
THE EFFECT OF WORK STRESS, WORKLOAD, AND WORK CULTURE ON TURNOVER INTENTION AT CV. MULTEC TC KOTA KEDIRI



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Abstract

This study aims to analyze the influence of work stress, workload, and work culture on employee *turnover intention* on CV. Multec TC Kediri. The phenomenon of high employee turnover in the last three years is the main background for this study. This study uses a quantitative approach with the census method (saturated sampling), where the entire population of 78 employees is used as respondents. Data was collected through questionnaire deployment and analyzed using multiple linear regression analysis techniques with the help of SPSS software. The results showed that partially, work stress ($t = 4.973$; $\text{sig} = 0.000$), workload ($t = 2.708$; $\text{sig} = 0.002$), and work culture ($t = 2.070$; $\text{sig} = 0.000$) had a positive and significant effect on *turnover intention*. Simultaneously, the three independent variables had a significant effect on the dependent variable with an F-value of 7.512 and a significance level of 0.001. The *Adjusted R Square* value of 0.845 showed that the contribution of work stress, workload, and work culture in explaining the variation in *turnover intention* was 84.5%, while the remaining 15.5% was influenced by other variables outside this study model. These results indicate that the management of CV. Multec TC Kediri needs to evaluate the distribution of work volume and improve the organizational cultural atmosphere to suppress employees' intention to move jobs.

Keywords: Work Stress, Workload, Work Culture, Turnover Intention

INTRODUCTION

In an era of increasingly competitive industry competition, Human Resources is considered a very important asset, which affects the continuity, competitiveness, and quality of long-term growth in the organization. However, the biggest challenge faced by companies today, including in the service and technical industry sectors, is the high level of *turnover intention* or the intensity of changing jobs. *Turnover intention* Not only does it hurt the company in terms of recruitment and retraining costs, but it can also disrupt operational stability and lower employee morale (Labibah & Noviekayati, 2025). This phenomenon is often triggered by the psychological imbalance and workload that employees experience in the work environment. CV. Multec TC Kediri, as a company engaged in the production of traffic sign services, relies heavily on the expertise and loyalty of its employees. However, based on initial observations, it was found that there was an increasing trend in the number of employees who left the company in the last two years. This is a strong signal that there is a problem with the level of employee satisfaction and commitment.

Table 1. Pre-survey Turnover Intention CV Data. Multec TC Kediri

Year	Number of Employees (Initial)	Exit	Log in	Turnover Rate (%)
2023	78	12	10	14,1%
2024	78	18	15	21,6%
2025 (Jan-Dec)	78	22	12	27,5%

Based on Table 1, there is a significant increase in *the percentage of turnover* beyond the normal limit of the industry (usually below 10%). This increase indicates that there are serious problems stemming from internal company factors. One of the main factors that is suspected to be a trigger is work stress. Employees at CV. Multec TC Kediri is often faced with strict technical targets and pressure from clients, which, if not managed properly, will turn into chronic stress that drives the desire to leave. In addition to work stress, workloads that exceed employees' physical and mental capacities are also in the spotlight. The increase in the volume of work without being accompanied by the addition of balanced personnel causes employees to feel exhausted. This phenomenon is reflected in the high number of overtime hours and employee complaints related to work-life balance.

Table 2. Average Overtime Hours and Employee Attendance Data

Departments	Average Overtime/Week	Attendance Rate (%)	Workload Complaints (Scale 1-5)
Technical/Field	15 Hours	8,5%	4,5
Administration	6 Hours	3,2%	3,2
Operational	12 Hours	7,1%	4,1

