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THE EFFECT OF WORK STRESS AND WORKLOAD ON EMPLOYEE TURNOVER INTENTION AT A COMPANY

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ABSTRACT

The current research is centered on the employee turnover intention in the production department, considering workload, whether in isolation or in combination. This study employs descriptive and verification methods in combination with a quantitative approach. Gathering data method paper includes literature search. observations and in-depth interviews. The research included 61 employees as participants, with the entire population being sampled. The method of analysis applied in this research was Multiple regression analysis. Study demonstrate Job Stress significantly and partially affects employee turnover intention. Likewise, The extent and nature of workload largely influence an employee's decision to leave the job. Also, Both Job Stress and Workload jointly play a significant role in influencing employees' turnover intention.

Introduction

Every organization has goals it wants to achieve. Reaching these objectives certainly cannot be realized without managing the resources it has, especially human resources. Loudoe (2025) provides a statement that further sharpens the importance of the role of human resources in a company, stating that a company or organization, whether on a large or small scale, its success is not solely determined by the natural resources it possesses, but is primarily determined by the quality of the resources that have a role as the party that plans, implements, and controls the organization.

Wulantika, L., & Ayuningtias, N. (2020, January) Human resources are definitely a major element in the sustainability of a company's operations. For one, they contribute in the planning and execution of various strategic objectives. A company's success in retaining qualified employees will significantly impact its performance and competitiveness. In line with this, Good human resource management will create a conducive work environment that can support optimal performance.

An employee is essentially someone who not only contributes their effort and time but also devotes their attention in the form of thoughts and soul, so the consequence of this requires a company to be more perceptive in observing the psychological needs of an employee. The fulfillment of psychological needs is in fact a crucial point as a motivator for an employee to deliver the best performance for the company, and if this is not met, it can have critical consequences and even create a desire to leave in favor of a company that can meet their desires. (Nasrullah, 2024) emphasizes in the statement the tendency of an employee's desire to move to another different company, known as 'turnover intention.' This desire is not much different from the idea put forward

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by Yunita (2021), describes 'turnover intention' as the employee's desire to leave one company and join another, but has not yet.

The turnover phenomenon that often occurs in a company today essentially does not happen suddenly, but rather is a lengthy process that begins with the emergence of an employee's dissatisfaction with their psychological needs, which then triggers the desire to leave and seek a company that can fulfill their wishes. It is an inevitability that will happen; if a company fails to tackle an employee's departure thought right away, it can become a reality in the sense of actually transferring to another company, often referred to as 'turnover.' A high turnover rate in a company can certainly be detrimental. Costs, time, and effort are spent on recruiting employees again, and on the other hand, newly recruited employees at the beginning of their work need to adapt and build communication from scratch with existing employees.

Types of work that exceed the abilities possessed by employees, making them unable to complete tasks, can cause work stress for an employee. Similarly, a large amount of work assigned in a short period of time can also lead to work stress. (Dewi, 2023) describes how work-related stress can negatively affect employees in many ways such as causing them to be anxious, emotionally unstable, losing sleep, feeling lonely, having lowered levels of relaxation and concentration, becoming more nervous, as well as that their blood pressure may even rise.

Sulastri & Onsardi (2020) provide information that leads to an understanding concerning the impact of work stress experienced by an employee on employee performance. This is due to the mismatch between the employee and the job received, which inevitably brings stress to the employee. The presence of work time pressure and workload exceeding the employee's capacity causes the employee to feel stressed, the completion of tasks under urgent time constraints, and results that do not meet expectations—all of these can trigger work stress in an employee. An employee's intention to leave is not only determined by work stress they perceive, but the work load assigned to him by the company is also equally important. Chaerunissa (2024) according to the findings of her study she highlights the impact of workload on turnover intention**.**

If work stress arises because an employee feels pressured due to the excessive amount of work they receive, it is different from workload, which is the number of tasks received by an employee. If both of these factors do not receive full attention from the company, The willingness of the employee to leave the company can be raised by it, in line with the statement. Ratnasari (2024) which states that 'at the same time, the Work stress and workload variables have a positive and significant effect on employee turnover intention.

