

## The Effect of Workload and Job Stress on Turnover Intention of Employees

Nur Zifani Khoirunnisa

Universitas Islam Negeri (UIN) Sunan Ampel, Jl. Ahmad Yani No.117, Surabaya,  
East Java, Indonesia  
\*nurzifanik@gmail.com

**ABSTRACT:** *A common phenomenon in the world of work is the desire to leave one's job/organization (turnover intention). Turnover is common if it is still within the ideal scope. However, it turns out that in Indonesia, the percentage of employee turnover always increases every year. The purpose of this study was to determine the influence of workload and work stress on turnover intention in PT employees. This study uses a quantitative approach with a comparative causal method using 76 respondents. The data analysis technique uses the classical assumption test and to test the hypothesis the researcher uses multiple linear regression tests, namely the T test, F test and coefficient of determination test. The results of the study showed that work stress did not have a partial effect on employee turnover intention. Furthermore, workload partially had a significant effect on turnover intention. While workload and work stress simultaneously had a significant effect on employee turnover intention. This study shows the importance of workload management and attention to employee mental health to reduce turnover intention.*

Fenomena yang sering terjadi dalam dunia kerja adalah adanya keinginan untuk keluar dari pekerjaannya/organisasi yang diikuti (*turnover intention*). *Turnover* menjadi hal biasa bila masih dalam lingkup yang ideal. Namun ternyata di Indonesia menunjukkan presentase *turnover* karyawan yang selalu meningkat setiap tahun. Tujuan penelitian ini adalah untuk mengetahui adanya pengaruh antara beban kerja dan stres kerja terhadap *turnover intention* pada karyawan PT. X. Penelitian ini menggunakan pendekatan kuantitatif dengan metode kausal komparatif dengan menggunakan 76 responden. Teknik analisis data menggunakan uji asumsi klasik dan untuk menguji hipotesis peneliti menggunakan uji regresi linier berganda yaitu uji T, uji F dan uji koefisien determinasi. Hasil penelitian menunjukkan stres kerja tidak berpengaruh secara partial terhadap *turnover intention* pada karyawan. Selanjutnya beban kerja secara partial berpengaruh signifikan terhadap *turnover intention*. Sedangkan beban kerja dan stres kerja secara simultan berpengaruh signifikan terhadap *turnover intention* karyawan. Penelitian ini menunjukkan pentingnya manajemen beban kerja dan perhatian terhadap kesehatan mental karyawan untuk mengurangi turnover intention.

**Keywords:** *Workload, Job Stress, Turnover Intention, Employee.*

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## **I. INTRODUCTION**

In the current digital era, companies are trying to adapt to current conditions, one of which is creating competitiveness in their respective business worlds. Therefore, a strategy is needed to achieve this success. In general, the first step for a company is to pay attention to employee welfare. Because the most crucial and important aspect for a company is the employees themselves (Ngoc et al., 2024). Companies that can pay attention to employee welfare properly can minimize the desire of employees to move or what is called turnover intention (Ahmad, 2021). The problem of employee turnover is indeed common in the world of work, if the percentage is still ideal. Referring to the opinion of (Wahyu & Zusmawati, 2023) that the turnover rate can be said to be high if it reaches more than 5% per year.

The problem of employee turnover in Indonesia is still a serious problem. Based on the presentation of the survey results from Jurij et al (2023) with subjects of approximately 700 million employees in 19 countries including Indonesia, the figure is quite high. There is an intense increase in employee turnover every year calculated from 2010-2018. Then in the regional scope, Indonesia occupies a percentage of 25.8% and is in third place with the largest employee turnover exceeding Brazil (24.4%), US (21.8%), China (21.3%), and UK (14.6%). Strengthened by a survey from Karnadi (2022) it was also revealed that as many as 84% of Indonesian workers plan to resign in the next 6 months in 2022. Beginner workers occupy the highest position, namely around 81% and as many as 76% of generation Z dominate the resignation planning. This indicates that the problem of employee turnover in Indonesia is still interesting to study in more depth.

