

The Effect of Workload and Work Stress on Turnover Intention Among Production Employees

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ABSTRACT

Human resources are crucial to a company's success and smooth operation. In order to retain quality employees, create a conducive work environment, and improve employee welfare, companies must implement effective resource management strategies that reduce turnover intentions. This study aims to analyze the effect of workload and work stress on turnover intentions at PT. XYZ. A quantitative approach involving 63 production employees was used, obtained through saturated sampling techniques. Data were collected by distributing questionnaires and analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS software. The results reveal that workload has a positive and significant effect on turnover intention. Additionally, work stress positively and significantly affects turnover intention. These findings suggest that the greater the workload, the greater the likelihood that employees will leave the company. Similarly, work stress, or pressure due to role demands, is the dominant factor in experiencing work stress and increasing turnover intention.

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INTRODUCTION

Human resources are a crucial element in determining the smooth running and success of an organization. Human resources play a major role in executing policies and implementing various operational activities of a company. According to (Sutisna & Effane, 2022) the success of a company is highly dependent on the quality of its workforce, so it is necessary to have individuals who are not only competent in their fields but also capable of performing managerial functions. Systematic management of human resources is necessary to ensure that the workforce contributes optimally. According to (Siagian, 2023), human resource management is a field of management that focuses on the study of the roles and relationships of people within a company. As an important element in the managerial structure, human resource management is responsible for various aspects related to the workforce, including planning, organizing, directing, and supervising the human resources owned by the company.

A problem often faced by companies in the era of globalization is turnover intention. This phenomenon needs serious attention, as it directly influences the stability and overall productivity of an organization. According to (Agista Ningrum et al., 2024) Turnover intention, often described as labor turnover, refers to the frequency at which employees depart from an organization, whether voluntarily or involuntarily. Elevated turnover rates can adversely affect organizational performance by disrupting operational continuity, increasing recruitment and training expenditures, and diminishing overall team efficiency. According to (Suwandi et al., 2022), High turnover rates can adversely affect organizations, particularly by diminishing workforce quality and challenging their capacity to effectively replace

departing employees. One organization experiencing issues related to turnover intention is PT XYZ, located in Gresik, East Java.

PT XYZ is a company that manufactures household cleaning products. Although the company has been operating for quite some time, it is not immune to issues regarding employee retention. Over the past three years, there has been a high turnover rate at PT XYZ, exceeding 10%, as shown in the following table:

Table 1 PT XYZ Turnover Data

Year	Total Employees	Employees In	Employees Out	Turnover Percentage (%)
2022	67	15	12	17%
2023	70	18	10	13%
2024	78	10	12	15%

Source: Secondary data processed by researchers, (2025)

This is in line with (Margaretta & Riana, 2020), who state that the ideal employee turnover rate in a company should not exceed 10% per year, as it can disrupt the company's performance. If the turnover rate is high, it could be a sign that employees' intention to leave is also quite high. Given the high number of employees submitting their resignations, It can be concluded that factors such as workload and Work Stress influence employees' intention to leave the company.

Workload is also one of the issues that affects turnover intention at PT XYZ. Workload refers to how often a person performs a certain task within a certain period of time. A well-managed workload will help the company maintain productivity and ensure that employees can work optimally without feeling overly burdened. Effective workload management is crucial for fostering a comfortable and supportive work environment. It ensures that employees do not feel overwhelmed or consider leaving the organization (Sartika, 2023). PT XYZ implements a 6-day work week system, from Monday to Saturday, with a total of 48 working hours per week, which exceeds the reasonable limit specified in PP No.35/2021 Article 21 Paragraph (3) or Law No.13/2003 Article 77 Paragraph (3). The normal working hours are 40 hours per week with five or six working days. The workload assigned by PT XYZ is the responsibility of employees to complete the tasks that have been set. Even though each employee's job description has been determined, this results in a high workload.

In addition to workload, work stress is another issue affecting turnover intention at PT XYZ. Work stress is mental or emotional pressure experienced by employees due to job demands. This condition can have a negative impact on individuals and companies. Employees who experience stress tend to lose focus and experience a decline in performance. Factors related to work stress include the physical environment, job demands, and social aspects within the organization. A pre-survey on work stress conducted among PT XYZ employees revealed that the majority of respondents felt pressured by their work conditions. In addition, a number of respondents felt that their abilities were not fully in line with the demands of their work. These findings indicate the potential for work stress that needs to be addressed by management, particularly in terms of adjusting workloads and supporting employee competency development.

