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# Business, Economics, Law, Communication, and Social Sciences (BELACOSS)

*Scholarly Scientific Journal*

ISSN (Online): 3089-9001, ISSN (Print):

<https://journal.arepublisher.com/index.php/belacoss>

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## The Effect of Workload, Work Stress, and Job Satisfaction on Employees' Turnover Intention

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### ABSTRACT

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*This study aims to analyze the influence of workload, work stress, and job satisfaction on employee turnover intention. The research population consists of all 44 permanent employees, with the sampling technique employing a saturated sampling method. Data analysis was conducted using SmartPLS 3. The results show that workload has a negative but not significant effect on employee turnover intention. Work stress has a positive but not significant effect on employee turnover intention. Job satisfaction has a negative and significant effect on employee turnover intention.*

**Keywords:** *Workload; Work Stress; Job Satisfaction; Employee Turnover Intention.*

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Submitted: 11-06-2025

Revised: 08-07-2025

Accepted: 15-07-2025

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**Article Doi:**

http:

## INTRODUCTION

Business competition in the era of globalization has intensified, requiring every company to possess strong competitive advantages in order to survive and thrive. To achieve this, companies need high-quality resources, particularly human resources (Ihwanti & Gunawan, 2023). Ineffective human resource management may lead to turnover intention, which can have adverse effects on the company (Arta et al., 2023). A high level of employee turnover intention is a serious issue that requires close attention, as it can hinder work processes and increase the company's burden in recruiting and training new employees.

Many factors influence turnover intention, one of which is workload. Employees with a high workload often experience both physical and mental pressure, which can reduce their ability to perform their tasks efficiently and effectively (Idris & Asri, 2023). An excessive and unbalanced workload has the potential to cause psychological stress, fatigue, and a decline in job satisfaction, which in turn may trigger employee turnover intention (Fahri Fhauzan & Ali, 2024).

In addition, job stress is also a factor that contributes to employee turnover intention. When employees experience a high level of job stress, they often feel exhausted in carrying out their tasks, which may lead to depression due to excessive concern about work. If this condition persists without resolution and is not promptly addressed, it can be detrimental to the health of individuals experiencing stress (Putra & Mujiati, 2019).

Another factor that can influence turnover intention, and is one of the most common causes within a company, is job satisfaction. Employees who are satisfied with their jobs are unlikely to seek other employment. Conversely, employees who are dissatisfied with their positions often consider leaving or seeking alternative employment (Novel & Marchyta, 2021).

## LITERATURE REVIEW

### Workload

According to Hafizi (2020), workload refers to the amount of work that must be borne by a particular position or unit within an organization, which is determined by the product of the work volume and the established time standard. Ohorela (2021) defines workload as an individual's physical capacity to undertake the assigned tasks. From an ergonomic perspective, every workload assigned to an individual should be aligned and balanced with the physical and mental capacity of the person receiving the workload.

### Work Stress

Work stress is a condition or feeling that may be experienced by an employee and can have an impact on the organization or company, as well as influence employee satisfaction and performance (Rijasawitri & Suana, 2020). According to Buulolo (2021), work stress is a state of tension that results in an imbalance both physically and psychologically, affecting an employee's emotions, thought processes, and overall condition.

### Job Satisfaction

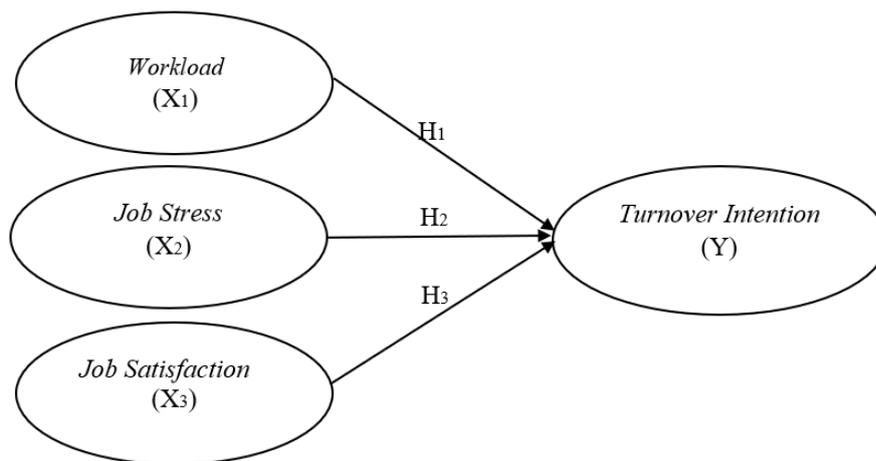
Job satisfaction is a feeling, evaluation, or attitude that an individual holds toward the work they are performing (Santoso & Dewi, 2019). According to Sapar (2022), job satisfaction refers to an employee's attitude toward their work, which is related to the work environment,

collaboration among colleagues, the compensation received, as well as factors concerning both physical and psychological aspects.

