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## The Influence of Workload, Compensation, and Work Stress on Employee Turnover Intention (At PT. Asia Sakti Wahid Foods Manufacture)

Nada Fauziyah<sup>1\*)</sup>; Rachi Titi Ramadhani Sari<sup>2)</sup>

<sup>1)</sup> [nadafauziyah055@gmail.com](mailto:nadafauziyah055@gmail.com), Universitas Mercu Buana, Indonesia

<sup>2)</sup> [rachi.titi@mercubuana.ac.id](mailto:rachi.titi@mercubuana.ac.id), Universitas Mercu Buana, Indonesia

\*) Corresponding Author

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### ABSTRACT

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*This study aims to determine the effect of workload, compensation, and work stress on turnover intention at PT Asia Sakti Wahid Foods Manufacture. This research uses a quantitative method with a causal approach. Primary data obtained from questionnaires distributed to 90 permanent employees using purposive sampling technique, while secondary data obtained through literature study. Data analysis was carried out using the Partial Least Square (PLS) method with SmartPLS 4.0 software. The results showed that workload has a positive and significant effect on turnover intention, compensation has a positive and significant effect on turnover intention, and job stress has a positive and significant effect on turnover intention. These results indicate that high workload, inadequate compensation, and high levels of job stress increase employees' intention to leave the company.*

**Keywords:** Workload; Compensation; Job Stress; Turnover Intention.

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## **INTRODUCTION**

Human resources (HR) have a very important role in the success of the company because they directly affect the achievement of organisational goals. Without qualified and well-managed human resources, the company will find it difficult to achieve its targets. Effective human resources not only play a role in building and developing the company, but also become the main driver of achieving goals. Productive employees are able to complete work quickly and precisely, establish good communication with colleagues and superiors, and continue to develop skills that support their performance.

Work productivity is a key indicator of organisational success and competitiveness. Productivity is measured by the results of work in accordance with the efforts expended by employees in completing tasks. A high level of productivity can improve work efficiency and effectiveness, while supporting the sustainability and development of the company in the long term. In the face of increasing competition and rapid market changes, companies are required to optimise employee performance so that goals can be achieved optimally.

Employees are valuable assets that have diverse thoughts, abilities, and skills according to their background, education, age, and work experience. To achieve company goals effectively and efficiently, the quality and quantity of human resources must be in line with organisational needs. Therefore, companies strive to increase employee productivity through training, development, and proper compensation.

However, in practice, companies often face obstacles such as excessive workload, inadequate compensation, and high work stress. This is also the case at PT Asia Sakti Wahid Foods Manufacture, where the employee turnover rate in 2023 reached 50.51%, well above the reasonable limit of 10- 12%. Pre-survey results showed that 91.7% of employees complained about workload, 94.7% were dissatisfied with compensation, and 94.4% experienced high levels of work stress. This condition has the potential to increase turnover intention and disrupt the stability of the company's operations.

## **LITERATURE REVIEW**

### **1. Human Resource Management**

Human resource management is the process of planning, organising, directing, and controlling activities related to the procurement, development, compensation, integration, maintenance, and dismissal of employees to achieve organisational goals effectively and efficiently (Dessler, 2020). The role of HR management includes ensuring the availability of a competent workforce, creating a conducive work environment, and increasing employee productivity.

HR management functions according to Hasibuan (2019) include:

- a. Planning - determining labour needs based on company strategy.
- b. Procurement - recruitment and selection to obtain suitable human resources.
- c. Development - training and coaching to improve employee skills.
- d. Compensation - providing fair and competitive rewards.
- e. Maintenance - maintaining motivation, health and safety.
- f. Dismissal - managing the termination process wisely.

## **2. Turnover Intention**

Turnover intention is the tendency or intention of employees to leave the organisation consciously, usually to find a job that is considered better (Sembiring & Widodo, 2023). High turnover intention can interfere with achieving company goals because it has the potential to increase actual turnover. Factors that influence turnover intention include job stress, poor working relationships, inadequate compensation, uncomfortable work environment, low job satisfaction, misaligned organisational culture, and weak organisational commitment (Halim & Antolis, 2021).

Indicators of turnover intention (Maulidah, 2022):

- a. Thoughts of quitting: the emergence of intentions and considerations to leave work due to dissatisfaction.
- b. Desire to leave: efforts to find a better company or job.
- c. Desire to find another job: an actual plan to find and move to a new job.

## **3. Workload**

Workload is the number of tasks, responsibilities, and demands that employees must complete in a certain period, both physically and mentally (Sulastri & Onsardi, 2021; Afifi et al., 2024). Workloads that are too high or too low can interfere with work effectiveness and employee well-being.

Workload factors are divided into:

- a. External - includes physical and mental tasks, work organisation arrangements, and work environment conditions.
- b. Internal - includes physical (gender, age, health) and psychological (motivation, perception, satisfaction) conditions.

Workload indicators (Budiasa, 2021):

- a. Mental load - difficulty of work and mismatch with competence.
- b. Time burden - work speed, deadlines, targets, overtime, and lack of free time.

## **4. Compensation**

Compensation is a financial or non-financial reward provided by the company in return for employee contributions (Davin, 2021; Suganda et al., 2023). Adequate compensation can increase motivation and loyalty, while unfair compensation can trigger turnover intention. Compensation factors include: government policies, the results of company-employee negotiations, living standards, wage comparisons, labour market conditions, and the company's ability to pay (Sholeh et al., 2024).

Compensation indicators (Handoko, 2015):

- a. Direct – salary, wages, incentives, bonuses.
- b. Indirect – leave, health insurance, holiday allowances.

## **5. Work Stress**

Job stress is a physical and emotional reaction that arises when job demands are not balanced with the individual's ability to deal with them (Egarini & Prastiwi, 2022; Budiyanto, 2022). High job stress can reduce performance, satisfaction, and increase turnover intention.

