

THE EFFECT OF WORKLOAD ON TURNOVER INTENTION THROUGH WORK STRESS AS MEDIATION (STUDY ON PT DUA KELINCI PATI EMPLOYEES)

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Abstract

The purpose of this study is to analyze the effect of workload on employees' turnover intention at PT. Dua Kelinci Pati, with job stress as a mediating variable. Turnover intention is the tendency of employees to leave the organization before an actual decision is made, which can negatively affect operational performance, increase recruitment and training costs, and lower productivity. The population of this study was employees in the Bijian division with less than two years of work experience. Using purposive sampling, 100 respondents were selected. Data were collected through questionnaires and analyzed with SmartPLS 4.0 using a quantitative survey approach. The results show that workload positively influences turnover intention, meaning that heavier workloads increase employees' tendency to leave. Workload also has a positive effect on job stress, which in turn raises turnover intention by reducing employees' psychological comfort. Thus, job stress partially mediates the relationship between workload and turnover intention. The study concludes that to minimize turnover, companies should manage workload distribution, reduce work-related stress, and provide greater support to young and less experienced employees. By doing so, PT. Dua Kelinci can enhance employee retention, maintain workforce stability, and improve overall productivity.

Keywords: Workload, Turnover Intention, Work Stress

Introduction

PT. Dua Kelinci Pati is a company engaged in the food industry with its first product being crispy peanuts until it can develop and have several other products with a peanut theme. Effective human resource management entails maximizing employee potential through a range of activities, including recruitment, development, and retention, to support organizational objectives (Hasmin, Nurung, 2021:1). Workload is the employee's perception of tasks that must be completed within a certain period of time and efforts to overcome problems that arise in the work (Budiasa, 2021:30). Job stress is a form of work pressure or a condition that is not in accordance with the pressure on the job that can be caused by a lack of compatibility or incompatibility between a person and their environment, so that it affects the physical, mental and behavioral disorders of individuals while working (Budiasa, 2021:22). Turnover is a permanent resignation from an organization, when an employee leaves the company or resigns and someone else replaces him (Gani et al., 2020:67).

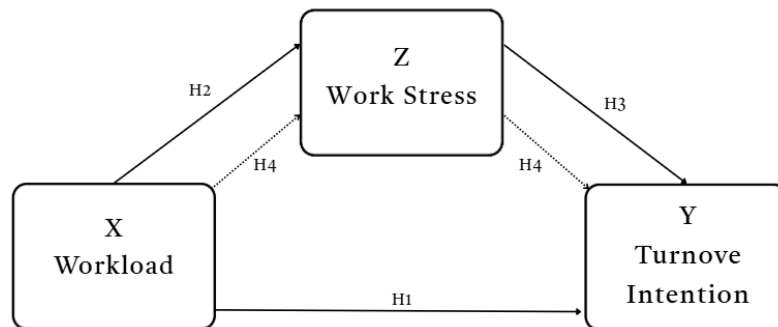
Workload refers to the scope of tasks assigned within a job, which must be completed within a specified timeframe (Munandar, 2014:383). Koesmowidjojo, (2017:33) to identify workload in the world of work with several indicators, namely: work conditions, use of time, targets to be achieved. According to Rohayani (2019) there are five indicators of workload, namely: feeling tired, physical condition, tasks, targets, age.

According to Mangkunegara, (2017:157) Work stress refers to the pressure employees face while managing their job responsibilities. This condition is reflected in various personal indicators, such as emotional instability, persistent unease, a preference for solitude, difficulty unwinding, heightened anxiety, increased tension, nervousness, sleep disturbances, elevated blood pressure, excessive smoking, and digestive issues. Indicators of work stress according to Hasibuan, (2014:204) are: workload, communication, conflict, authority at work, leader attitude, and working hours. Indicators of work stress according to Robbins and Judge (2015:433) are: psychological, physical, behavioral.

Turnover intention namely as the desire of employees to leave an organization for various reasons stated and generally moving to another organization will create new challenges for employees for Human Resource development. Considering the turnover problem intention difficult to predict, HR development activities must

be able to quickly detect the symptoms and make preventive efforts Sinambela, (2016:212) . Turnover indicators intention according to Kartono, (2017:44) namely Intention to quit (intention to leave), Job search (job search), Thinking of quit (thinking about leaving). According to Manopo et.al., (2023) there are indicators that cause turnover. intention namely: absenteeism, starting to be lazy at work, violation of work regulations, protests against superiors.

Figure 1
Research Model



H1: Workload has a significant positive effect on turnover intention at PT. Dua Kelinci Pati.

H2: Workload has a significant positive effect on work stress at PT. Dua Kelinci Pati.

H3: Work stress has a significant positive effect on turnover intention at PT. Dua Kelinci Pati.

