2022. "The Effect of Job Insecurity and

Workload on *Turnover Intention with Job Satisfaction* as a Mediating Variable," 606–13.

Elok Hermawati, et al. 2021. "The Effect of Workload, Work Discipline and Work Environment on Employee *Turnover Intention* at Tidar Property Group Malang" 03 (01): 9–26.

Esti Khomaryah, Supawi Pawenang, Sholichul Hadi. 2020. " *Turnover Intention* of PT. Efrata Retailindo Reviewed from Workload, Work Environment, and Job Satisfaction I" 3 (1): 35–45.

Hadi Suganda, Sutrisno, Noni Setyorini. 2023. "The Influence of Leadership Style, Compensation and Work Environment on Turnover Intention with Job Stress as an Intervening Variable" 3 (4): 799–810.

Hasnawati, and Sapiri Muchtar Muchlis Ruslan. 2021. Leadership Style and Performance Improvement.

Husin, Wiwin L. 2021. " *The Effect of Job Insecurity and Workload on Turnover Intention* at PT. Gorontalo Access Telkom" 4 (1): 32–44.

Khoirul, Umam. 2024. "Islamization of Abraham Maslow's Theory of Needs" 9 (1): 1–13.

Mahawati, Eni. 2021. Analysis of Workload and Work Productivity.

Mahmudah, Enny w. 2019. Human Resource Management Human Resource Management .

Novita Guridno, M. Farid Wajdi. 2024. "The Influence of Work Environment, Work Motivation and Compensation on Turnover Intention of Employees at the Central Java II Regional Tax Office (Surakarta)" 5 (2): 9229–40.

Nurhasanah Lubis, Onsardi. 2021. "The Effect of Compensation, Organizational Commitment and Job Satisfaction on Turnover Intention at PT. Bukit Angkasa Makmur Bengkulu" 2 (2): 196–208.

Rafiqa Choridatuz Zahroh, Desi Tri Kurniawati. 2023. "The Influence of Work Motivation, Work Environment, and Job Satisfaction on Turnover Intention" 2 (4): 1102–13.

Reza Zuhenda, Darmawanto, Ariyanto. 2021. "Leadership Style for Employee Performance at the Karya Mukti Village Unit Cooperative, Pelepat Ilir District" 1 (2): 241–50.

Safira Jingga Hernita, Intan Nia Ruhyat. 2021. "The Effect of Job Stress and Workload on Turnover Intention with Salary Satisfaction Moderation" 3 (2): 149–57.

Sahir syahfrida Hafni. 2022. Research Methodology.

Sembiring, Fransiska. 2022. "The Influence of Leadership Style, Career Development, and Job Satisfaction on Employee Performance at PT. Perkasa Internusa Mandiri Medan." 22: 52–68.

Tiyas Ayu Ningrum, Laeli Budiarti. 2020. "The Influence of Leadership Style and Organizational Commitment on Employees' Intention to Turnover," no. 2012. <https://doi.org/10.30997/jtm.v4i1.2637>.

Triningsih, Anis Masruri. 2025. "Librarian Work Motivation Based on Abraham Maslow's Hierarchy of Needs Theory" 34 (1): 1–11.

Wahyuningsih, Dwi Agung Nugroho Arianto Eliyana. 2022. "The Influence of Leadership, Work Involvement and Financial Compensation on Employee Turnover Intention" 6 (1): 1–26.

Yesi Puji Astutik, Lie Liana. 2022. "Analysis of the Influence of Workload, Work Environment, and Job Satisfaction on *Turnover Intentions*."