Factors of job stress include:

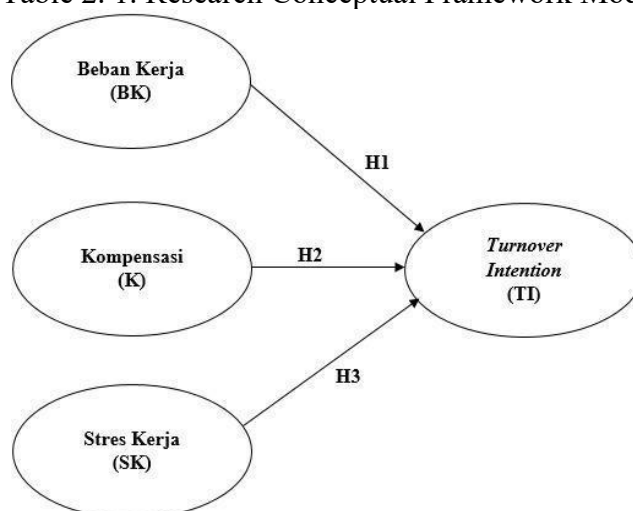
- a. Organisational - excessive workload, supervisor pressure, co-worker conflict.
- b. Individual - economic problems, family, and personal characteristics.
- c. Environmental - poor physical working conditions such as lighting and noise. Indicators of job stress (Robbins & Judge, 2018):
- d. Environmental stress - economic, technological, political uncertainty.
- e. Organisational stress - task, role, and personal demands.
- f. Individual stress - family, financial, and personality issues.

### Material

The conceptual framework in this study aims to clarify the direction of the research which shows that there is a relationship between job satisfaction, organisational stress, and personal stress.

Showing that there is a relationship between job satisfaction, work discipline, and job training on employee productivity, the conceptual framework can be taken with the path depicted in the structure diagram as shown below:

Table 2. 1. Research Conceptual Framework Model



- H1 Workload has a positive and significant effect on turnover intention.
- H2 Compensation has a positive and significant effect on turnover intention.
- H3 Job stress has a positive and significant effect on turnover intention.

### METHODS

#### a. Time and Place of Research

The research process was carried out from March 2024 until completion. The research was conducted at PT Asia Sakti Wahid Foods Manufacture, the research object in this study were employees of PT Asia Sakti Wahid Foods Manufacture.

#### b. Research Design

The research design used in this study is a quantitative causal research method which is a method based on concrete data and applied in conducting sample and population research. The research data is in the form of numbers that can be calculated with statistical analysis for calculation test tools aimed at testing the hypothesis.

### **c. Data Collection Method**

The data collection technique in this study was to distribute questionnaires to employees of PT Asia Sakti Wahid Foods Manufacture. This questionnaire is a data collection technique used to reveal data from variables X and Y. This technique is a number of written questions used to obtain information from respondents.

### **d. Population**

The population used as the object of this research is the employees of PT Asia Sakti Wahid Foods Manufacture located at Jl. Pantai Indah Kapuk Boulevard, RT.6 / RW.2, Kamal Muara, Penjaringan District, North Jakarta City, Special Capital Region of Jakarta 14470, totalling 90 people.

### **e. Sample**

The sample in this study were 90 respondents where all employees of PT Asia Sakti Wahid Foods Manufacture using non-probability sampling technique, namely purposive sampling. Purposive sampling is a sampling technique using certain criteria based on research justification.

### **f. Data Analysis Method**

In this research, data analysis uses the Partial Least Square (PLS) approach.

1. Descriptive Analysis
  - Respondent Description
  - Variable Description
2. Instrument Test
  - Validity Test
  - Reliability Test
3. Outer Model
  - Convergent Validity
  - Discriminant Validity
  - Average Variance Extracted (AVE)
  - Cronbach Alpha
  - Composite Reliability
4. Inner Model
  - R-Square (R<sup>2</sup>) Value
  - Q-Square Value (Q<sup>2</sup>)
  - Goodness of Fit (GoF)
  - Hypothesis Testing

## **RESULTS AND DISCUSSION**

### **a. Company Overview**

PT Asia Sakti Wahid Foods Manufacture (ASWFOODS) was established in 1978 as a professional manufacturing company engaged in the production, distribution, and export of various food products such as biscuits, wafers, and chocolate. ASWFOODS products have met international quality standards and have a strong market share at both domestic and international levels. With innovation as its main pillar, the company consistently develops new quality products, from the production process to delivery to customers. The company is located at Jl. Pantai Indah Kapuk, Kamal Muara, Jakarta, and continues to be committed

to providing the best products for consumers while contributing to the development of the food industry in Indonesia.

**b. Respondent Description**

**1) Description of Respondents Based on Gender**

Based on the data obtained, the gender data of the respondents can be seen as follows:

**Table 4. 1 Description of Respondents Based on Gender**

| No    | Gender | Total | Percentage (%) |
|-------|--------|-------|----------------|
| 1     | Male   | 64    | 71%            |
| 2     | Female | 26    | 29%            |
| Total |        | 90    | 100 %          |

Besed on Table 4.1 Description based on gender, it can be seen that the number of respondents who are male is 64 people with a percentage of 71%. While the respondents who were female were 26 people with a percentage of 29%. Descriptive respondents whose gender dominates are men amounting to 64 people with a percentage of 71%, because men are more productive in working according to what the company wants.

**2) Description of Respondents by Age**

Based on the data obtained, the age data of the respondents can be seen as follows:

**Table 4. 2 Descriptive by Age**

| No    | Age             | Total | Percentage (%) |
|-------|-----------------|-------|----------------|
| 1     | 18-25 years old | 17    | 19%            |
| 2     | 26-35 Years     | 32    | 36%            |
| 3     | 36-45 Years     | 29    | 32%            |
| 4     | >46 Years       | 12    | 13%            |
| Total |                 | 90    | 100 %          |

From Table 4.2 Descriptive by age aged 18-25 years as many as 17 people with a percentage of 19%. Respondents aged 26-35 years were 32 people with a percentage of 36%. Respondents aged 36-45 years were 29 with a percentage of 32% and respondents aged > 46 years were 12 people with a percentage of 13%. The characteristics of respondents based on age that dominate are aged 26-35 years as many as 32 people with a percentage of 36%, because at that age they are more productive at work.