H4: Workload has a positive effect on turnover intention through work stress as a mediation at PT. Dua Kelinci Pati.

Method

This research adopts a quantitative approach, leveraging numerical data and statistical methods to analyze hypotheses and explore relationships within a defined population or sample. By leveraging research instruments and positivist principles, this methodology enables the testing of predefined hypotheses and the identification of patterns and trends (Sugiyono, 2013:8) . The study's population consisted of employees at PT. Dua Kelinci section that employs 242 people in total. The criteria were used to determine the number of samples., namely 100 employees whose work period was less than two years. This study used a closed questionnaire, a checklist and Likert scale, a statement form that expects short answers aimed at grain employees. Respondents only need to choose one alternative answer.

Results and Discussions

1. Results

1) Validity and reliability test

outer model test is to explain the relationship between indicators and latent variables. In this research test using a tool, namely SmartPLS 4.0, measured by convergent validity test and reliability test.

Figure 1.
Before Bootstrapping

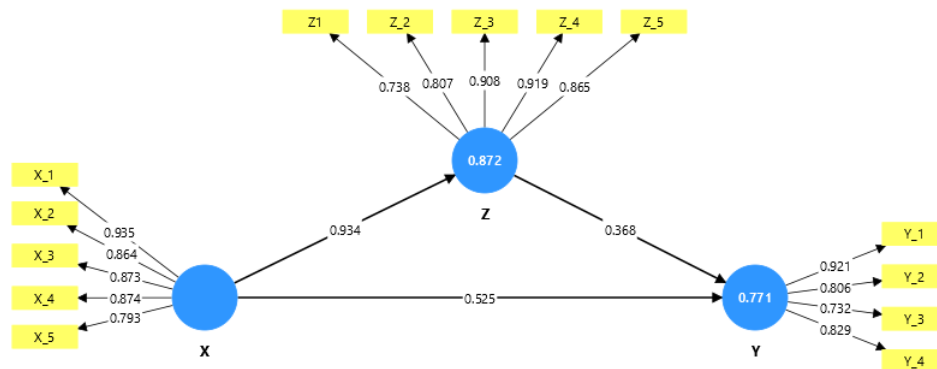


Table 1. Convergent Validity

| Variables | Item | Outer Loading | AVE | information |
|--------------------|------|---------------|-------|-------------|
| Workload | X_1 | 0.935 | 0.755 | Valid |
| | X_2 | 0.864 | | Valid |
| | X_3 | 0.873 | | Valid |
| | X_4 | 0.874 | | Valid |
| | X_5 | 0.793 | | Valid |
| Turnover Intention | Y_1 | 0.921 | 0.680 | Valid |
| | Y_2 | 0.806 | | Valid |
| | Y_3 | 0.732 | | Valid |
| | Y_4 | 0.829 | | Valid |
| Job Stress | Z1 | 0.738 | 0.723 | Valid |
| | Z_2 | 0.807 | | Valid |
| | Z_3 | 0.908 | | Valid |
| | Z_4 | 0.919 | | Valid |
| | Z_5 | 0.865 | | Valid |

Source: SmartPLS 4.0 processed (2025)

This convergent validity is tested by paying attention to the loading value of each construct which must reach > 0.70 and AVE > 0.5 is considered valid (Ghozali, 2021). In table 1 above, it is known that all indicators and each variable of this study have a loading factor of > 0.70 and AVE > 0.5 is considered valid. factor is > 0.70 and the AVE every variable's value is more than 0.5. According to the test results above, every signal in this study satisfies the convergent validity standards.

Table 2. Reliability

| | Cronbach's alpha | Composite reliability |
|---|------------------|-----------------------|
| X | 0.918 | 0.921 |
| Y | 0.841 | 0.859 |
| Z | 0.902 | 0.914 |

Source: SmartPLS 4.0 processed (2025)

Items from the statement can be said to meet the research reliability value, namely when the composite value reliability and cronbach alpha is greater than or equal to the value of 0.70. It can be seen in table 2 that

the composite value reliability and cronbach alpha of each variable used has a value greater than 0.70. It is concluded that each research instrument that has been used can measure the construct consistently.