Table 2 shows the correlation between the high workload (overtime hours) and the rate of employee attendance and complaints, especially in the technical part. This excessive workload creates psychological pressure that reinforces employees' intention to look for other jobs that are more stable in terms of work rhythm. However, individual factors such as stress and workload alone are not enough to explain this phenomenon in its entirety. Work culture Organizations play a crucial role as a value system that is supposed to bind

employees (Pandey, 2023). A less supportive work culture, rigid communication between superiors and subordinates, and a lack of appreciation for employee performance can worsen *turnover intention*. CV. Multec TC Kediri, there are indications that the existing work culture is still instructional and does not provide space for the development of flexibility, so that employees feel less emotionally attached to the company. The synergy between high work stress, excessive workload, and an uncondusive work culture creates a domino effect for companies. If the company does not immediately identify the influence of these three variables empirically, then CV. Multec TC Kediri risks losing its best talent, which will have a direct impact on the quality of service to consumers in the Kediri area and its surroundings. Based on the phenomenon and data described above, the researcher considers it necessary to conduct an in-depth study through a scientific study with the title: **"The Influence of Work Stress, Workload and Work Culture on Turnover Intention at CV. Multec TC Kediri"**.

REVIEW OF LITERATURE

Work Stress

According to Robbins & Judge (in Chávez Arizala et al., 2024), work stress is a dynamic condition in which an individual is confronted with an opportunity, obstacle, or demand that is associated with what he or she desperately wants and whose outcome is perceived as uncertain and important. Indicators According to Robbins (in Chávez Arizala et al., 2024):

1. Physiological Indicators: The appearance of health complaints such as headaches, sleep disturbances, or physical fatigue due to work stress.
2. Psychological Indicators: The appearance of tension, anxiety, irritability (irritability), boredom, and procrastination at work.
3. Behavioral Indicators: Changes in productivity, absenteeism, and changes in diet or excessive smoking.

Workload

According to Vanchit (in Ismail & Frendika, 2022), Workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time. The workload can be in the form of physical or mental loads. Indicators according to (Monika Audiva Pane & Oktariani Oktariani, 2023):

1. Targets to Be Achieved: Employees' views on the number of tasks that must be completed in a given time.
2. Employment Conditions: Includes the employment standards set by the company and how employees view the work procedures.
3. Work Time Usage: The effectiveness of the time given by the company to complete tasks without causing excessive fatigue.
4. Mental Burden: The mental pressure that employees feel due to the complexity of work or great responsibilities.

Work Culture

According to Mangkunegara (in Riwu Kore et al., 2023), Work culture is a set of assumptions or systems of beliefs, values, and norms developed in an organization that serves as a code of conduct for its members to overcome the problem of external adaptation and internal integration. Indicators according to Robbins (in Saripudin et al., 2023):

1. Innovation and Risk Taking: The extent to which employees are encouraged to be innovative and dare to take risks at work.
2. Results Orientation: The extent to which management focuses on results, not just on techniques and processes to achieve those results.
3. People Orientation: The extent to which management decisions consider the effect of outcomes on people within the organization.
4. Aggressiveness: The extent to which the members of the organization are aggressive and competitive in carrying out their duties.
5. Stability: The extent to which an organization's activities emphasize the maintenance of the status quo as opposed to growth.

Turnover Intention

According to Mobley (in Apriani & Siregar, 2023), *turnover intention* is an employee's conscious intention or tendency to seek alternative employment in another organization or leave the organization where he or she currently works in the near future. Indicators according to Mangkunegara (Handayani, 2022)

1. *Thinking of Quitting*: The thought or contemplation of quitting your current job because you feel uncomfortable or dissatisfied.
2. *Intention to Search*: An employee's desire to actively start looking for job openings elsewhere.
3. *Intention to Quit*: The employee's final intention to completely leave the company within a certain period of time (e.g., within the next 6 months or 1 year).

Relationships Between Variables

The Relationship of Work Stress to *Turnover Intention*

Work stress is a psychological and physical response that arises when the demands of the job are not proportional to the abilities or resources possessed by the employee. In the context of CV. Multec TC Kediri, the pressure to complete technical targets with high precision under close supervision is often the main trigger for the emergence of distress. When employees are constantly exposed to stressful situations in the absence of adequate coping mechanisms, they will experience intense emotional exhaustion. This inability to cope with this stress creates the perception that the current work environment is a threat to their mental well-being, which automatically triggers self-defense mechanisms in the form of a desire to escape the source of the stress.