**Table 1. Profile Demographic**

| Profile       | Category       | Frequency | Percent (%) |
|---------------|----------------|-----------|-------------|
| <b>Gender</b> | Male           | 57        | 67,30%      |
|               | Female         | 68        | 53,70%      |
| <b>Age</b>    | 18             | 1         | 0,70%       |
|               | 19             | 5         | 3,70%       |
|               | 20             | 29        | 25%         |
|               | 21             | 50        | 56%         |
|               | 22             | 20        | 14,70%      |
|               | 24             | 10        | 7,40%       |
|               | Student        | 68        | 85%         |
|               | Private Sector | 10        | 12,50%      |

| Profile    | Category      | Frequency | Percent (%) |
|------------|---------------|-----------|-------------|
| Occupation | Employee      |           |             |
|            | Civil Servant | 10        | 12,50%      |
|            | Entrepreneur  | 37        | 26,20%      |
|            | Civil Servant | 29        | 24%         |
|            |               | 125       | 100%        |

Source: Proceesed Data, 2025

### 3) Description of Respondents Based on Last Education

Based on the data obtained, the respondent's education data can be seen as follows:

**Table 4 3. Descriptive Based on Education**

| No | Education         | Total | Percentage (%) |
|----|-------------------|-------|----------------|
| 1  | SMA/SMK           | 20    | 22%            |
| 2  | Diploma           | 3     | 3%             |
| 3  | Bachelor's degree | 56    | 62%            |
| 4  | Master's          | 11    | 12%            |
|    | Total             | 90    | 100%           |

Based on Table 4.3 Descriptive based on education, respondents who have a high school / vocational high school education are 20 people with a percentage of 22%. Respondents who have a Diploma education are 3 people with a percentage of 3%. Respondents with a Bachelor's degree amounted to 56 people with a percentage of 62% and respondents with a Master's degree amounted to 11 people with a percentage of 12%. So the descriptive respondents based on education who dominate are undergraduate educated as many as 56 people with a percentage of 62%, because undergraduate education is more experienced than other educations because the knowledge given during education is applied.

### C. Deskriptif Variabel

#### 1) Workload Variable

Based on the data obtained, the Workload variable can be seen as follows:

**Table 4. 4 Descriptive Variable of Workload**

| Code            | Question   | N  | Mean      | Standard Deviation |
|-----------------|--|----|-----------|--------------------|
| <b>B<br/>K1</b> | I often get work with a high level of difficulty                   | 90 | 4.08<br>9 | 0.890              |
| <b>B<br/>K2</b> | I am often assigned work outside my competence.                    | 90 | 4.12<br>2 | 0.841              |
| <b>B<br/>K3</b> | I have to work at a fast pace so that tasks are completed on time. | 90 | 4.12<br>2 | 0.814              |
| <b>B<br/>K4</b> | I often work under the pressure of tight deadlines.                | 90 | 4.00<br>0 | 0.989              |
| <b>B<br/>K5</b> | I often feel burdened with high work targets.                      | 90 | 4.11<br>1 | 0.887              |
| <b>B<br/>K6</b> | I often have to work overtime to get the job done.                 | 90 | 4.17<br>8 | 0.811              |
| <b>B<br/>K7</b> | I feel I have no free time because of my workload                  | 90 | 3.81<br>1 | 1.063              |
| <b>TOTAL</b>    |  | 90 | 4.06<br>2 |                    |

Based on Table 4.4 Descriptive of Workload Variables, it can be seen that from the answers of all respondents, it shows that the indicator that has the highest average (mean) BK6 (4.178) with a standard deviation (0.811) with the question I often have to work overtime to get the job done. While the statement that has the lowest mean value BK7 (3.811) with a standard deviation of (1.063) I feel I have no free time because of my workload.

**2) Description of Compensation Variable**

Based on the data obtained, the Compensation variable can be seen as follows :

**Table 4 4. Compensation Variable Description**

| <b>Code</b> | <b>Question</b>   | <b>N</b>  | <b>Mean</b>  | <b>Standard Deviation</b> |
|-------------|---|-----------|--------------|---------------------------|
| <b>K1</b>   | I feel that the salary I receive is not proportional to the effort I put in.      | 90        | 3.900        | 1.001                     |
| <b>K2</b>   | I am considering resigning because the wages I receive are inadequate.            | 90        | 3.722        | 1.000                     |
| <b>K3</b>   | The lack of incentives makes me feel unappreciated by the company.                | 90        | 4.122        | 0.854                     |
| <b>K4</b>   | I feel unmotivated because there are no bonuses for my work achievements.         | 90        | 3.889        | 1.016                     |
| <b>K5</b>   | The absence or difficulty of taking leave makes me want to look for another job.  | 90        | 3.644        | 1.068                     |
| <b>K6</b>   | I feel unprotected because I do not get insurance facilities from the company     | 90        | 4.056        | 0.970                     |
| <b>K7</b>   | The lack of clarity in the provision of THR encourages me to want to quit my job. | 90        | 4.000        | 0.760                     |
|             | <b>Total</b>  | <b>90</b> | <b>3.905</b> |                           |

Based on Table 4.5 Descriptive Compensation Variables, it can be seen that from the answers of all respondents, it shows that the indicator that has the highest average (mean) K3 (4.122) with a standard deviation (0.854) with the question The lack of incentives makes me feel unappreciated by the company. While the statement that has the lowest mean value K5 (3.722) with a standard deviation (1.068) The absence or difficulty of taking leave makes me want to look for another job.