Production Division is one of the divisions considered to have the most important role in a company and is also vulnerable to a high employee turnover rate compared to other divisions. One reason cited by HR Officers is the heavy workload assigned to employees in this division. Drawing on the findings of earlier research, the current study proposes that work stress and workload influence employees' intention to leave their job.

The reason for the investigation was to identify employee work stress and workload as factors of staff turnover intention. The research is also expected to help the company identify the causes of employee work stress and contribute to reducing the level of employees' mindset about quitting working at the company. Through this research, the author also recommends that future researchers use other variables and conduct studies in different fields to broaden and deepen research on employees' intention to move.

Literature Review

Work Stress

According to Buulolo (2021), Work stress is seen as a state of tension that physically and mentally disrupts an employee, influencing their feelings, thoughts and general condition. In a similar context, Damayanti & Subagja (2023) Working stress refers to a condition of overburdened pressure at work when a person is so stressed that their work is not only disrupted but their performance also falls short of their potential. Garibaldi et al. (2022) expand on the definition of work stress as a mental condition where an individual experiences a mismatch or imbalance between their opportunities, demands, and the resources they have, which may lead to a result that is out of balance.

Similarly, Gunawan & Nasir (2023) state that "Work stress, a state or situation of tension related to an opportunity, is one primary cause that can break down employee performance". Riyanto & Ekaputri (2022), Work stress is a person's response to the challenge that comes their way and also how the person processes the

problem. A person's reaction not only influences a person's emotions but also one's condition and thought processes.

Workload

Tjiabrata (2022) argues Workload is to what degree the capacity of a single worker is needed to do all the tasks assigned to that person. For example, it can be indicated by: how much work has to be done, the period or points of time within which the worker has to finish their works, and the worker's own perspective on their work. Gardapati & Irbayuni (2023) shared their views on workload refers to the understanding employees have about the tasks they need to finish within a set timeframe and the work involved in solving the issues they face while doing the job.

Meanwhile, Budiasa (2021), Workload refers to a worker's perception of the number of activities that need to be accomplished within a given time frame and the effort put into solving work-related problems. Shobirin et al. (2023), "A workload is the amount of work given to an employee for a certain time that matches the worker's ability and capacity and does not cause any fatigue.".According to Sembiring (2022), Workload is a quantity of work given to a person for completion within a specified time frame.

Turnover Intention

Turnover Intention According to Nainggolan (2021) Turnover intention refers to a type of employee behaviour where an employee makes up their mind leave their job and find another one. According to Shobirin et al (2023) Turnover intention is the degree to which an employee is thinking about leaving the organization. According to Muaja et al (2021) Turnover intention happens when staff members of organisation are ready to give up their jobs." Meanwhile, according to Sutrisno (2020) " Turnover intention refers to a situation where employees not only plan or decide, but are actually ready to change their jobs and work for a different company

Methodology

This study used descriptive and verification methods. These two methods can determine the interplay among the variables along with the effect they exert on each other. The descriptive approach is utilized to portray the situation of the variables Work Stress (X1), Workload (X2), and Turnover Intention (Y). Meanwhile, The verification process determines how much the variables Work Stress and Workload affect Turnover Intention.

In this study, questionnaires and interviews were mainly the instruments for gathering primary data. The interviews were held with HRD and Production Division Head. Secondary data sources were obtained from books, articles, and journals relevant to this study. Observation, interview, and questionnaire were the data collection methods for this research. Saturated sampling was used for sampling, and the sample size was 61 employees. The method of analysis used in this research was multiple regression analysis.