Empirically, the relationship between work stress and *turnover intention* are positive and significant, which means an increase in the stress load will be followed by an increase in the intention to stop working (Handayani, 2022). Employees who feel trapped in a tense work situation are more likely to re-evaluate the sustainability of their careers at the company. They begin to compare the psychological burden received with the rewards obtained, and often conclude that looking for a new job elsewhere is the most logical solution to restore the

balance of life. Therefore, if management does not immediately mitigate the stressful factors, the company will face the risk of losing potential talents massively.

The Relationship of Workload to *Turnover Intention*

Workloads include the volume of tasks, the complexity of responsibilities, and the time constraints that an employee must meet in carrying out their functions. In technical services companies such as CV. Multec TC, workloads are often volatile but tend to be high due to deadlines from clients that cannot be postponed. When the accumulation of work exceeds the physical and mental capacity that can be carried, employees will feel overwhelming boredom or *burnout*. This condition is exacerbated if the company does not provide sufficient resource support or a fair division of duties, so that employees feel that their energy is being exploited without any clear boundaries between professional and personal lives.

This feeling of overload has a direct impact on employee loyalty, where excessive workload is a major driving factor for the emergence of conversion intentions (Monika Audiva Pane & Oktariani Oktariani, 2023). Employees who feel physically and mentally exhausted will lose their work ethic and motivation to perform at their best. In their minds, working at another company with a more stable pace and a proportionate workload becomes much more appealing than surviving in energy-draining conditions. As a result, *turnover intention* becomes very high because employees view their work-life balance (*Work-life balance*) can only be achieved by leaving the company and seeking a work environment that respects the limits of human capabilities more.

The Relationship of Work Culture to *Turnover Intention*

Work culture is the foundation of values, norms, and habits that shape the collective identity and behavior of all members of the organization. A strong and positive culture at CV. Multec TC Kediri, such as open communication, mutual respect, and appreciation, can function as a support system that maintains employees' emotional attachment. On the other hand, a work culture that is rigid, bureaucratic, or full of internal conflicts will create an unharmonious atmosphere. If the values that the company adheres to are contrary to the personal values of the employees, then there will be a sense of incompatibility (*person-organization fit*) that makes employees feel unfamiliar in their own workplace.

The relationship between work culture and *turnover intention* is negative, where the better and healthier the culture applied, the lower the employee's intention to leave the Company (Saripudin et al., 2023). A conducive work culture acts as a social "glue" that makes employees feel proud and comfortable being part of the organization, even though they may face heavy work pressure. However, if the work culture that thrives is a culture of blame (*blame culture*) and lack of rewards, this will be a strong reason for employees to immediately look for a way out. Thus, improving work culture is the most effective long-term retention strategy to reduce employee turnover in the future.

RESEARCH METHOD

The method used in this study is a quantitative approach. According to Sugiyono (2023), Quantitative research methods are defined as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, and quantitative or statistical data analysis, with the aim of proposing hypotheses that have been determined. The determination of this sample refers to

the opinion of Sugiyono (2023), which states that if the population is a maximum of 100, it is recommended to use saturated sampling or total sampling, where all members of the population are made as study respondents. This study uses a saturated sampling technique (census) in determining the number of samples, where the entire population of 78 employees is taken as a whole to be used as respondents. The data collection technique in this study used interviews, distributing questionnaires, and making documentation. The analysis technique in this study uses SPSS test tools, which include validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, linearity test, multiple linear regression test, t test (partial), F test (simultaneous), determination coefficient.

RESULTS AND DISCUSSION

Validity Test

Table 3 Results of Work Stress Validity Test (X₁)

Variable	Item	R	Sig.	Remarks
Work Stress (X ₁)	X1.1	0,857	0,000	Valid
	X1.2	0,665	0,000	Valid
	X1.3	0,850	0,000	Valid
	X1.4	0,847	0,000	Valid
	X1.5	0,711	0,000	Valid
	X1.6	0,691	0,000	Valid

Source: data processed by researchers (2026)

Based on the results of the validity test in the table above, it is known that the significance value for each item in the Work Stress variable (X₁) is $0.000 < 0.05$. This indicates that each statement item in the *brand image variable* is declared valid.