**3) Description of Work Stress Variable**

Based on the data obtained, the Work Stress variable can be seen as follows:

**Table 4. 5 Descriptive Variable of Job Stress**

| <b>Code</b> | <b>Question</b>   | <b>N</b> | <b>Mean</b> | <b>Standar Deviasi</b> |
|-------------|---|----------|-------------|------------------------|
| <b>SK1</b>  | I feel that the work equipment provided by the company is in accordance with work needs                       | 90       | 4.133       | 0.748                  |
| <b>SK2</b>  | The work facilities provided by the company have sophisticated technology                                     | 90       | 4.211       | 0.753                  |
| <b>SK3</b>  | I feel comfortable with the availability of office equipment that makes it easier for me to complete my work. | 90       | 4.000       | 0.760                  |
| <b>SK4</b>  | The demands of the task make me feel exhausted to complete the work   | 90       | 4.156       | 0.729                  |

| Code         | Question   | N  | Mean  | Standar Deviasi |
|--------------|--|----|-------|-----------------|
| <b>SK5</b>   | I feel tired of the role demands given by my superiors                         | 90 | 3.722 | 0.844           |
| <b>SK6</b>   | I always demand myself to work better  | 90 | 3.744 | 0.837           |
| <b>SK7</b>   | Family problems do not interfere with the mind in doing work                   | 90 | 3.611 | 0.915           |
| <b>SK8</b>   | Household or personal financial conditions interfere with my work              | 90 | 3.956 | 0.613           |
| <b>SK9</b>   | I prefer to keep my problems to myself rather than sharing them with workmates | 90 | 4.100 | 0.597           |
| <b>TOTAL</b> |  | 90 | 3,959 |                 |

Based on Table 4.6 Descriptive of Work Stress Variables, it can be seen that the answers of all respondents show that the indicator that has the highest average (mean) SK2 (4.211) with a standard deviation (0.753) with the question The work facilities provided by the company have sophisticated technology. Meanwhile, the statement that has the lowest mean value SK7 (3.611) with a standard deviation (0.915) Family problems do not interfere with the mind in doing work.

#### 4) Description of Turnover Intention Variable

Based on the data obtained, the Turnover Intention variable can be seen as follows:

Table 4. 6 Deskriptif Variabel Turnover Intention

| Code         | Question  | N  | Mean  | Standard Deviation |
|--------------|---|----|-------|--------------------|
| <b>TI1</b>   | I don't feel I have a strong enough reason to stay with this company.                       | 90 | 3.989 | 0.675              |
| <b>TI2</b>   | I am starting to consider resigning from this company.                                      | 90 | 3.911 | 0.677              |
| <b>TI3</b>   | The lack of incentives makes me feel dissatisfied working in this company.                  | 90 | 4.033 | 0.605              |
| <b>TI4</b>   | I am looking for job opportunities in other companies that offer better working conditions. | 90 | 4.056 | 0.524              |
| <b>TI5</b>   | I would like to work for another company in the near future.                                | 90 | 4.133 | 0.748              |
| <b>TI6</b>   | I already have plans to leave this company.   | 90 | 4.300 | 0.752              |
| <b>TI7</b>   | I feel that my decision to leave the company is only a matter of time.                      | 90 | 4.133 | 0.806              |
| <b>TOTAL</b> |   | 90 | 4.049 |                    |

Based on Table 4.6 Descriptive Variable Turnover Intention, it can be seen that from the answers of all respondents, it shows that the indicator that has the highest average (mean) TI6 (4.300) with a standard deviation (0.752) with the question I already have plans to leave this company. While the statement that has the lowest mean value TI2 (3.911) with a standard deviation (0.677) I started considering resigning from this company.

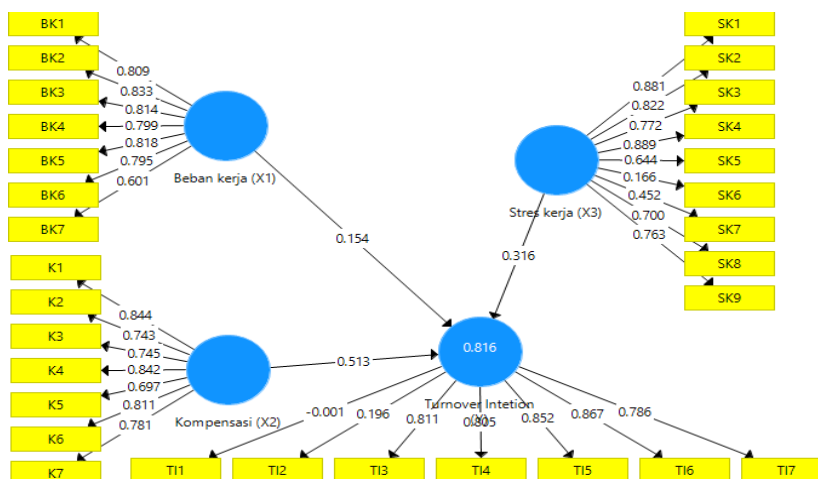
d. Instrument Test

1) Validity Test

a) (Convergent Validity)

Convergent validity measures the amount of correlation between constructs and latent variables.

Figure 4. 1 PLS Algorithm Results



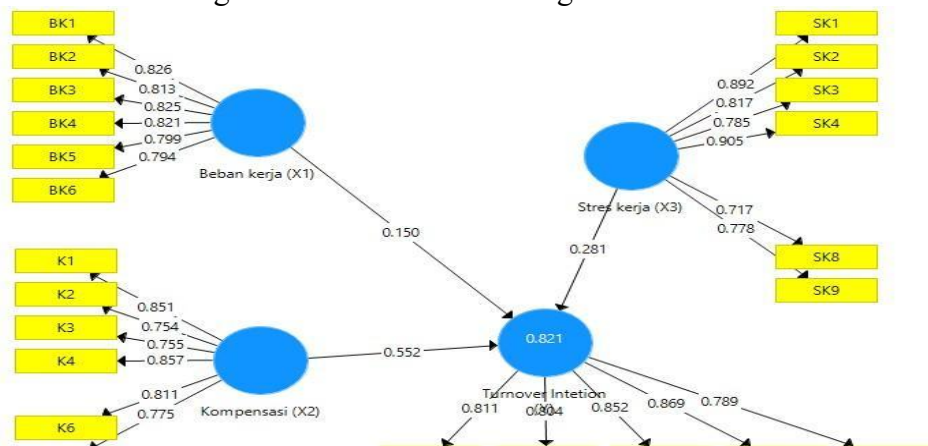
In Figure 4.1 PLS Algorithm Results the path diagram above can be seen that the loading factor below 0.5 must be dropped, namely as follows:

Table 4. 8 Covergent Validity Testing Results

| Variabel           | Indikator | Outer Loading | Keterangan  |
|--------------------|-----------|---------------|-------------|
| Beban Kerja        | BK1       | 0,809         | Valid       |
|                    | BK2       | 0,833         | Valid       |
|                    | BK3       | 0,814         | Valid       |
|                    | BK4       | 0,799         | Valid       |
|                    | BK5       | 0,818         | Valid       |
|                    | BK6       | 0,795         | Valid       |
|                    | BK7       | 0,601         | Tidak Valid |
| Kompensasi         | K1        | 0,844         | Valid       |
|                    | K2        | 0,743         | Valid       |
|                    | K3        | 0,745         | Valid       |
|                    | K4        | 0,842         | Valid       |
|                    | K5        | 0,697         | Tidak Valid |
|                    | K6        | 0,811         | Valid       |
|                    | K7        | 0,781         | Valid       |
| Stres Kerja        | SK1       | 0,881         | Valid       |
|                    | SK2       | 0,822         | Valid       |
|                    | SK3       | 0,772         | Valid       |
|                    | SK4       | 0,889         | Valid       |
|                    | SK5       | 0,644         | Tidak Valid |
|                    | SK6       | 0,166         | Tidak Valid |
|                    | SK7       | 0,452         | Tidak Valid |
|                    | SK8       | 0,700         | Valid       |
|                    | SK9       | 0,763         | Valid       |
| Turnover Intention | TI1       | -0,001        | Tidak Valid |
|                    | TI2       | 0,196         | Tidak Valid |
|                    | TI3       | 0,811         | Valid       |
|                    | TI4       | 0,805         | Valid       |
|                    | TI5       | 0,852         | Valid       |
|                    | TI6       | 0,867         | Valid       |
|                    | TI7       | 0,786         | Valid       |

Based on the results of the convergent validity test, most of the variable indicators have an outer loading value  $> 0.70$  so they are declared valid. In the Workload variable, six of the seven indicators are valid, while BK7 (0.601) is invalid. The Compensation variable has six valid indicators and one indicator (K5 = 0.697) is slightly below the threshold. The Job Stress variable has six valid indicators, while SK5 (0.644), SK6 (0.166), and SK7 (0.452) are invalid. The Turnover Intention variable has five valid indicators, while TI1 (-0.001) and TI2 (0.196) are invalid. Indicators with an outer loading value below 0.70 need to be removed so that the research instrument is suitable for use in further analysis.

Figure 4. 2 Modified PLS Algorithm Results



In Figure 4.5 Modified PLS Algorithm Results above, it can be seen that the loading factor of the reestimation results shows that all indicators have good validity because they have a loading factor of more than 0.5.

Table 4. 7 Outer Loading Modification

| Variable           | Indicator | Outer Loading | Description |
|--------------------|-----------|---------------|-------------|
| Workload           | BK1       | 0,826         | Valid       |
|                    | BK2       | 0,813         | Valid       |
|                    | BK3       | 0,825         | Valid       |
|                    | BK4       | 0,821         | Valid       |
|                    | BK5       | 0,799         | Valid       |
|                    | BK6       | 0,794         | Valid       |
| Compensation       | K1        | 0,851         | Valid       |
|                    | K2        | 0,754         | Valid       |
|                    | K3        | 0,755         | Valid       |
|                    | K4        | 0,857         | Valid       |
|                    | K6        | 0,811         | Valid       |
|                    | K7        | 0,775         | Valid       |
| Job Stress         | SK1       | 0,892         | Valid       |
|                    | SK2       | 0,817         | Valid       |
|                    | SK3       | 0,785         | Valid       |
|                    | SK4       | 0,905         | Valid       |
|                    | SK8       | 0,717         | Valid       |
|                    | SK9       | 0,778         | Valid       |
| Turnover Intention | TI3       | 0,811         | Valid       |
|                    | TI4       | 0,804         | Valid       |
|                    | TI5       | 0,852         | Valid       |
|                    | TI6       | 0,869         | Valid       |
|                    | TI7       | 0,789         | Valid       |

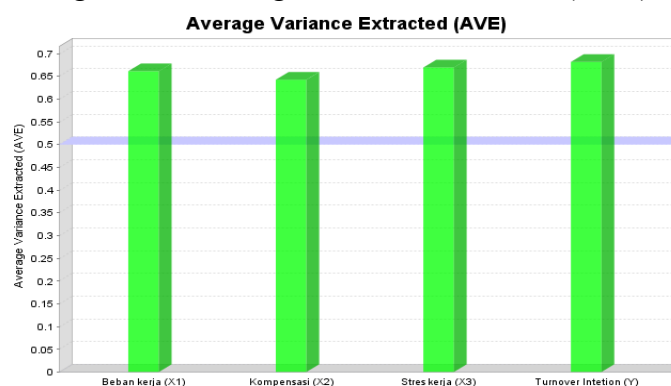
After making adjustments, based on the data presentation in table 4.9 Outer Loading, it is known that each indicator of the research variable has an outer loading value above 0.7 so it can be confirmed that all indicators in this study can be declared valid. In addition to the loading factor value to analyse the validity of research data, you can use the Average Variance Extracted (AVE) value. The following is a table and graph of the validity test value using the AVE (Average Variance Extranded) value,

**Table 4. 8 Test Results (*Average Variance Extracted*)**

| <b>Matrix</b> | <b>Average Variance Extracted (AVE)</b> |
|---------------|---|
| Workload      | <b>0,661</b>                            |
| Compensation  | <b>0,643</b>                            |
| Work Stress   | <b>0,670</b>                            |
| Turnover      | <b>0,682</b>                            |
| Intention     |   |

Based on the results of table 4.10 AVE Test Results (Average Variance Extracted) After testing the constructs contained in the modelling, from the table above it can be seen that the AVE value of each indicator is above 0.50, so there is no convergent validity problem in the model that has been tested, it is declared valid.