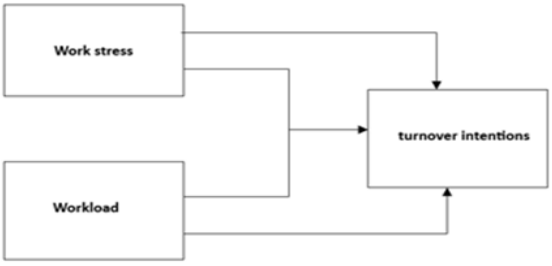


Figure 1. Research Design

Source: The data were processed by the authors (2026)

H1: Work stress is thought to have an influence on employee turnover intentions in the Production Division.

H2: Workload is thought to have an influence on employee turnover intentions in the Production Division.

H3: Job stress and workload are thought to have an influence on employee turnover intentions in the Production Division.

Result and Discussion

Multiple linear regression equation

The aim of this paper is to reveal the impact of job-related stress and workload on employees' intention to actually leaving the company. To this end, the writer conducted Multiple Linear Regression Analysis and

employed SPSS V20 software for Windows. The multiple linear regression equation used in the purpose of this study is as follows.

Tabel 1. Multiple Linear Regression

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.117	1.269		4.032	.000
	StresKerja	.331	.067	.567	4.913	.000
	BebanKerja	.231	.091	.292	2.535	.014

a. Dependent Variable: TurnoverIntention

Source: Data Processed by the Author Using SPSS 20 (2026)

According to Table 1, the value of a is 5.117; β1 is 0.331 and β2 is 0.231. Therefore, the multiple linear regression equation formed in this study is as follows:

$$Y= 5.117 + 0{,}331X1 + 0{,}231X2$$

a. The intercept value of 5.117 shows that employee Turnover Intention is expected to be 5.117 if the two independent variables are zero (0) or remain unchanged..
b. The Work Stress regression coefficient of 0.331 shows that every step up in Work Stress will affect employee Turnover Intention by 0.331.
c. The Workload regression coefficient of 0.231 signals that every rise in Workload is predicted to increase employee Turnover Intention by 0.231.

According to this, employee turnover intention is expected to be 5.117 even in the scenario when employees may not get stressed or overloaded. Further to the earlier point, the formula suggests that work stress is one of the factors that have a positive association with one's intention to leave a firm. This supports the findings of Suwandana (2024) study that work stress directly and significantly impacts one's intention to leave a job. The findings from our regression analysis also indicate that workload is related to turnover intention.

These findings are in line with those of Hartati et al.' (2023) study, whose research has revealed that workload significantly positively and directly impacts turnover intention. So, if an employee is given a lot of tasks to finish in a limited time, their desire to leave the company is likely to increase.

This also indicates a simultaneous relationship where job stress and employee workload both influence turnover intention. A heavy workload does indeed play a large role in pushing employees towards leaving their jobs, but it's not the only factor. Job stress is equally a crucial reason why employees consider quitting. More than that, when workload and job stress converge, they collectively produce a strong effect on employees' thinking about quitting. Workload and job stress have been identified as positive and significant contributors to turnover intention by Chandra's (2024) work.

Classical assumption test

Normality Test

The author performed a normality test to check whether each variable is normally distributable. For this purpose, the Kolmogorov-Smirnov test was applied. Decisions were made on the basis of the probability (asymptotic significance). Thus, if the probability turned out to be > 0.05, that population was assumed to be normal.

Table 2. Normality Test Using the Kolmogorov–Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		61
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	1.38595561
Most Extreme Differences	Absolute	.096
	Positive	.047
	Negative	-.096
Kolmogorov-Smirnov Z		.753
Asymp. Sig. (2-tailed)		.621

a. Test distribution is Normal.

b. Calculated from data.

Source: Data Processed by the Author Using SPSS 20 (2026)

Table 2 show a normality test using the Kolmogorov-Smirnov test in this study. According to Table 2, the Sig value is 0.621. As 0.621 > 0.05, So it is deduced that the data have been normally distributed and hence the stipulation of normality is met.