2) Direct Effect and Indirect Effect

Figure 2
After Bootstrapping

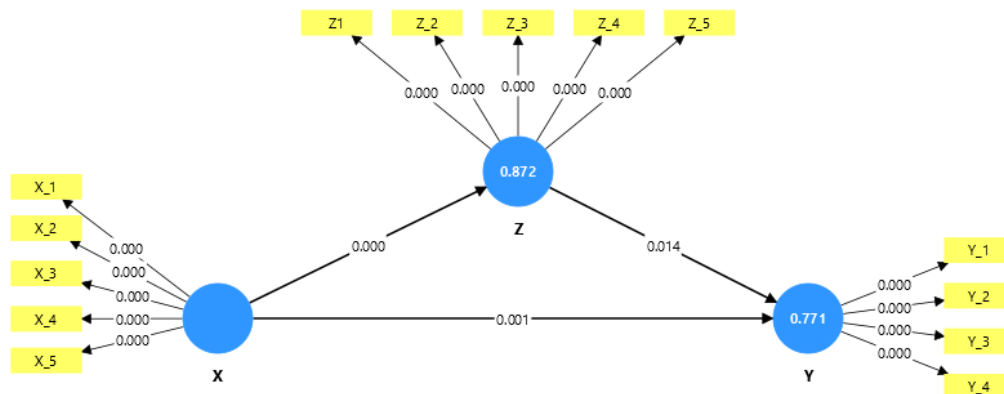


Table 3. Direct effect

| | Original sample | T statistics | P values | Information |
|--------|-----------------|--------------|----------|-------------|
| X -> Y | 0.525 | 3.431 | 0.001 | Accepted |
| X -> Z | 0.934 | 5.830 | 0.000 | Accepted |
| Z -> Y | 0.368 | 2.450 | 0.014 | Accepted |

Source: SmartPLS 4.0 processed (2025)

According to Ghozali & Kusumadewi, (2023) The test was conducted using the bootstrapping method involving path coefficients to show how much influence the interaction between constructs in the study has by considering the p value. By contrasting the t-table value with the t-statistic, one may determine the significance of the hypothesis test. The hypothesis can be accepted if the t-statistic value is higher than the t-table if it is lower, the hypothesis is rejected. The findings are displayed in Table 3, which explains why the hypothesis is not accepted. Table 3 displays the results and provides the following explanation:

- Workload affects turnover intention, where the original value sample of 0.525 with a T statistic value of 3.431 > 1.96 and a P value of 0.001 < 0.05. This shows that workload can cause employee turnover intention. We might conclude that H1 shows that workload significantly and favorably influences the intention to quit a job..
- Workload has an effect on work stress, where the original value sample of 0.934 with a T statistic value of 5.830 > 1.96 and a P value of 0.000 < 0.05. This shows that high workload can cause employees to feel stressed at work. H2 Workload has a favorable and considerable impact on work stress.
- Work stress affects turnover intention, where the original value sample of 0.368 with a P value of 0.015 < 0.05 and a T statistic value of 2.450 > 1.96. This demonstrates how employees may feel like quitting the organization due to excessive task stress. H3 shows that work stress significantly and favorably affects the intention to leave.

Table 4. Specific Indirect Effects

| | Original sample | T statistics | P values | information |
|-------------|-----------------|--------------|----------|-------------|
| X -> Z -> Y | 0.343 | 2,451 | 0.014 | Accepted |

Source: SmartPLS 4.0 processed (2025)

According to Ghozali & Kusumadewi, (2023) this mediation test is to find out if the mediating variable can have an indirect influence. This test uses the bootstrapping method with specific indirect effect. If the t- statistic value > 1.96 at a significance level of 5%, then the hypothesis is accepted, whereas if using probability, the hypothesis is accepted if using the p- value. < 0.05 .

Table 4, which illustrates the indirect relationship between workload and turnover, displays these findings. With a T statistic value of $2.451 > 1.96$ and a P value of $0.014 < 0.05$, the original sample's value was 0.343 for intention through work stress. It is clear from the acceptance of H4 that employee workload leads to stress at work, which makes workers uncomfortable and increases their intention to leave.

2. Discussions

This means that if the workload is heavy, it can cause a high turnover rate. intention also increasing because PT. Dua Kelinci employees feel tired of their duties, this causes some employees to choose to leave their jobs. Based on the research results of Ariyati & Mahera, (2018) said that the intention to leave has a favorable relationship with workload. The same is true, specifically that workload significantly reduces work-related stress at PT. Dua Kelinci Pati. This means that if the workload is too excessive, employees who feel tired can cause work stress resulting in a lack of focus on work. Based on the research results of Simanjorang & Wahyanti, (2021) stated that workload has a positive effect on work stress.

This means that if the work stress is high it can cause turnover rates intention is increasing because the employees of PT. Dua Kelinci have done their job well, namely not delaying it, but what makes employees uncomfortable is the attitude of leaders who are not fair in managing. So that employees feel stressed can make employees want to leave their jobs. Considering the study's findings by Ihsan et al., (2018) claimed that the intention to leave is positively impacted by work stress.

The last result is that indirectly Workload has a noteworthy beneficial indirect impact on the intention to leave through work stress at PT. Dua Kelinci Pati. This means that employee turnover can occur intention caused by workload which causes employee work stress. Job stress greatly influences workload on turnover intention. Based on the research results of Arifin, (2023) stated that workload has an effect on turnover intention through work stress as a mediator.

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