**Figure 4. 3 Average Variance Extracted (AVE)**



From Figure 4.6 Graph of Average Variance Extracted (AVE) Test, it is known that all research variables are declared valid. This is because the AVE value is above the requirement of 0.5.

**b) Discriminant Validity**

Discriminant criminant Validity relates to the principle that measures (manifest variables) of different constructs should not be highly correlated. Discriminant Validity testing produced by Smart PLS 4.0 consists of three criteria, namely Fornell- Lacker Criterion, cross loadings, and Heterotrait- Monotrait Ratio (HTMT). In this discussion, researchers only use the Fornell-Lacker Criterion, cross loading and Heterotrait-Monotrait Ratio (HTMT) criteria. The results of discriminant validity testing are obtained as follows:

Table 4. 11 Discriminant Validity Test Results (Cross Loading)

| Matrix | Beban kerja (X1) | Kompensasi (X2) | Stres kerja (X3) | Turnover Intention (Y) |
|--------|------------------|-----------------|------------------|------------------------|
| BK1    | 0,826            | 0,415           | 0,437            | 0,466                  |
| BK2    | 0,813            | 0,335           | 0,325            | 0,398                  |
| BK3    | 0,825            | 0,505           | 0,494            | 0,522                  |
| BK4    | 0,821            | 0,509           | 0,539            | 0,588                  |
| BK5    | 0,799            | 0,382           | 0,356            | 0,445                  |
| BK6    | 0,794            | 0,278           | 0,259            | 0,312                  |
| K1     | 0,470            | 0,851           | 0,738            | 0,758                  |
| K2     | 0,295            | 0,754           | 0,621            | 0,564                  |
| K3     | 0,302            | 0,755           | 0,598            | 0,645                  |
| K4     | 0,449            | 0,857           | 0,712            | 0,725                  |
| K6     | 0,437            | 0,811           | 0,892            | 0,811                  |
| K7     | 0,489            | 0,775           | 0,817            | 0,725                  |
| SK1    | 0,437            | 0,811           | 0,892            | 0,811                  |
| SK2    | 0,489            | 0,775           | 0,817            | 0,725                  |
| SK3    | 0,339            | 0,606           | 0,785            | 0,566                  |
| SK4    | 0,451            | 0,828           | 0,905            | 0,815                  |
| SK8    | 0,460            | 0,834           | 0,717            | 0,707                  |
| SK9    | 0,322            | 0,605           | 0,778            | 0,560                  |
| T13    | 0,437            | 0,811           | 0,892            | 0,811                  |
| T14    | 0,402            | 0,692           | 0,691            | 0,804                  |
| T15    | 0,536            | 0,722           | 0,685            | 0,852                  |
| T16    | 0,465            | 0,722           | 0,671            | 0,869                  |
| T17    | 0,555            | 0,702           | 0,604            | 0,789                  |

Based on the PLS output results in Table 4.11 Discriminant Validity (Cross Loading) Testing Results, it can be seen that the loading factor value of each indicator is greater than its cross loading value, meaning that there is no problem with discriminant validity. Thus, latent constructs predict indicators in their blocks better than indicators in other blocks. Therefore, these indicators can be used for further testing. The next check is to compare the correlation between variables with the root AVE ( $\sqrt{AVE}$ ). The measurement model has good discriminant validity if ( $\sqrt{AVE}$ ) each variable is greater than the correlation between variables. The value ( $\sqrt{AVE}$ ) can be seen from the Fornell-Lacker Criterion Smart PLS 4.0 output as follows:

Table 4. 12 Discriminant Validity Test Results (Fornell Lareker Criterion)

| Matrix             | Workload | Compensation | Work Stress | Turnover Intention |
|--------------------|----------|--------------|-------------|--------------------|
| Workload           | 0,798    |              |             |                    |
| Compensation       | 0,404    | 0,833        |             |                    |
| Job Stress         | 0,471    | 0,722        | 0,823       |                    |
| Turnover Intention | 0,522    | 0,726        | 0,755       | 0,837              |

From Table 4.12 Discriminant Validity Test Results (Fornell Lareker Criterion) it can be concluded that the square root of the Average Variance Extracted ( $\sqrt{AVE}$ ) for each construct is greater than the correlation between one construct and another construct in the model. The AVE value based on the table above, it can be concluded that the constructs in the estimated model meet the discriminant validity criteria.

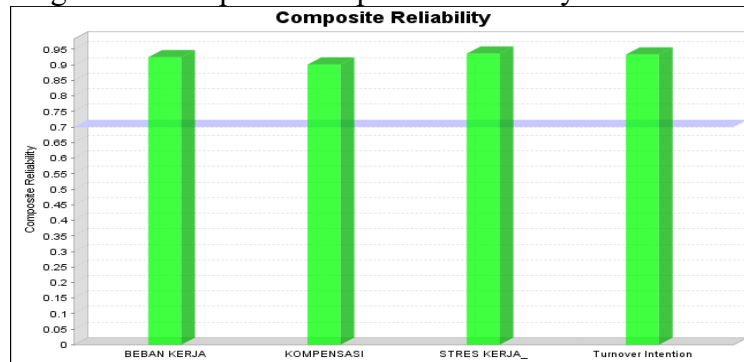
**2) Reliability Test**

Reliability test in PLS can use 2 methods, namely Composite Reliability and Cronbach's Alpha. If all latent variable values have a composite reliability value and Cronbach alpha > 0.7, it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent. The following are the results of the composite reliability and Cronbach alpha tests:

**Table 4. 13 Composite Reliability Test Results**

| <b>Matrix</b>      | <b>Composite Reliability</b> | <b>Description</b> |
|--------------------|------------------------------|--------------------|
| Workload           | <b>0,921</b>                 | <b>Reliabel</b>    |
| Compensation       | <b>0,915</b>                 | <b>Reliabel</b>    |
| Job Stress         | <b>0,924</b>                 | <b>Reliabel</b>    |
| Turnover Intention | <b>0,914</b>                 | <b>Reliabel</b>    |

**Figure 4. 4 Graph of Composite Reliability Test Results**

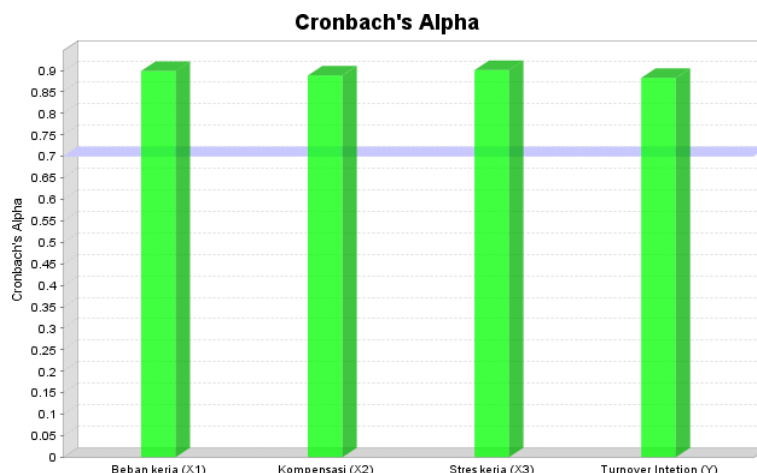


Based on Table 4.13 Composite Reliability Testing Results and Figure 4.7 Graph of Composite Reliability Testing Results seen from the results of calculations using the Smart PLS 4 application, we can see that all variables can be confirmed that the results of testing the composite reliability graph have a value  $\geq 0.7$ , it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

**Table 4. 14 Cronbach's Alpha Test Results**

|                    | <b>Cronbach's Alpha</b> | <b>Description</b> |
|--------------------|-------------------------|--------------------|
| Workload           | <b>0,899</b>            | <b>Reliabel</b>    |
| Compensation       | <b>0,888</b>            | <b>Reliabel</b>    |
| Job Stress         | <b>0,901</b>            | <b>Reliabel</b>    |
| Turnover Intention | <b>0,883</b>            | <b>Reliabel</b>    |

**Figure 4. 5 Graph of Cronbach's Alpha Test Results**



Based on Table 4.14 Cronbach's Alpha Testing Results and Figure 4.4 Graph of Cronbach's Alpha Testing Results, it can be seen from the results of calculations using the Smart PLS 4 application that the results of Cronbach's alpha testing show a satisfactory value, because all latent variables have a Cronbach's alpha value  $\geq 0.70$ . This means that all latent variables are said to be reliable.

**c. Structure Testing (Inner Model)**

**1) Koefisien determinasi ( $R^2$ )**

**Table 4. 15 Coefficient of Determination ( $R^2$ )**

| <b>Matrix</b>                 | <b>R Square</b> | <b>R Square Adjusted</b> |
|-------------------------------|-----------------|--------------------------|
| <b>Turnover Intention (Y)</b> | 0,821           | 0,815                    |

From table 4.15 of the R-Square Value Test Results, it can be concluded that the R-Square value of 0.821 means that the model has a moderate level of goodness-fit model, which means that the Turnover Intention variable can be explained by the variables in the model, namely workload, compensation, and work stress 82.1%. While the rest, namely  $100 - 82.1 = 17.9\%$ , is influenced by other variables not examined in this model.

**2) Path Coefficient**

**Table 4. 9 Path Coefficient**

| <b>Matrix</b> | <b>Path Coefficient</b> |
|---------------|-------------------------|
| Workload      | 0,150                   |
| Compensation  | 0,552                   |
| Work Stress   | 0,281                   |

Based on the inner model scheme that has been displayed in table 4.16 Path Coefficient, it can be explained that the largest path coefficient value is shown Workload has a path coefficient of 0.150, which shows a positive influence on Turnover Intention. This means that the higher the workload felt by employees, the greater their tendency to have the intention to change jobs, although the effect is relatively low compared to other variables. Then the second largest influence is Compensation has a coefficient value of 0.552, which indicates that compensation

has the greatest and positive influence on Turnover Intention. This means that inadequate compensation will encourage an increase in the intention to leave the company and for Job Stress shows a coefficient value of 0.281 which also has a positive effect on Turnover Intention. In other words, the higher the level of work stress experienced by employees, the more likely they are to have the intention to leave work. The results show that all variables in this model have a path coefficient with a positive number. This shows that if the greater the path coefficient value on one independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable.

**3) Predictive Relevance Test Results (Q2)**

Table 4. 17 Predictive Relevance (Q2) Value Test Results

| <b>Matrix</b>          | <b>SSO</b> | <b>SSE</b> | <b>Q<sup>2</sup> (=1- SSE/SSO)</b> |
|------------------------|------------|------------|------------------------------------|
| Workload(X1)           | 540.000    | 540.000    |                                    |
| Compensation (X2)      | 540.000    | 540.000    |                                    |
| Job Stress (X3)        | 540.000    | 540.000    |                                    |
| Turnover Intention (Y) | 450.000    | 213.372    | 0.526                              |

The results of table 4.17 Predictive Relevance Value Test Results (Q 2) show the Turnover Intention variable is 0.526. This value indicates that the model has a relevant and strong predictive ability, because the Q<sup>2</sup> value > 0 indicates that the model has good predictive ability. The Q<sup>2</sup> value between 0.35 - 0.70 is included in the strong category. Meanwhile, exogenous variables such as Workload, Compensation, and Job Stress do not have a Q<sup>2</sup> value because they are independent variables, so they are not predicted by the model.