Besides, the normality test may be done through the Normal Probability Plot in the following manner.

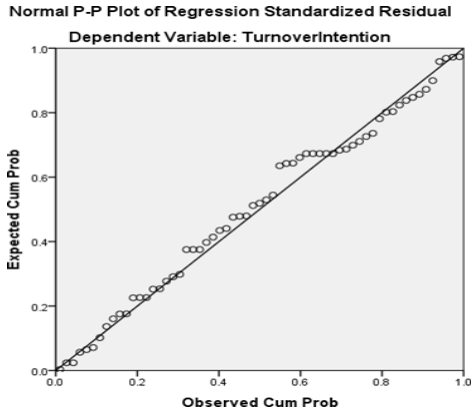


Figure 2. Normal Probability Plot Graph
Source: Data Processed by the Author Using SPSS 20 (2026)

According to Figure 2, we can see that the data has a normal distribution. This is evident from the data's distribution around the diagonal line, thus meeting the assumption of normality.

Multicollinearity Test

Authors did a multicollinearity test to ascertain the tolerance and variance inflation factor (VIF) values. VIF value ≤ 10 and tolerance value ≥ 0.1 are the conditions for acceptable data. Below is the multicollinearity test applied in this study:

Table 3. Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	StresKerja	.449	2.227
	BebanKerja	.449	2.227

a. Dependent Variable: TurnoverIntention

Source: Data Processed by the Author Using SPSS 20 (2026)

From Table 3, you can see that Work Stress and Workload have a tolerance value of > 0.1 and a VIF value of < 10. Thus, one can confidently conclude that the independent variables included in the regression model for this research are not affected by multicollinearity, and as a result, the findings may be considered both legitimate and unbiased.

Heteroscedasticity Test

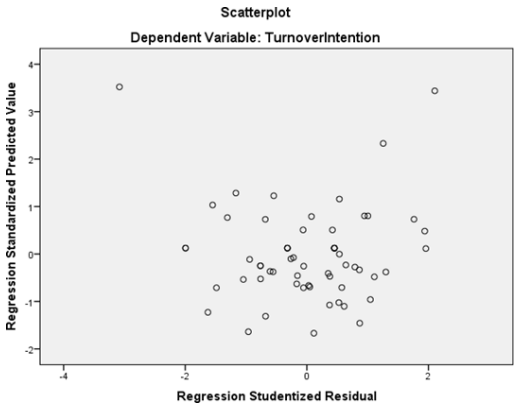


Figure 3. Heteroscedasticity Test with Scatterplot Graph
Source: Data Processed by the Author Using SPSS 20 (2026)

The author conducted a heteroscedasticity test using scatterplots, good data is considered to be that which does not have a well-defined pattern and There are points scattered both above and below the number 0 on the Y axis. (Loindong et al., 2023). Figure 3 shows that the dependent variable, employee turnover Intention, does not experience heteroscedasticity. This is indicated by the data being spread Dancing on the Y-axis as if it were the X-axis, both above and below 0; making no kind of pattern.

Correlation coefficient analysis

The writer decided to go for Partial Correlation Coefficient Analysis after use of the Pearson Product Moment Correlation Coefficient in order to determine how strong the relationship is between the independent variable (X) and the dependent variable (Y). The analysis below reveals how work stress relates to turnover intention by using the Partial Correlation Coefficient method:

Table 4. Correlation Coefficient between Work Stress and Turnover Intention

Correlations

		StresKerja	TurnoverIntention
StresKerja	Pearson Correlation	1	.784**
	Sig. (2-tailed)		.000
	N	61	61
TurnoverIntention	Pearson Correlation	.784**	1
	Sig. (2-tailed)	.000	
	N	61	61

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed by the Author Using SPSS 20 (2026)

Referring to Table 4, the result of data processing by SPSS V20 for Windows indicates a correlation figure of 0, 784. Referring to the correlation criteria (0.61–0.80), the correlation between Work Stress and Turnover Intention is considered a strong one. What is more, a positive correlation coefficient indicates that these two variables change in the same direction.