One of the largest contributors to turnover comes from the retail business. This is supported by data on the percentage of employee turnover by industry, with Indonesia as one of the subjects producing employee turnover figures in the retail business reaching 16.9% (Hakro et al., 2022). Meanwhile, data published by APRINDO (Indonesian Retail Employers Association) shows that the desire of retail employees to resign in Indonesia is still quite high, reaching 3% per month (Tjendra, 2019).

From several surveys above, it shows that almost all companies in the retail sector always have a high turnover rate. If this turnover rate is not immediately suppressed, it will have an impact on the company in the form of a lack of workers so that the workload of other employees increases, then the costs for recruitment and training will also increase and will be detrimental to the company (Wolor et al., 2023). This problem is also found in several companies in the United States. Turnover is a problem because the costs spent when employees resign are the same as 1.5 times the salary of other employees. Initially, the company paid employees \$ 40,000, which increased to \$ 60,000 to conduct new employee selection. Every month there is employee turnover of up to 1.4% and reaches 16.8% per year (Aamodt, 2014).

Researchers are interested in conducting research at PT. X which focuses on the company in the modern retail sector that sells goods from several commodities such as: gadgets, electronics, pottery, furniture, e-bikes, optics, cosmetics, toys and machinery. This company also has several branches in the Jombang and Kediri areas. Starting from X Ngoro as the center selling complete goods as above, X Kandangan, Karang Dinoyo, Bogo, Ploso and Jogoroto which all sell goods from gadget commodities, credit, laptops, e-bikes, electronics and furniture. Meanwhile, X Badas only sells goods from e-bike commodities, electronics and furniture. Finally, X Kunjang which only sells commodities from e-bikes. The researcher conducted an initial interview with Mrs. DL

as the SSDM Manager of PT. X. She said that turnover in the retail and marketing businesses will always exist. In these two businesses, the turnover phenomenon often occurs. In line with PT. X itself, the employee turnover rate reaches 5-10% per year and the part that often contributes to this figure is employees who are still in the trial or training period.

He also explained, "In addition to training employees, turnover also often occurs in the front office or marketing department. Because many employees resign because they object to the sales targets we give. Sometimes they are not challenged enough by it. They already feel burdened before it is implemented. In fact, the company also needs income to pay that many employees. We also try to reduce the turnover rate by improving the marketing system, for example with the SMART program. After the new system, the turnover rate has dropped quite a bit so that it has been quite stable as it is now. However, in the retail and marketing business, the turnover rate will always be high compared to other businesses". The following is employee turnover data for the last few years at PT. X:

**Table. 1 Employee Turnover Data of PT. X**

<b>Year</b>	<b>Number of Employees Beginning of Year</b>	<b>Employees Resigned</b>	<b>Employees Entered</b>	<b>Number of Employees End of Year</b>	<b>Turnover Rate (%)</b>
2021	150	11	11	150	7.3%
2022	150	8	7	149	5.3%
2023	149	9	10	150	6.2%

Companies always try to pay attention to employee welfare. So that employees are reluctant to have the intention to leave the organization. According to Mobley (1982) Turnover intention is an employee's thought to end their work because of their own will and plan to find another job until a desire to leave the company arises. To improve employee welfare, companies can pay attention to good compensation or salary systems and balanced benefits (Pandey et al., 2019). In addition, companies need to pay attention to career planning for employees so that job satisfaction can be achieved together. The factors for an employee to have the intention to resign are influenced by individual factors and organizational factors (Mobley, 1982). Individual factors include age, length of service, personality, ability, and education. While organizational factors include job dissatisfaction, position, salary system, workload and work stress (Dodanwala et al., 2023).

Mathis & Jackson (2011) define turnover intention as the desire of an employee to end their work and the company must take the right steps to replace them. Work-related stress can be one of the factors that drives the desire to leave a job (Mobley, 1982). Work stress is a situation related to work that can change and disrupt the physiological and psychological conditions of a worker so that they resemble someone who is forced to deviate from their normal function (Huynh, 2020). It can be said that work stress is a situation where physical and psychological stability is disturbed due to emotional tension experienced by employees (Verdana & Satrya, 2022). In line with the opinion of previous research, it was revealed that one of the impacts of work stress is employee behavior that becomes irregular and this can trigger employees' desire to resign from their jobs (Wahyu & Zusmawati, 2023). Supported by the opinion Santhanam & Srinivas (2020) that one of the consequences of work stress is changes in productivity, high employee turnover and high absenteeism. There are several conditions that trigger

work stress (on the job), generally originating from excessive workload, time pressure, poor employee feedback, and poor quality of supervision (Imaniar & Indayani, 2023).