Several previous studies have discussed turnover intention. However, the results of these studies still show differences and have not produced consistent conclusions. These differences indicate that turnover intention is influenced by various complex factors, as in the study conducted by (Akhmar et al., 2024) which showed that workload does not affect turnover intention. Meanwhile, research conducted by (Hanifah Sony et al., 2025) The results indicate that workload has a positive and significant impact on turnover intention, similar to the research by (Yuliana & Rahman, 2024) The results revealed that workload has a positive and significant influence on turnover intention. Another study on turnover intention was conducted by (Syahrial & Sari, 2023) this indicates that work stress does not significantly affect turnover intention. In contrast, a study conducted by (Margaretta & Riana, 2020) The results revealed that work stress has a positive and significant impact on turnover intention.

Accordingly, this study aims to investigate the impact of workload and Work Stress on turnover intention. The results are expected to have valuable practical implications for organizations and contribute to the theoretical discussion about factors influencing turnover intention in human resource management.

LITERATURE REVIEW

Workload

Workload is a condition that arises when there are limitations to an individual's capacity to complete tasks or work. When an employee performs their job, they have the ability to complete tasks to a certain extent. However, if these limitations hinder the achievement of expected work results, there will be a gap between their capacity and the demands of the job. This gap can lead to a decline in performance or even failure to achieve work targets (Nurhandayani, 2022). The indicators used to measure workload are the targets to be achieved, work conditions, time usage, and work standards.

Work Stress

Work stress is an emotional state that occurs when the demands of a job or work environment are greater than an individual's abilities, personality traits, or capacity to cope effectively (Sartika, 2023). Work stress occurs when the workload exceeds an individual's abilities. If not balanced with motivation, stress can reduce morale and productivity. However, with proper management, stress can be a positive motivator for improving performance (Putri et al., 2023). The indicators used to measure work stress are task demands, role demands, and personal demands (Robbins & Judge, 2019).

Turnover Intention

Turnover intention refers to an employee's intention it is an employee's conscious and deliberate intention to resign, the resignation will be from their position within an organization. This means that employees have begun to think about and consider quitting their job, not because of sudden reasons, but because of a gradual internal urge, such as feeling dissatisfied, stressed, or uncomfortable with the work environment (Seto Pambudi & Djastuti, 2020). The indicators used to measure turnover intention are thoughts of quitting, intention to search for another job, and intention to quit.

RESEARCH FRAMEWORK

This framework illustrates the relationship between workload, work stress, and turnover intention. The conceptual model illustrating these interactions is presented below.

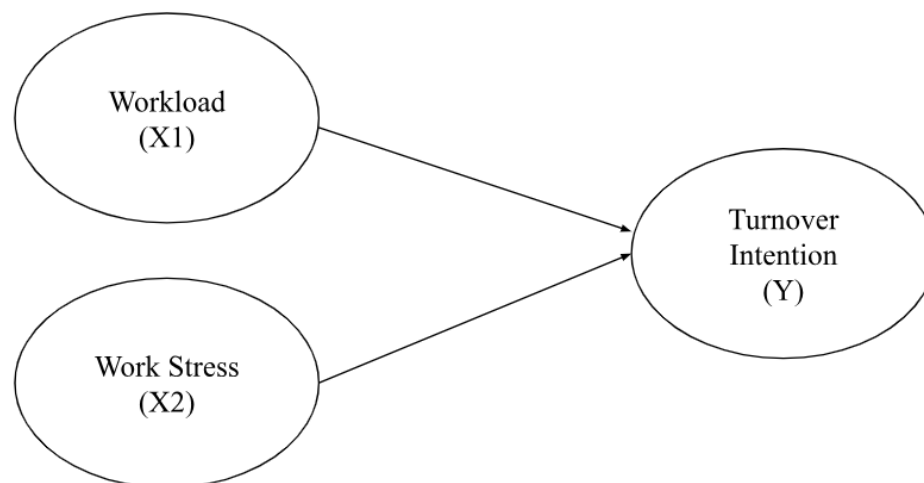


Figure 1 Conceptual Framework

HYPOTESIS

H1: Workload (X1) has a positive and significant effect on turnover intention (Y) at PT XYZ

H2: Work stress (X1) has a positive and significant effect on turnover intention (Y) at PT XYZ

RESEARCH METHOD

This study employs a quantitative research design and includes 63 production department employees from PT XYZ in its study population. A saturated sampling method was used to enable all population members to participate as research respondents. Primary data were collected via questionnaires using a five-point Likert scale, supplemented by interviews with relevant stakeholders. Secondary data were derived from internal company documents, academic literature, and related scientific journals. The data were analyzed using partial least squares–structural equation modeling (PLS-SEM) with SmartPLS software.