### Turnover Intention

Turnover intention is the tendency or intention of employees to voluntarily resign from their jobs based on personal choice (M & Jaelani, 2021). According to Santoso and Dewi (2019), turnover intention refers to an individual's decision to leave or to remain within an organization.

**Figure 1** Conceptual Framework



## METHOD

### Research Time

This study was conducted from June 2023 to September 2024. The research was carried out in stages, starting from problem identification, proposal preparation, consultations, questionnaire development, and continuing through to data processing for the preparation of the thesis

### Research Design

This research falls under the category of quantitative research, as it aims to examine the influence of workload, work stress, and job satisfaction on employee turnover intention at PT Procure Indonesia. The data collection technique involved distributing questionnaires containing a series of questions for respondents to complete in accordance with their actual conditions.

### Research Population

According to Sugiyono (2018), a population is the generalization area consisting of objects or subjects that possess certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The population in this study consists of all permanent employees, totaling 44 individuals. The sample in this research was determined using the saturated sampling method, in which the entire population was used as the research sample.

### Data Analysis Method

The analytical method used in this study is the component or variance based Structural Equation Model, with data processing performed using SmartPLS version 3 software. Partial Least

Squares (PLS) is an analytical method that can be applied to all data scales, requires minimal assumptions, and does not necessitate a large sample size.

## RESULT AND DISCUSSION

### Results

#### 1. Outer Model

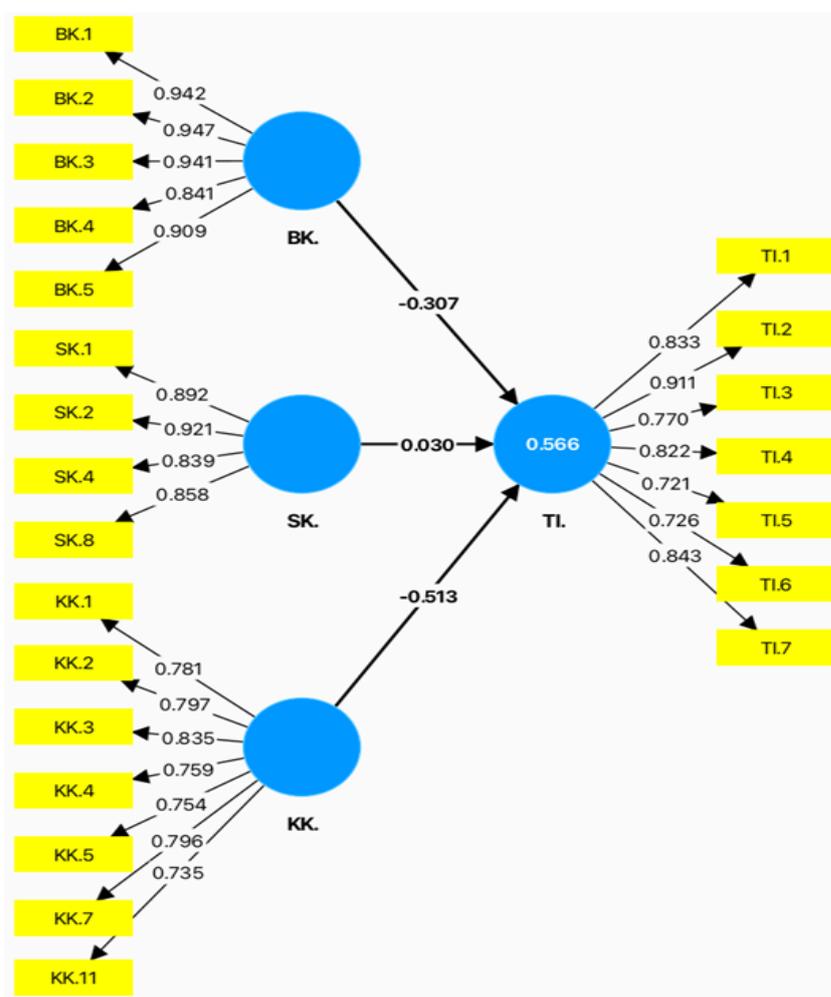
##### a. Convergent Validity

The convergent validity test in the reflective model was evaluated by examining the correlation between indicators and constructs using PLS. According to Hair et al. (2018), the convergent validity of each construct indicator calculated using Partial Least Squares (PLS) can be considered acceptable if it exceeds 0.70 for confirmatory research, or ranges from 0.60 to 0.70 for exploratory research. The results are presented in the following table and structural diagram.