Like work stress, workload also plays an important role in turnover intention. Reid & Nygren (1988) stated that workload is the activity of a worker to complete work tasks in terms of completion time and work professionalism as well as the risk of work pressure carried out by each worker. According to Schultz & Schultz (2020) workload is defined as excessive task demands to do a job in the time available or to carry out work that is difficult for workers. Workload is caused by task demands, work environment, skills, behavior, and employee perceptions (Manggala & Siswanto, 2024). The burden or demands of tasks given to employees must of course be in line with the physical, cognitive abilities, and limitations of employees. Excessive workload has a negative effect on work stress and leads to employee resignation (Winfield & Paris, 2024).

The workload borne by employees is the first factor that underlies employees to resign (Iskandar & Rahadi, 2021). Supported by research Solihin & Wardani (2022), Pratiwi & Azizah (2019) and Farida et al (2023) states that workload has a positive and significant effect on turnover intention. In other words, if the company gives too much work to its employees, their desire to resign will also increase.

In addition to workload, work stress is also a predictor of turnover intention in employees. Work stress arises due to pressure from the company itself so that it tends to create employee intentions to move (Wan et al., 2023). Strengthened by research from Dwiyanthi & Yusuf (2020) which shows the results that work stress has a positive and significant effect on turnover intention. So it can be said that the level of turnover intention or employee desire to resign will increase if accompanied by high work stress (Weikel & Fisher, 2022).

The novelty of this study with previous studies lies in the aspects of time, subject, and theory. This study uses the workload theory Reid & Nygren (1988) work stress theory Beehr (2014) and turnover intention theory Mobley (1982). With the differences in the theoretical review used, it can enrich the insights of both readers and subsequent researchers. In addition, with the different theoretical reviews, it also has an impact on different approaches in offering a solution to the problem of the phenomenon so that it can be an effective choice to overcome the turnover intention phenomenon. The purpose of this study is to determine that there is an influence between workload and work stress on turnover intention at PT. X. The hypothesis proposed in this study is that Workload partially has a significant influence on Turnover intention in PT.X employees. Then Work Stress partially has a significant influence on Turnover intention in PT.X employees. Workload and Work Stress simultaneously have a significant influence on Turnover intention in PT. X.

With this research, it is expected to expand the scope of science, especially in the field of industrial and organizational psychology and companies can draw conclusions from the results of this research and implement them in work patterns in their respective fields. For researchers, hopefully this research can be the beginning of the process in further research.

## II. METHOD

This study uses a quantitative approach. The purpose of quantitative research is to determine how independent variables and dependent variables relate to each other (Sugiyono, 2019). The design of this study is a comparative causal type that aims to draw conclusions about cause and effect from the variables studied (Azwar, 2018). The sampling technique in this study used simple random sampling (SRS), which means that samples were taken randomly without considering the characteristics of a particular population (Sugiyono, 2019).

PT. X is the subject of this study. This company consists of 2 large departments, namely the front office and the back office. The front office consists of 6 marketing divisions with different job duties. The back office consists of 6 divisions, namely purchase, check, warehouse, finance, audit and SSDM. The researcher conducted research on employees at the head office located at Jalan Gubernur Suryo Number 15, Ngoro District, Jombang Regency. The population of this study was all employees of PT. X, totaling 150 employees.