Table 4. Workload Validity Test Results (x₂)

Variable	Item	R	Sig.	Remarks
Workload (X ₂)	X2.1	0,659	0,000	Valid
	X2.2	0,669	0,000	Valid
	X2.3	0,686	0,000	Valid
	X2.4	0,728	0,000	Valid
	X2.5	0,582	0,000	Valid
	X2.6	0,609	0,000	Valid

Source: data processed by researchers (2026)

Based on the results of the validity test in the table above, it is known that the significance value for each item in the workload variable (X₂) is $0.000 < 0.05$. This indicates that each statement item in the promotion variable is declared valid.

Table 5. Work Culture Validity Test Results (x_3)

Variable	Item	R	Sig.	Remarks
Work Culture (x_3)	X3.1	0,619	0,000	Valid
	X3.2	0,659	0,000	Valid
	X3.3	0,676	0,000	Valid
	X3.4	0,598	0,000	Valid
	X3.5	0,732	0,000	Valid

Source: data processed by researchers (2026)

Based on the results of the validity test in the table above, it is known that the significance value for each item in the work culture variable (X_3) is $0.000 < 0.05$. This indicates that each statement item on the halal label variable is declared valid.

Table 6. Results of the Turnover Validity Test (Y)

Variable	Item	R	Sig.	Remarks
Turnover Intention (Y)	Y1	0,731	0,000	Valid
	Y2	0,836	0,000	Valid
	Y3	0,842	0,000	Valid
	Y4	0,852	0,000	Valid
	Y5	0,370	0,000	Valid

Source: data processed by researchers (2026)

Based on the results of the validity test in the table above, the significance value for each item in the variable is known. *Turnover Intention* (Y) is $0.000 < 0.05$. This indicates whether each statement item in the purchase decision variable is declared valid.

Reliability Test

Table 7. Reliability Test Results

Variable	Item	R	Sig.
Work Stress (X_1)	0,60	0,863	Reliable
Workload (X_2)	0,60	0,707	Reliable
Work Culture (x_3)	0,60	0,630	Reliable
Turnover Intention (Y)	0,60	0,782	Reliable

Source: data processed by researchers (2026)

Based on the results of the reliability test in the table above, it can be seen that Cronbach's alpha values for the variables of work stress (X_1), workload (X_2), work culture (X_3), and *turnover rate* (Y) are > 0.60 . This proves that the statements submitted to customers in the questionnaire is declared reliable or suitable as a measuring tool for a variable.

Normality Test

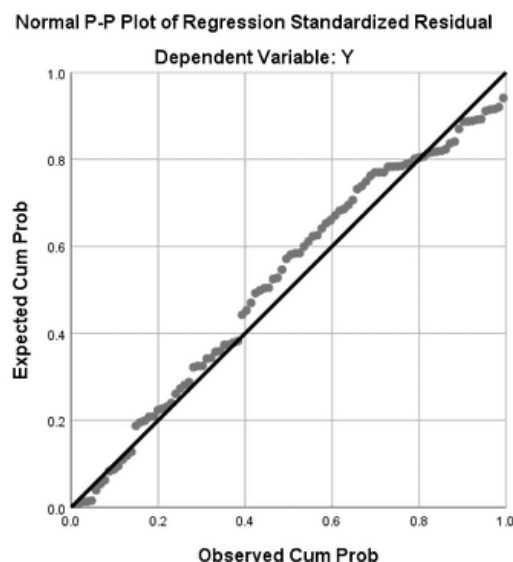


Figure 1. Normality Test Results

Based on the image in the normality test results above, it is known that it is clear that the plot is spreading along the direction of the diagonal line. Thus, it can be concluded that the data is distributed normally.