**Table 1** Results of Convergent Validity Testing (Modification)

Variable	Indicator	Outer Loadings	Keterangan
<i>Workload</i>	WL1	0,942	Valid
	WL2	0,947	Valid
	WL3	0,941	Valid
	WL4	0,841	Valid
	WL5	0,909	Valid
<i>Work Stress</i>	wS1	0,892	Valid
	WS2	0,921	Valid
	WS4	0,839	Valid
	WS8	0,858	Valid
<i>Job Satisfaction</i>	JS1	0,781	Valid
	JS2	0,797	Valid
	JS3	0,835	Valid
	JS4	0,759	Valid
	JS5	0,754	Valid
	JS7	0,796	Valid
	JS11	0,735	Valid
<i>Turnover Intention</i>	TI1	0,833	Valid
	TI2	0,911	Valid
	TI3	0,770	Valid
	TI4	0,822	Valid
	TI5	0,721	Valid
	TI6	0,726	Valid
	TI7	0,843	Valid

**Figure 2** Results of the PLS Algorithm (Modification)



Source: PLS Output (2024)

The modified convergent validity results presented in Figure 2 and Table 1 meet the requirements for convergent validity, as the loading factor values are above 0.70. Therefore, the variables can be considered valid.

**b. Discriminant Validity**

Discriminant validity can be assessed by examining the cross-loadings between reflective indicators and their respective constructs. Cross-loading is considered valid if the value is higher for the intended construct than for any other constructs. Another method for assessing discriminant validity is by comparing the square root of the average variance extracted (AVE) values. An AVE value greater than 0.50 is considered to indicate good discriminant validity (Ghozali, 2014).

**Table 2** Results of Discriminant Validity Testing (Cross loadings)

	Workload	Work Stress	Job Satisfaction	Turnover Intention
WL1	0,942	0,782	0,748	-0,585
WL2	0,947	0,821	0,728	-0,606
WL3	0,941	0,755	0,740	-0,605
WL4	0,841	0,638	0,677	-0,661
WL5	0,909	0,719	0,654	-0,647
WS1	0,706	0,892	0,593	-0,573
WS2	0,656	0,921	0,665	-0,599
WS4	0,855	0,839	0,641	-0,449
WS8	0,651	0,858	0,609	-0,375
JS1	0,666	0,637	0,781	-0,528
JS2	0,698	0,653	0,797	-0,584
JS3	0,674	0,617	0,835	-0,546
JS4	0,534	0,692	0,759	-0,496
JS5	0,573	0,392	0,754	-0,696
JS7	0,517	0,356	0,796	-0,621
JS11	0,569	0,645	0,735	-0,441
TI1	-0,683	-0,631	-0,745	0,833
TI2	-0,641	-0,474	-0,668	0,911
TI3	-0,629	-0,590	-0,619	0,770
TI4	-0,514	-0,458	-0,644	0,822
TI5	-0,277	-0,196	-0,270	0,721
TI6	-0,279	-0,201	-0,233	0,726
TI7	-0,529	-0,456	-0,582	0,843

**Table 3** Results of Average Variance Extracted (AVE)

Variable	AVE	Keterangan
<i>Workload</i>	0,841	Valid
<i>Work Stress</i>	0,771	Valid
<i>Job Satisfaction</i>	0,609	Valid
<i>Turnover Intention</i>	0,650	Valid

Based on Tables 2 and 3, the cross-loading values of each indicator are higher for the construct it measures compared to other constructs, indicating that all indicators meet discriminant validity without measurement issues. Furthermore, the Average Variance Extracted (AVE) values are greater than 0.50, which confirms validity.

**c. Reliability Testing**

Reliability testing assesses whether reliability values meet the required thresholds, with Cronbach’s Alpha and Composite Reliability values expected to exceed 0.70, although values as low as 0.60 may still be considered acceptable (Hair et al., 2018).