**4) F-Square Test Results (Effect Size)**

Table 4. 18 F- Square Test Results (Effect Size)

| <b>Matrix</b>       | <b>Turnover Intention</b> |
|---------------------|---------------------------|
| <b>Workload</b>     | <b>0,091</b>              |
| <b>Compensation</b> | <b>0,257</b>              |
| <b>Jobstress</b>    | <b>0,067</b>              |

Based on table 4.18, the F-Square Value Test Results show that Workload has an effect on Turnover Intention obtaining Workload has an f<sup>2</sup> value of 0.091, which is included in the small effect category. This means that workload only makes a small contribution to changes in Turnover Intention. Compensation has an f<sup>2</sup> value of 0.257, which is included in the medium effect category. This shows that compensation has a considerable effect on Turnover Intention and is one of the dominant factors in the model. Job Stress has an f<sup>2</sup> value of 0.067, which is also in the small effect category. This means that job stress has only a small influence on Turnover Intention in the context of this study.

**5) VIF Value**

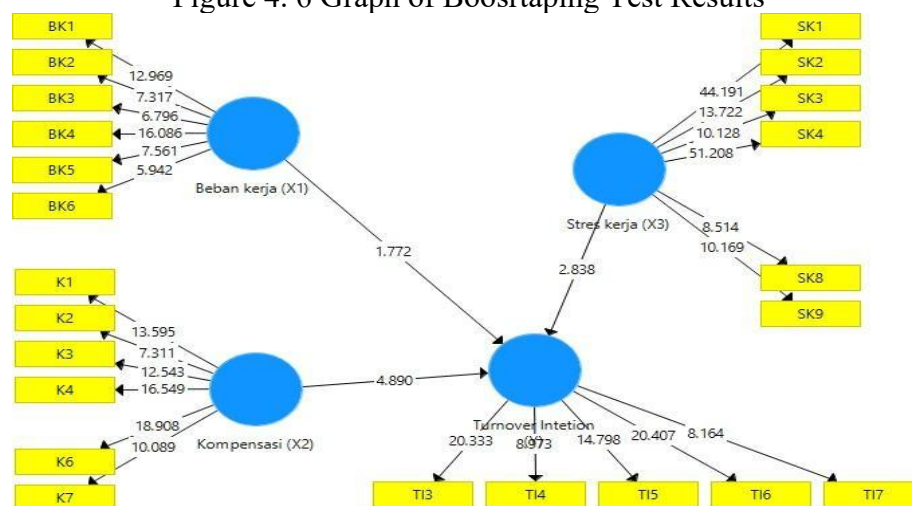
Table 4. 10 VIF Results

| <b>Matrix</b>       | <b>Turnover Intention</b> |
|---------------------|---------------------------|
| <b>Workload</b>     | <b>1,299</b>              |
| <b>Compensation</b> | <b>2,111</b>              |
| <b>Work Stress</b>  | <b>2,269</b>              |

Based on table 4.19 VIF results above, it shows that there is no multicollinearity between constructs in the research model built, because all VIF values  $\leq 5$ .

**d. Hypothesis Testing Result (Patch Coefficient Estimation)**

Figure 4. 6 Graph of Boosrtaping Test Results



Based on table 4.20 Hypothesis test results can be explained as follows:

- **Effect of Workload on Turnover Intention**

Based on the H1 hypothesis test in this study, the results show that the Workload variable has a positive and significant effect on Turnover Intention because the P value is  $0.038 > 0.05$  and the T-statistic value is  $1.994 > 1.96$ . The original sample value is 0.150 which means hypothesis 1 is accepted.

- **Effect of Compensation on Turnover Intention**

Based on the H2 hypothesis test in this study, the results show that the Compensation variable has a positive and significant effect on Turnover Intention because the P value is  $0.000 > 0.05$  and the t-statistic value is  $4.614 > 1.96$ . The original sample value is 0.552 which means hypothesis 2 is accepted.

- **Effect of Job Stress on Turnover Intention**

Based on the H3 hypothesis test in this study, the results show that the Work Stress variable has a positive and significant effect on Turnover Intention because the P value is  $0.007 > 0.05$  and the t Statistic value is  $2.712 > 1.96$ . The original sample value is 0.281 which means hypothesis 3 is accepted.

**CONCLUSION**

This study aims to determine "The Effect of Workload, Compensation and Job Stress on Employee Turnover Intention at PT Asia Sakti Wahid Foods Manufacture". Based on data analysis and discussion stated in the previous chapter, several research conclusions can be stated as follows:

1. Workload has a positive and significant effect on Turnover Intention at PT Asia Sakti Wahid Foods Manufacture.
2. Compensation has a positive and significant effect on Turnover Intention at PT. Asia Sakti Wahid Foods Manufacture

3. Job Stress has a positive and significant effect on Turnover Intention at PT Asia Sakti Wahid Foods Manufacture.

### **Suggestion**

Based on the above conclusions, several suggestions can be put forward which are taken into consideration for PT Asia Sakti Wahid Foods Manufacture and for further researchers:

1. In the aspect of workload, repeated overtime indicates a volume of work that exceeds normal working time. This condition indicates an imbalance between work demands and available resources, such as time, energy, or the number of workers. From the perspective of workload theory, this is a quantitative workload that, if it persists, has the potential to cause physical and mental fatigue, increase work stress, and even trigger employees' intention to leave the job.
2. On the compensation aspect, the lack of incentives creates a feeling of disrespect among employees. Incentives not only serve as additional income, but also as a form of company appreciation for performance. When incentives do not meet expectations or are not provided adequately, this can create negative perceptions and reduce work motivation. An appropriate, fair, and transparent compensation strategy will be able to increase job satisfaction, loyalty, and productivity, while creating a healthy work environment.
3. In terms of job stress, dissatisfaction with compensation or wages can lead to psychological distress that has a direct impact on increasing stress. The mismatch between workload and compensation makes employees feel that their hard work is not properly appreciated. If this condition is left unchecked, it not only reduces motivation, but also has the potential to encourage employees to leave the organisation.

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