RESULTS AND DISCUSSIONS

Results

This study involved 63 respondents, namely all production employees of PT XYZ. Data was collected through offline questionnaires compiled based on gender, age, length of service, and indicators of each variable, and filled out directly by the employees. The responses obtained from the questionnaires formed the basis for the subsequent analyses in this study. The data analysis revealed that the majority of production employees are female, with 38 respondents (60%), and the majority of production employees at PT XYZ are aged 20-30 years, with 32 respondents (51%). Meanwhile, in terms of length of service, the largest group consists of respondents with less than two years of experience, with 33 respondents (52%).

Convergent Validity Test

Table 2 Loading Factors

Construct	Workload (X1)	Work Stress (X2)	Turnover Intention (Y)
X1.1	0.921		
X1.2	0.880		
X1.3	0.899		
X1.4	0.896		
X2.1		0.918	
X2.2		0.955	
X2.3		0.921	
Y.1			0.936
Y.2			0.924
Y.3			0.951

Source: Output SmartPLS (2025)

According to the results shown in the table, all of the indicators in this study have outer loading values greater than 0.7. These values show that each indicator meets the validity criteria and accurately represents the constructs of workload, work stress, and turnover intention. Therefore, all indicators are valid and appropriate for the next stage of analysis.

Discriminant Validity Test

Table 3 Discriminant Validity

Construct	Workload (X1)	Work Stress (X2)	Turnover Intention (Y)
X1.1	0.921	0.789	0.806
X1.2	0.880	0.834	0.785
X1.3	0.899	0.850	0.762
X1.4	0.896	0.829	0.779
X2.1	0.868	0.918	0.796
X2.2	0.873	0.955	0.824
X2.3	0.822	0.921	0.771
Y.1	0.805	0.807	0.936
Y.2	0.847	0.826	0.924
Y.3	0.795	0.772	0.951

Source: Output SmartPLS (2025)

The cross-loading analysis results indicate that all indicators of the workload, work stress, and turnover intention variables demonstrate higher loading values on their respective constructs than on any other constructs. This outcome verifies that each indicator has successfully met the requirements for discriminant validity.

Table 4 AVE

	Average Variance Extracted (AVE)
Workload(X1)	0.808
Work Stress (X2)	0.867
Turnover intention (Y)	0.878

Source: Output SmartPLS

Based on the Average Variance Extracted (AVE) values shown in the table, all variables in this study meet the criteria for convergent validity, with AVE values exceeding 0.5. This demonstrates that each indicator adequately represents and explains its corresponding construct, thereby confirming that convergent validity has been successfully established.

Reliability Test

Table 5 Construct Reliability and Validity

	Composite Reliability	Cronbach's Alpha
Workload(X1)	0.944	0.921
Work Stress (X2)	0.951	0.924
Turnover intention (Y)	0.956	0.931

Source: Output SmartPLS, (2025)

As shown in the table, all of the variables in this study have composite reliability and Cronbach's alpha values greater than 0.70. These values indicate that each variable meets the criteria for acceptable reliability and can be relied upon to produce valid data.

Inner Models

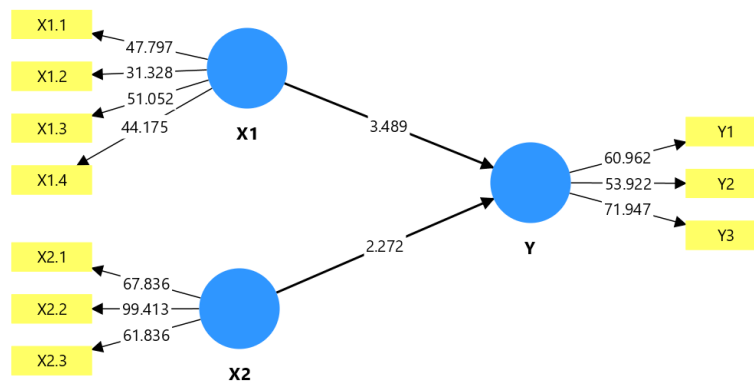


Figure 2 Path Diagram (Inner Models)