**Table 4** Results of Reliability Testing (Composite Reliability and Cronbach’s Alpha)

Variable	Cronbach’s Alpha	Composite Reliability	Keterangan
<i>Workload</i>	0,952	0,964	<i>Reliabel</i>
<i>Work Stress</i>	0,902	0,931	<i>Reliabel</i>
<i>Job Satisfaction</i>	0,894	0,916	<i>Reliabel</i>
<i>Turnover Intention</i>	0,914	0,928	<i>Reliabel</i>

Based on Table 4, all variables have Composite Reliability and Cronbach’s Alpha values  $\geq 0.70$ , indicating that the variables meet the criteria for reliability and validity.

**2. Inner Model**

**a. R-Square**

**Table 5** Results of R-Square Testing

Variabel Endogen	R Square	R Square Adjusted
<i>Turnover Intention</i>	0,566	0,533

The results of the R-Square test in Table 5 show a value of 0.566 for turnover intention, indicating that workload, work stress, and job satisfaction collectively explain 56.6% of the variance in turnover intention, while the remaining 43.4% is influenced by other factors.

**b. GOF (Goodness of Fit)**

**Table 6** Results of the Q-Square Test

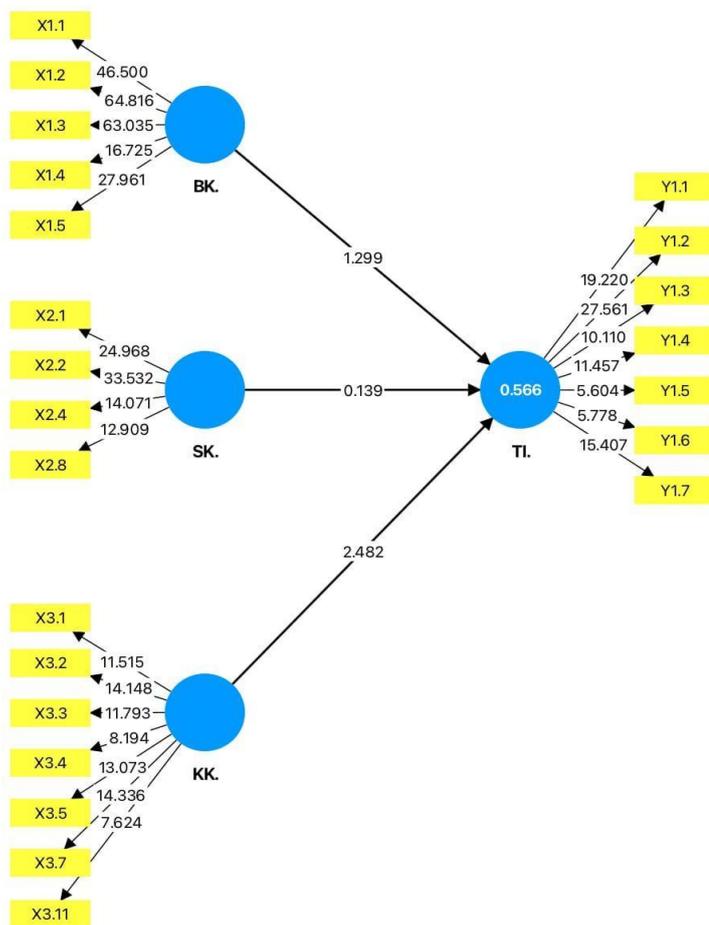
Variabel Endogen	Q Square
<i>Turnover Intention</i>	0,438

The results of the Q-Square predictive relevance test in Table 6 show a value of 0.438, which is greater than 0. This indicates that 43.8% of the variation in turnover intention is explained by the independent variables used in the study.

**c. Results of Hypothesis Testing (Path Coefficient Estimation)**

In the structural model, the relationships between variables are tested for significance using the bootstrapping method. The significance of the hypotheses is assessed by examining the parameter coefficient values and the T-statistic values in the bootstrapping report, where the T-statistic value must exceed 1.96 to be considered significant (Ghozali, 2014).