This study uses a modified Likert scale by eliminating the neutral option. Modifications to the Likert scale are intended to eliminate the weaknesses contained in the five-level scale. The researcher used 3 scales, namely the workload scale based on the theory of Reid & Nygren (1988), the work stress scale based on the theory of Beehr (2014) and the turnover intention scale based on the theory of Mobley (1982) whose questionnaire items were made by the researcher himself. Each has 4 answers, namely Strongly Disagree (STS), Disagree (TS), Agree (S) and Strongly Agree (SS). The turnover intention scale shows a cronbach alpha value of 0.869 with 21 reliable items. For the workload scale, it gets a cronbach alpha value of 0.872 with a total of 24 reliable items. Meanwhile, the work stress scale shows a Cronbach alpha value of 0.841 with a total of 19 reliable items. The data analysis technique in this study uses the classical assumption test and hypothesis test. The classical assumption test includes the normality test, linearity test, heteroscedasticity test, autocorrelation test, and multicollinearity test. The hypothesis test itself, the researcher uses multiple linear regression tests, namely the T test, F test and determination coefficient test with the help of the SPSS version 21 application.

## III. RESULT AND DISCUSSION

This study used 76 respondents who worked as Front Office and Back Office employees at PT. X. The data collection process was carried out by distributing questionnaire sheets in hardfile. The following are demographic data and categorization obtained by the researcher:

**Table 2. Demographic Data of PT. X Employees**

Age	Frequency	Percentage
20-25	52	68.4%
26-30	24	31.6%
Gender	Frequency	Percentage
Male	30	39.5%
Female	46	60.5%

Years of Service	Frequency	Percentage
1-3	48	63.2%
4-5	28	36.8%
Departement	Frequency	Percentage
Front Office	44	57.9%
Back Office	32	42.1%

The table above is a description of respondents based on age. It is known that employees aged 20-25 years are 52 people with a percentage of 68.4%. Then in the age range of 26-30 years there are 24 people with a percentage of 31.6%. It is known that male employee's number 30 people with a percentage of 39.5% and female employees with a total of 46 people have a percentage of 60.5%. Employees with a work period of 1-3 years have a higher percentage of 63.2% with a total of 48 people. While employees with a work period of 4-5 years are 28 people with a percentage of 36.8%. It is known that the Front office section has a higher percentage of 57.9% with a frequency of 44 employees. Then the back-office section with a percentage of 42.1% with a frequency of 32 employees.

**Table. 3 Level of Workload**

Category	Frequency	Percentage
Medium	39	51.3%
High	37	48.7%
Total	76	100%

**Table. 4 Level of Work Stress**

Category	Frequency	Percentage
Medium	12	15.8%
High	64	84.2%
Total	76	100%

**Table. 5 Level of Turnover Intention**

Category	Frequency	Percentage
Medium	24	31.6%
High	52	68.4%
Total	76	100%

Based on the workload categorization table above, it can be concluded that 39 employees have a moderate workload reaching 51.3%. Meanwhile, high workload has a frequency of 37 employees with a percentage of 48.7%. There is no big difference between moderate and high workload and it can be concluded that the workload experienced by employees in the moderate category tends to be high. This finding reflects the dynamics that often occur in many organizations where workload can fluctuate depending on the tasks and responsibilities in each division. Research by Modaresnezhad et al (2021) states that high workload can contribute to high levels of stress and decreased job satisfaction. In the context of PT. X, of course, each employee has different tasks and workloads in each division or field. For example, at the staff level with the task of carrying out job descriptions that have been set by the supervisor, while at the manager level, they create marketing strategies and relevant targets to be

achieved. The difference in responsibilities between staff and manager levels shows the need for a better workload management strategy to maintain a balance between employee productivity and well-being.

The level of work stress in the moderate category has a frequency of 12 employees with a percentage of 15.8%. Then employees with high levels of work stress with a frequency of 64 employees have a percentage of 84.2%. Work stress experienced by employees will cause employees to behave negatively and decrease their abilities. The results of the observation revealed that in PT. X, work stress is more due to old employees who have received career advancement experiencing demotivation or lack of self-confidence and are less able to be leaders or manage groups so that performance decreases and they are forced to be demoted.

While in new employees it is caused by not being used to the rhythm of work that has high discipline, not being able to adapt to the company's work patterns and lack of initiative because of the mindset that still wants to be accompanied. Some of these things are sources of pressure in employees. Prolonged stress can result in decreased motivation and performance, as well as negative behavior in the workplace. According to research by Chandra (2024), work stress is often triggered by dissatisfaction with work and the inability to adapt to a new work environment. At PT. X, old employees who experience demotivation and new employees who are not used to a tight work rhythm are two groups that are vulnerable to stress. Therefore, it is important for companies to implement training and development programs that not only improve technical skills, but also build leadership and teamwork capabilities.