So, Higher the level of Work Stress, more the employees' Turnover Intention is likely to increase. The next Partial Correlation Coefficient analysis investigates how Workload and Turnover Intention are related to each other.

Table 5. Correlation Coefficient between Workload and Turnover Intention

Correlations

		BebanKerja	TurnoverIntention
BebanKerja	Pearson Correlation	1	.713**
	Sig. (2-tailed)		.000
	N	61	61
TurnoverIntention	Pearson Correlation	.713**	1
	Sig. (2-tailed)	.000	
	N	61	61

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed by the Author Using SPSS 20 (2026)

The results obtained from data processing with SPSS V20 for Windows as presented in Table 5, when measured independently reveals a correlation of 0.713. Based on correlation standards (0.61-0.80), the level of association between Workload and Turnover Intention is very strong. Furthermore, a positive correlation value means that the tie between the two variables is in the same direction, i.e., the more Workload, the more employees will be willing to leave/quit their jobs or Turnover Intention. The following shows the Correlation Coefficient Analysis of Work Stress and Workload with Turnover Intention.

Table 6. Correlation Coefficient of Work Stress and Workload with Turnover Intention

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808[a]	.653	.641	1.40965

a. Predictors: (Constant), BebanKerja, StresKerja

b. Dependent Variable: TurnoverIntention

Source: Data Processed by the Author Using SPSS 20 (2026)

From Table 6, the output of the data analysis via SPSS V20 for Windows indicates a correlation coefficient of 0.808. Referring to the correlation criteria (0.61–0.80), the relationship between work stress and workload with turnover intention falls into the strong category. The positive correlation value It also means that the correlation between these variables is positive (i.e., in the same direction), which implies that the greater the intensity of Work Stress and Workload, the more employees tend to think about quitting their jobs.

Coefficient of determination analysis

The researcher applied the Beta × Zero Order formula for Partial Coefficient of Determination Analysis. First partial coefficient of determination, second partial coefficient of determination, third partial co efficient of determination, and fourth partial coefficient of determination are presented in the following paragraphs accordingly.

Table 7. Partial Coefficient of Determination

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	5.117	1.269		4.032	.000					
	StresKerja	.331	.067	.567	4.913	.000	.784	.542	.380	.449	2.227
	BebanKerja	.231	.091	.292	2.535	.014	.713	.316	.196	.449	2.227

a. Dependent Variable: TurnoverIntention

Source: Data Processed by the Author Using SPSS 20 (2026)

In this researh, the independent variables were input, and the dependent variable was output to get the below partial influence, using Beta × Zero Order formula.:

1. Stres Work Stress: 0.567 × 0.784 = 0.444 or 44.4%
2. Workload: 0.292 × 0.713 = 0.208 or 20.8%%

Based on the calculations conducted by the author, it can be concluded that the variable with the most dominant influence on employees' Turnover Intention is Work Stress, contributing 44.4%, followed by Workload, contributing 20.8%.

Simultaneous Coefficient of Determination Analysis

The following chart displays the Simultaneous Coefficient of Determination Analysis for this study.
Table 8. Regression Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808[a]	.653	.641	1.40965

a. Predictors: (Constant), BebanKerja, StresKerja

b. Dependent Variable: TurnoverIntention

Source: Data Processed by the Author Using SPSS 20 (2026)

According to Table 8, the R-square value or the coefficient of determination is 0.653. This number is between 0 and 1, meaning the closer a value is to 1, the stronger the model's capability to describe the Turnover Intention variable is. So, it means Work Stress and Workload combined have an impact on employees' Turnover Intention by 65.3%. On the other hand, the remaining 34.7% Apart from the factors considered in this research, there are undoubtedly other aspects that can influence employee performance, such as Job Satisfaction, Organizational Commitment, Leadership Style, and Work Environment.