**Figure 3** Results of PLS Bootstrapping Test (Inner Model Test)



**Table 7** The Result of Hypothesis Testing

	<i>Original Sample (O)</i>	<i>Std. Deviasi</i>	<i>T Statistics</i>	<i>P Value</i>	<i>Ket.</i>
<i>Workload → Turnover Intention</i>	-0,307	0,236	1,299	0,194	Negative – Not Significant
<i>Work Stress → Turnover Intention</i>	0,030	0,215	0,139	0,890	Positif – Not Significant
<i>Job Satisfaction → Turnover Intention</i>	-0,513	0,207	2,482	0,013	Negative – Significant

Based on Table 7, workload has a negative but insignificant effect on turnover intention (T-statistic = 1.299 < 1.96, P-value = 0.194 > 0.05), work stress has a positive but insignificant effect on turnover intention (T-statistic = 0.139 < 1.96, P-value = 0.890 > 0.05), and job satisfaction has a negative and significant effect on turnover intention (T-statistic = 2.482 > 1.96, P-value = 0.013 < 0.05).

## Discussion

### 1. The Effect of *Workload on Turnover Intention*

Based on the results of the hypothesis testing presented in Table 7, workload does not have a significant effect on turnover intention. This is indicated by an original sample value of -0.307, a T-statistic value of 1.299 < 1.96, and a P-value of 0.194 > 0.05. Therefore, this result is not statistically significant at the 95% confidence level. Accordingly, the null hypothesis ( $H_0$ ) cannot be rejected, meaning there is insufficient evidence to suggest that workload affects turnover intention. Although the coefficient is negative, the effect is not significant; thus, no definitive conclusion regarding a real effect can be drawn. These results are consistent with the findings of Bogar et al. (2021), who stated that workload has a negative but insignificant effect on turnover intention.

### 2. Intention The Effect of *Work Stress on Turnover Intention*

Based on the results of the hypothesis testing presented in Table 7, work stress has a positive but insignificant effect on turnover intention. This is indicated by an original sample value of 0.030, a T-statistic value of 0.139 < 1.96, and a P-value of 0.890 > 0.05, making the result statistically insignificant at the 95% confidence level. Accordingly, the null hypothesis ( $H_0$ ) cannot be rejected, indicating insufficient evidence that work stress affects turnover intention. In other words, there is not enough evidence to suggest that the independent variable has an effect on the dependent variable. Although the direction of the effect is positive, the influence is not statistically significant, and therefore no definitive conclusion regarding a real effect can be drawn. These results are consistent with the findings of Maharani and Budiyo (2023), who reported that work stress has a positive but insignificant effect on turnover intention.

### 3. The Effect of *Job Satisfaction on Turnover Intention*

Based on the results of the hypothesis testing presented in Table 7, job satisfaction has a negative and significant effect on turnover intention. This is indicated by an original sample value of -0.513, a T-statistic value of 2.482 > 1.96, and a P-value of 0.013 < 0.05, making the result statistically significant at the 95% confidence level. Accordingly, the null hypothesis ( $H_0$ ) is accepted, indicating sufficient evidence that job satisfaction affects turnover intention. This means that the lower the level of employee satisfaction, the higher the level of turnover intention. These results are consistent with the findings of Mangumbahang et al. (2023) and Mahayasa et al. (2023), who reported that job satisfaction has a negative and significant effect on turnover intention.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

1. Workload has a negative and insignificant effect on turnover intention. This indicates that there is no strong relationship between workload and employees' intention to leave the company. Although the direction of the effect is negative, workload cannot yet be considered a primary factor explaining high turnover intention.
2. Work stress has a positive but insignificant effect on turnover intention. This means that while high employee work stress may increase turnover intention within the company, its effect is not strong enough to determine whether employees will actually leave the organization.
3. Job satisfaction has a negative and significant effect on turnover intention. Low job satisfaction can directly increase turnover intention in the company. This highlights the importance of the company's role in fostering employee job satisfaction through strategies that focus on improving satisfaction directly.

### Recommendation

Based on the above conclusions, several suggestions can be proposed for consideration by PT Procure Indonesia and future researchers:

1. The company should evaluate the equitable distribution of tasks among team members to avoid excessive workload being placed on a single individual.
2. The company should conduct discussion sessions to ensure that every employee is aware of their duties and responsibilities, thereby reducing the transfer of pressure from one employee to another.
3. It is necessary to foster an inclusive culture of collaboration across all teams to strengthen inter-employee relationships and enhance effective communication.
4. It is recommended to include additional variables such as work environment, compensation, work discipline, work motivation, or other variables that may influence turnover intention, as well as to use different research objects in order to obtain more comprehensive and informative results.

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