Linearity Test

Table 8. Results of the Linearity Test

Variable	Deviation from Linearity	Remarks
Work Stress (X_1)	0,775	Linear
Workload (X_2)	0,644	Linear
Work Culture (X_3)	0,867	Linear

Source: data processed by researchers (2026)

Based on the results of the linearity test in the table above, the relationship between the variables of work stress (X_1), workload (X_2), work culture (X_3), and *turnover* (Y) can be seen:

- 1) Based on the test results in the table above, results were obtained showing that the value of work stress significance (X_1) was $0.775 > 0.05$. From these results, it can be concluded that there is a significant linear relationship between the variable work stress (X_1) and *turnover* (Y).
- 2) Based on the test results in the table above, results were obtained showing that the value of workload significance (X_2) was $0.644 > 0.05$. From these results, it can be concluded that there is a significant linear relationship between the workload variable (X_2) and *the turnover intention* (Y).
- 3) Based on the test results in the table above, results were obtained that showed that the value of work culture significance (X_3) was $0.867 > 0.05$. From these results, it can be concluded that there is a significant linear relationship between the work culture variable (X_3) and *the turnover rate* (Y).

Heteroscedasticity Test

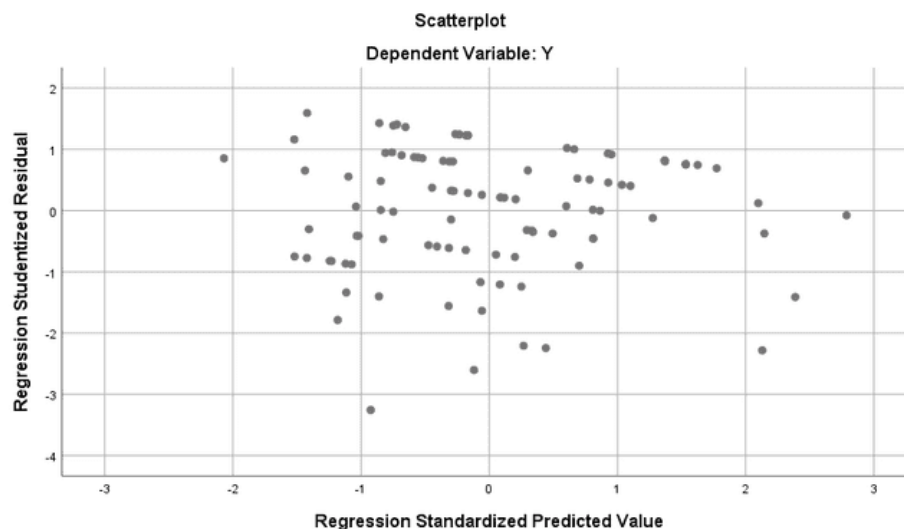


Figure 2.
Heteroscedasticity Test Results

Based on the results of the heteroscedasticity test in the image above, it can be seen that the dots on the scatterplot spread irregularly both above and below the number 0 on the Y axis.

Multicollinearity Test

Table 9. Multicollinearity Test Results

Variable	Tolerance	VIVID	Remarks
Work Stress (X_1)	0,727	6,078	Multicollinearity does not occur
Workload (X_2)	0,845	7,059	Multicollinearity does not occur
Work Culture (x_3)	0,764	6,037	Multicollinearity does not occur

Source: data processed by researchers (2026)

Based on the results of the multicollinearity test in the table above, the following is the explanation:

- 1) Based on the results of the multicollinearity test in Table 4.14 above, it is known that the work stress variable (X_1) has a *tolerance* value of $0.727 > 0.10$ and a VIF value of $6.078 < 10$. This proves that there is no multicollinearity in the work stress variable.
- 2) Based on the results of the multicollinearity test in Table 4.14 above, it is known that the workload variable (X_2) has a *tolerance* value of $0.845 > 0.10$ and a VIF value of $7.059 < 10$. This proves that there is no multicollinearity in the workload variable.
- 3) Based on the results of the multicollinearity test in Table 4.14 above, it is known that the work culture variable (X_2) has a *tolerance* value of $0.764 > 0.10$ and a VIF value of $6.037 < 10$. This proves that there is no multicollinearity in the work culture variable.