Hypothesis Testing

In order to measure the effect of Work Stress and Workload, on Employee Turnover Intention in the Production Division, both separately and combined, the author carried out hypothesis testing. This study utilizes the regression results generated through data processing with the aid of IBM SPSS version 20 for Windows.

Partial Hypothesis Testing (t-test)

Basically, we conduct this test at a significance level (alpha) of 0.05. The testing criterion here is that if the t-value (t-count) is greater than the t-table value, then H_0 gets rejected and H_1 is accepted.

Table 9. Regression Coefficients (T- Test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.117	1.269		4.032	.000
	StresKerja	.331	.067	.567	4.913	.000
	BebanKerja	.231	.091	.292	2.535	.014

a. Dependent Variable: TurnoverIntention

Source: Data Processed by the Author Using SPSS 20 (2026)

Hypothesis Testing of the Effect of Work Stress on Turnover Intention

According to Table 9, the computed t-value (t-count) for Work Stress is 4.913. Next, this value is compared to a corresponding value in a t-distribution table for $\alpha = 0.05$ and $df = n - k - 1 = 61 - 2 - 1 = 58$, resulting in a t-table value of 2.001 for a two-tailed test. Since the t-count value of 4.913 falls outside the range of the t-table values (−2.001 to 2.001), based on the hypothesis testing criteria, The null hypothesis is rejected, hence the alternative hypothesis is accepted. Thus, it is fair to say that Job Stress to some extent affects Intention to Quit Work in the Production Division.

Hypothesis Testing of the Effect of Workload on Turnover Intention

On the foundation of Table 9, the calculated t-value (t-count) for Workload is 2.535. This value is then compared with the t-table value from the t-distribution table based on the degree of freedom and the level of significance used to draw conclusions for the hypothesis testing, namely $\alpha = 0.05$ and $df = n - k - 1 = 61 - 2 - 1 = 58$, resulting in a t-table value of 2.001 for a two-tailed test. Since the t-count value of 2.535 falls outside the t-table range (−2.001 to 2.001), according to the hypothesis testing criteria, H_0 is rejected and H_1 is accepted. Thus, it can be concluded that partially, Workload has a significant effect on Turnover Intention in the Production .

Simultaneous Hypothesis Testing (F-test)

Table 10. ANOVA Test (F-test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	217.114	2	108.557	54.631	.000[b]
	Residual	115.252	58	1.987		
	Total	332.366	60			

a. Dependent Variable: TurnoverIntention

b. Predictors: (Constant), BebanKerja, StresKerja

Source: Data Processed by the Author Using SPSS 20 (2026)

As per Table 10, the calculated F-value (F-count) is 54.631. Using a significance level of 5%, the F-table value from the F-distribution table is determined with $df1 = k - 1 = 3 - 1 = 2$ and $df2 = n - k = 61 - 2 = 59$, resulting in an F-table value of 3.153. Since F-count > F-table (54.631 > 3.153) and the significance value (0.000 < 0.05), H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that simultaneously, In the production division, work stress and workload really influence employees' turnover intention.

Conclusion

From the research findings and follow-up discussions about the effects of Job Stress and Workload on the employee's intention to leave in Production Division, it is found that Job Stress has an effect on employee turnover intention, Workload affects turnover intention, and together Job Stress and Workload affect employee turnover intention in the Production Division.

To help reduce the influence of Job Stress on employee turnover intention, firms should focus more on employee psychological well-being. One such way is by opening up channels of communication and dialogue between employees and supervisors. In terms of Workload, companies are advised to review task distribution to ensure a more balanced workload that aligns with each employee's capacity. Furthermore, to minimize employee turnover intention, companies are encouraged to improve employee recognition and reward

programs, both as financial and non-financial rewards. Further studies may incorporate other important elements, such as job satisfaction, work motivation, or leadership style.

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