Source: Output SmartPLS, (2025)

R-Square Test

	R-Square
Turnover intention (Y)	0.779

Source: Output SmartPLS, (2025)

According to the results shown in the table, the turnover intention (Y) variable has an R-square value of 0.779. This suggests that workload (X1) and work stress (X2) jointly account for 77.9% of the variance in turnover intention. Generally, an R-Square value of 0.67 is considered strong, 0.33 is considered moderate, and 0.19 is considered weak. Therefore, the R-squared value obtained in this study falls within the strong category, indicating that the independent variables possess substantial

explanatory power over the dependent variable. The remaining 20.1% of the variance is explained by factors not included in the research model.

Hypothesis test

Table 6 Path Coefficients and Specific Direct Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T-Statistics (O/STDEV)</i>	<i>P Values</i>
Workload (X1) -> Turnover intention (Y)	0.541	0.543	0.155	3.489	0.000
Work Stress (X2) -> Turnover intention (Y)	0.360	0.359	0.158	2.272	0.023

Source: Output SmartPLS, (2025)

The interpretation of the causality test is based on the result of hypothesis testing:

1. Workload (X1) has a positive effect on turnover intention (Y), as indicated by a path coefficient value of 0.541 and a T -Statistic value of 3.489, which is greater than the T Table value $\alpha = 0.05$ (5%) = 1.96 and P-value 0.000 (less than 0.05), therefore it is significant (positive) and (H1) is accepted
2. Work stress (X2) has a positive effect on turnover intention (Y). This is indicated by a path coefficient value of 0.360 and a T -Statistic value of 2.272, which is greater than the T Table value $\alpha = 0.05$ (5%) = 1.96 and P-value 0.023 (smaller than 0.05), therefore it is significant (positive) so that (H2) is accepted.

Discussion

The Effect of Workload on Turnover Intention

The findings of this study demonstrate that workload has a positive and significant impact on the turnover intentions of production department employees at PT XYZ. Excessive workload primarily driven by demanding production targets that are often disproportionate to the available workforce or time emerges as a key factor prompting employees to consider leaving the organization. This tendency is further supported by respondent characteristics, as most employees are female, aged 20–30 years, and have tenure of less than two years, making them more susceptible to job-related pressure and more inclined to pursue alternative employment opportunities. The “targets to be achieved” indicator was identified as the most influential component of workload, while the “desire to leave” indicator was the strongest predictor of turnover intention. Consequently, higher production targets and workloads correspond with an increased likelihood of employees intending to leave. Therefore, it is essential for the company to reassess its target-setting mechanisms to ensure they are realistic, aligned with employee capabilities, and designed to minimize excessive pressure that could adversely affect employee well-being, commitment, and retention. The results of this study are in line with previous research conducted by (Oktaviani & Wiguna, 2025) which states that workload has a positive and significant effect on turnover intention.

The Effect of Work Stress on Turnover Intention

Based on the above findings, it can be concluded that work stress positively and significantly influences the turnover intention of production employees at PT XYZ. Emotional and psychological pressure arising from role demands that are not in line with abilities, unclear responsibilities, and excessive workloads are the main factors that encourage employees to consider leaving the company. The characteristics of the respondents such as the majority being female, young (20–30 years old), and having less than two years of service also reinforce this tendency, as this group tends to be more vulnerable to pressure and more likely to decide to change jobs. The role demands indicator emerged as the most dominant factor in shaping work stress, highlighting the importance of clear job descriptions

and realistic role distribution. Therefore, companies need to develop specific and proportional job descriptions and avoid continuously assigning tasks that are beyond employees' competencies. This step is important to reduce work stress, increase motivation, and ultimately reduce turnover intention in the workplace. The findings of this study are consistent with the research conducted by (Mustika et al., 2025) This indicates that work stress positively and significantly influences turnover intention.

CONCLUSION

The results of the PLS analysis, which examined the influence of workload and work stress on turnover intention among production employees at PT XYZ, indicate that both factors significantly impact employees' propensity to leave the organization. An increase in perceived workload leads to greater fatigue, reduced focus, and diminished work efficiency and productivity. These conditions are further aggravated by elevated levels of work stress, which generate emotional strain, lower morale, and impair concentration, ultimately undermining employee motivation and performance. The interaction between excessive workload and high work stress drives employees to consider leaving the organization in pursuit of a more balanced and supportive work environment that aligns with their capabilities.

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