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Analysis

Variable	Receding (B)	t count	Sig-t	Remarks
Work Stress (X_1)	0,544	4,973	0,000	H1 accepted
Workload (X_2)	0,649	2,708	0,002	H2 accepted

Work Culture (x ₃)	0,806	2,070	0,000	H3 accepted
Constant (a)			27,343	
Correlation ® Values			0,872	
Determination Coefficient Value (R ²)			0,845	
Fcount			7,512	
Significance of F			0,001	
Y			Turnover Intention	

Source: data processed by researchers (2026)

Based on the results of multiple linear regression analysis in the table above, the following is a description related to the regression equations obtained:

$$Y = 27.343 + 0.544 X_1 + 0.649 X_2 + 0.806 X_3 + e$$

- 1) A constant value of 27,343 means that if work stress (X_1), workload (X_2), and work culture (X_3) the value does not change or remains, then *turnover intention* (Y): has a value of 27,343.
- 2) The value of the regression coefficient for the work stress variable (X_1) is + 0.544 which is positive and unidirectional, so that when the work stress value increases by 1 unit, the value of the *turnover intention variable* also increases by 0.544.
- 3) The value of the regression coefficient for the workload variable (X_2) is + 0.649 which is positive and unidirectional, so that when the workload value increases by 1 unit, the value of the *turnover intention variable* also increases by 0.649.
- 4) The value of the regression coefficient for the work culture variable (X_3) is + 0.806 which has a positive and unidirectional value, so that when the value of work culture increases by 1 unit, the value of the *turnover intention variable* also increases by 0.806.

Hypothesis Test

Table 11. Hypothesis Test Results

Hypothesis	Analysis	Remarks
Partial work stress has a significant effect on <i>turnover</i>	$4.973 > 1.984$ with a significance value of $0.000 < 0.05$	H0 is rejected, and H _{a1} is accepted
Workload partially affects <i>turnover</i> .	$2.708 > 1.984$ with a significance value of $0.002 < 0.05$	H0 is rejected, and H _{a2} is accepted
Work culture partially has a significant impact on purchasing decisions	$2,070 > 1,984$ with significance value $0.000 < 0.05$	H0 is rejected, and H _{a3} is accepted
Work stress, workload, and work culture simultaneously have a significant effect on <i>turnover</i> .	$7.512 > 2.47$ with a significance value of $0.001 < 0.05$	H0 rejected and H _{a4} accepted

Source: data processed by researchers (2026)

According to Ghozali (2021), the t-test is a test used to determine whether or not there is a partial influence between independent variables (work stress), workload, and work culture) against the dependent variable (*turnover intention*). The following are the results of the t-test that has been carried out in the study:

1) First Hypothesis Testing (H_{a1})

Based on the results in the table above, it is known that the Sig. value for work stress on *turnover intention* is $0.000 < 0.05$ and the t-value of the table $> t$ calculation is $4.973 > 1.984$, so it can be concluded that work stress partially has a significant effect on *turnover intention*.

2) Second Hypothesis Testing (H_{a2})

Based on the results in the table above, it is known that the Sig. value for workload against *turnover intention* is $0.002 < 0.05$, and the t-value of the table $> t$ -calculated is $2.708 > 1.984$, so it can be concluded that workload partially has a significant effect on turnover intention.

3) Third Hypothesis Testing (x_3)

Based on the results in the table above, it is known that the Sig. value for work culture on *turnover* is $0.000 < 0.05$ and the value of $t_{\text{calculated}} > t_{\text{table}}$ is $2.070 > 1.984$, so it can be concluded that work culture partially has a significant effect on *turnover intention*.

F Test (Simultaneous Test)

The F test or simultaneous test is a test used to find out whether independent variables together (simultaneously) affect dependent variables. The F test is performed to see the effect of all independent variables together on the bound variables. The level used is 0.5 or 5%, if the significance value of $F < 0.05$, then it can be interpreted that the independent variable simultaneously affects the dependent variable or vice versa. The following are the test results obtained:

Based on the test results in the table above, it is known that the significance value for the variables of work stress, workload, and work culture on *turnover* is simultaneously $0.001 < 0.05$ and the value of $F_{\text{calculated}} > F_{\text{of the table}}$ is $7,512 > 2.47$. Therefore, it can be concluded that the variables of work stress, workload, and work culture have a simultaneous effect on *turnover intention*.