Furthermore, the turnover intention rate of employees with a high category has a frequency of 52 employees reaching 68.4%. Then employees with a moderate turnover intention rate have a percentage of 31.6% with a frequency of 24 employees. This shows a serious risk for the company in retaining talent. The type of work that is targeted will always be at risk of turnover problems because this job requires high skills, mindset and effort. However, in reality, finding candidates with these qualifications is indeed very difficult and selection is based on the willingness to work only so that staff vacancies can be filled immediately.

Research by Ngoc et al (2024) shows that high work pressure and lack of support from management can cause employees to look for other opportunities. To overcome this, PT. X has taken proactive steps by providing motivation and equipping employees with knowledge about leadership and business development. Employee Engagement programs and training aimed at developing employee skills and competencies are very important to increase loyalty and reduce turnover rates. Thus, the right strategy can help create a healthier and more productive work environment.

**Table 6. Normality Test**

One-Sample Kolmogorov-Smirnov Test	
Asymp. Sig. (2-tailed)	0.296

**Table 7. Multicollinearity Tests**

Model	Sig.	Tolerance	VIF
Beban Kerja	0.000	0.836	1.197
Stres Kerja	0.000	0.836	1.197

**Table 8. Autocorrelation Tests**

Run Test	
Asymp. Sig. (2-tailed)	0.166

**Table 9. Partial t-Test and Multiple Linear Equations**

Coefficients <sup>a</sup>						
Model 1	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
	(Constant)	42.270	5.533			
	Beban Kerja	0.130	0.073	0.208		
	Stres Kerja	0.188	0.074	0.295		

**Table 10. F Simultan Test**

Model	df	F	Sig.
1	Regression	2	8.005
	Residual	73	0.001 <sup>b</sup>
	Total	75	

**Table 11. Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.424 <sup>a</sup>	0.180	0.157	4.74187

Data testing in this study went through several tests. The researcher used SPSS Statistics version 21. The first test was the classical assumption test or prerequisite test. The researcher used the Kolmogorov-Smirnov test for the normality test. The test produced an symp. Sig. (2-tailed) value reaching  $0.296 > 0.05$ , which means that the data is normally distributed.

Furthermore, the multicollinearity test produced a value of  $0.836 > 0.10$  in the collinearity statistics section. Then in the VIF section it produced a value of  $1.197 > 10.00$ , which means that there were no symptoms of multicollinearity. In the last classical assumption test, the autocorrelation test produced an Asymp. Sig. (2-tailed) value of  $0.166 > 0.05$ . So, it can be concluded that there are no symptoms of autocorrelation.

After the classical assumption test was carried out, all prerequisite tests had been met. Furthermore, a multiple linear regression test was carried out to see how much influence the dependent variable (X) had on the independent variable (Y). The T-test is conducted



to see whether there is a separate or partial relationship between the dependent variable and the independent variable by looking at the significance value in the Sig column. Based on the data output above, the Sig value. on the workload variable (X1) produces a figure of  $0.078 > 0.05$ . With these results, it can be concluded that Workload (X1) does not have a partial effect on Turnover intention (Y) at PT. SBC Berkah Bersama Ngoro Jombang. These results are reinforced by previous research which explains that workload does not have a significant effect on employee turnover intention (Novel & Marchyta, 2021). This means that the size of the workload carried by employees does not affect the employee's intention to leave their workplace (Dinh, 2020).

The insignificant workload is certainly justified because PT. X is always actively running programs to support employee performance. One of them is the implementation of the SMART standard. Before the company gives targets to employees, it has been calculated using the SMART rules, namely Specific, which means the target is detailed and clear, Measurable, which means the target objective can be measured, Achievable, which means the target can be achieved easily or too difficult, Relevant or in accordance with other targets and Time Bound or there is a time limit. Not only focusing on the SMART program, the company also provides a 5P marketing strategy (Product, Price, Promotion, Place and People) to employees, in addition the company also echoes the existence of 5 things of work efficiency, the implementation of PDCAE quality management which are all stated in the company's basic knowledge insight. So it is clear that employee tasks can be carried out properly and do not cause heavy work demands on employees.

Then the work stress variable (X2) has a value of  $0.013 < 0.05$ . From the output results, it can be concluded that Work Stress (X2) has a partial influence on Turnover intention (Y) PT. SBC Berkah Bersama Ngoro Jombang. These results are supported by research (Dwiyanthi & Yusuf, 2020) which states that work stress has a partial effect on turnover intention. So it can be concluded that high levels of employee work stress can trigger employees' desire to resign (Wahyono & Riyanto, 2020).

The anticipation that is always carried out by PT. SBC Berkah Bersama Ngoro Jombang is to always provide the best to its employees. One of them is implementing a work efficiency culture by the company. This work efficiency includes evaluating errors so that they do not happen again, determining priority scales, working according to instructions, a one-stop decision system and having deadlines. So that work will not pile up and avoid stress at work. In addition, the existence of rewards, cash bonuses and incentives for employees and sufficient holidays also support this.

The simultaneous F test is used to determine whether or not there is an influence between variable X on variable Y simultaneously. Based on the data output above, it produces a Sig. value of  $0.001 < 0.05$ . It can be concluded that the workload (X1) and work stress (X2) variables have a simultaneous effect on turnover intention (Y) at PT. SBC Berkah Bersama Ngoro Jombang. The results of this study are reinforced by research (Chandra, 2024) which explains that workload and work stress have a simultaneous effect on turnover intention. So it can be concluded that if the workload and work stress experienced by employees are always high, it will also increase the employee's intention to resign (turnover intention) (Muslim, 2022).

One of the anticipations made by PT. SBC Berkah Bersama Ngoro Jombang to reduce employee turnover rates is to find talents with good qualifications. The existence of a Business Center that has been realized is expected to provide a good contribution to the

company. The Business Center is the company's effort to work with schools to find qualified talents in their fields and ready to enter the world of work. This certainly makes sense because in this way turnover may be reduced by having well-qualified and competent employees who are in accordance with the company's duties and vision and mission.

The output data above shows an R Square value of 0.180. So it can be concluded that Workload and Job Stress affect Turnover intention by 18% and 82% is influenced by other variables outside this study. This is in line with previous research which shows that high workload and job stress can contribute significantly to employee turnover intentions (Alblihed & Alzghaibi, 2022). This shows the importance of workload management and attention to employee mental health to reduce turnover intentions. By understanding this relationship, organizations can design more effective interventions to improve employee retention (Bebiroglu et al., 2021).

Although workload and job stress have a significant impact, 82% of the variation in employee turnover intentions is influenced by other variables not examined in this study. Factors such as job satisfaction, social support, and career development opportunities also play an important role in employees' decisions to stay in the company (Pamungkas et al., 2023). In addition, previous studies have also shown that organizational culture and relationships between coworkers can affect the level of employee commitment, which in turn has an impact on turnover intentions (Hegazy et al., 2023). Therefore, it is important for management to not only focus on workload and work stress, but also to consider other variables that can affect turnover intentions. Further research is needed to identify and understand these variables, so that organizations can create a more supportive work environment and reduce turnover rates. With a holistic approach, organizations can increase employee retention and create more stable and productive teams (Pang et al., 2020).

#### **IV. CONCLUSION**

Referring to the findings and discussions that have been described by the researcher above, it shows that partial workload does not have a significant effect on turnover intention in employees of PT. X. However, work stress partially has a significant effect on turnover intention in employees. Work stress and workload together (simultaneously) have a significant effect on turnover intention in employees. As for suggestions for PT. X, to always be tireless in upgrading the abilities of employees and prospective employees to produce competent, loyal employees who have qualifications in accordance with the company's vision and mission. Meanwhile, for employees to always be challenged and motivated to continue upgrading their competencies in order to be able to carry out tasks and fulfill work targets and in the future be able to accept greater responsibilities. And for further researchers, they can conduct research with other variables with the latest theories so that their validity can always be updated and can conduct further research with interventions that are in accordance with the research context to solve general turnover intention problems in the real world of companies.

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