R 2 Determination Coefficient Test

Table 12. Results of R 2 Determination Coefficient Test

R	R Square	Adjusted R Square
0,872	0,874	0,845

Source: data processed by researchers (2026)

Based on the results in the table above, it can be seen that the value of the determination coefficient can be seen at the *Adjusted R Square* value of 0.845. This shows that the variables of work stress, workload, and work culture can affect *turnover intention* by 84.5%, and the remaining 15.5% is influenced by other variables outside the study, such as price, location, and many more. The relationship between the free and bound variables is said to be strong because the value of R Square > 0.50 or $> 50\%$. Thus, the variables of work stress, workload, and work culture are able to affect *turnover intention* beyond the predetermined benchmark.

Interpretation

Based on the results of multiple linear regression analysis, it was found that the research model has a constant of 27.343, which indicates the existence of a baseline value of

turnover intention before being influenced by other independent variables. All free-variable regression coefficients showed positive values, where work culture had the greatest contribution to the increase in employee conversion intention with a coefficient of 0.806, followed by workload (0.649), and work stress (0.544). This provides an understanding that every single increase in stress, burden, or work culture that employees feel in a linear manner will increase their tendency to leave the company. The regression equation $Y = 27.343 + 0.544 X_1 + 0.649 X_2 + 0.806 X_3$ is strong evidence of the stability of HR in CV. Multec TC Kediri is highly dependent on the management of these three factors.

Through partial testing (t-test), this study proves that work stress, workload, and work culture each have a significant influence on *turnover intention*. Work stress showed the most striking tcal value of 4.973 with a significance of 0.000, which confirms that psychological pressure is the main trigger for employee anxiety. Likewise, workload and work culture have a significance value below 0.05, so the Ha1, Ha2, and Ha3 hypotheses are officially accepted. These findings are crucial because they show that the problem of employee turnover in CVs. Multec TC Kediri is not caused by a single factor, but the accumulation of work pressure, heavy task volume, and the atmosphere of the organizational culture that is perceived to be less supportive by employees.

Furthermore, simultaneous testing through the F-test produced an Fcal value of 7.512 with a significance level of 0.001, which is far below the standard of 0.05. These results prove that work stress, workload, and work culture together have a real and measurable impact on employees' intention to quit their jobs. The synergy between mental stress and poor work environment conditions creates a stronger incentive for employees to seek career opportunities outside the organization than if those factors stood alone. CV Management. Multec TC Kediri is expected to be able to view this result as a strategic warning that improvement policies must be carried out comprehensively and integratively on these three aspects in order to reduce the rate of employee turnover.

Finally, the analysis of the Coefficient of Determination (R²) showed an *Adjusted R Square value* of 0.845 or 84.5%. This figure reflects that this research model has a very high clarity power, where the variables of stress, burden, and work culture are able to explain 84.5% of the variation in the rise and fall of *turnover intention* in the company. This relationship is categorized as very strong because it has exceeded the benchmark limit of 50%, which means that the factors studied are very relevant and appropriate variables in dissecting the phenomenon of human resources at the research site. The remaining 15.5% of influence was due to other variables outside of the study, but the 84.5% dominance confirmed that by improving stress management, balancing workload, and improving organizational culture, companies can control most of the risk of losing their best employees.

CONCLUSION

Based on the results of the study, it can be concluded that work stress, workload, and work culture partially or simultaneously have a positive and significant effect on turnover intention in CVs. Multec TC Kediri. This research model shows a very high level of accuracy with a determination coefficient value of 84.5%, which indicates that these three variables are the dominant factors that trigger employees' desire to leave the company. Of the three variables studied, work culture and workload contribute the most to increasing the intention

to move jobs, so management needs to immediately evaluate the division of tasks and improve the work atmosphere to reduce the rate of employee turnover in the future.

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