

THE EFFECT OF WORK STRESS AND WORKLOAD ON TURNOVER INTENTION AT SURYA TOSERBA JATIWANGI



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Abstract

This study aims to determine and analyze the effect of job stress and workload on turnover intention among employees of Surya Toserba Jatiwangi. The research method used was a quantitative method with a sample of 93 respondents. The results of the analysis indicate that job stress has a positive and significant influence on turnover intention. In addition, workload also has a positive and significant influence on turnover intention. Simultaneously, job stress and workload influence turnover intention by 48%. Thus, the research hypothesis is accepted, indicating that the higher the level of job stress and workload, the greater the employee turnover intention. The results of this study emphasize the importance of effective management of job stress and workload to reduce employee turnover rates in the company.

Keywords: Job Stress, Workload, Turnover Intention.

INTRODUCTION

The increasingly advanced era of globalization has resulted in intense competition in the business world and among organizations. This situation requires every company to manage active, creative, skilled, qualified, and highly capable human resources to achieve better results than before. Human resources are the primary driver of an organization's operations. The success or failure of an organization is determined by the presence of human resources, or employees, within that organization (Susijawati et al., 2023).

Employee turnover is a common phenomenon within a company. Turnover refers to the final reality faced by a company, namely the number of employees who leave the company during a given period (Amalou, 2024). Turnover can take the form of resignation, transfer, termination, or death of an employee within the company. Intention turnover is an employee's desire to leave a company or sever ties with a company, but has not yet reached the stage of changing jobs.

Currently, high turnover intention rates have become a serious problem for many organizations. The desire to leave an organization is generally preceded by employee intentions, triggered by factors such as a lack of loyalty to the organization and declining work productivity.

Employee work stress is a crucial factor in achieving optimal work performance. Work stress is a condition that impacts employee performance, where work conditions deviate from an individual's psychological state (Richardson and Rothstein, 2008). Employees are often faced with various problems both inside and outside the company, making it highly likely for them to experience stress. Excessive stress is intolerable because the individual loses the ability to fully control themselves. As a result, they are no longer able to make appropriate decisions, and their behavior becomes disrupted.

Besides stress, other factors influence turnover intention, including workload, which is a process or activity that must be completed promptly by an employee within a specific timeframe. If an employee is able to complete and adapt to a given number of tasks, it does not constitute a workload. Excessive workloads can negatively impact the company. Workloads that exceed an employee's capabilities can trigger the intention to leave.

Surya Toserba Jatiwangi is a private company engaged in the retail sector. This company pays special attention to its employees. The company also believes that employees play an important role in all aspects that support the success of the company, so as a factor that can increase employee Turnover Intention, it needs to be considered and reduced or even eliminated. The following is the operational data of positions at Surya Toserba Jatiwangi:

Table 1.

Operational Data for Surya Toserba Jatiwangi Positions

No	Position	Number of Employees
1	Manager	1
2	Staff	30
3	Market Salesperson	24
4	Fashion Salesperson	20
5	Cashier	22
6	Cleaning Service	5
7	Security	14
8	Cashier Information	2

9	Parking Cashier	2
Total		120

Source: Surya Jatiwangi Department Store

Table 1 above shows that Surya Toserba Jatiwangi has 9 departments with 120 employees. This large number of employees requires the company to maximize its resources. It is certainly not easy for the company to achieve a common perception of work or to integrate the different organizational cultures within each company. Despite the large number of employees, it is also possible that Surya Toserba has a high turnover intention.

The high desire to leave among Surya Toserba Jatiwangi employees is supported by employee turnover data. Below is a table of employee turnover data and the reasons for it:

Table 2.

Employee Entry and Exit Data for Surya Toserba Jatiwangi for the 2018-2022 Period

No	Year	Number of Employees Entered	Number of Employees Leaving	Data on the Number of Employees at the Beginning and End of the Year and LTO Calculation
1	2018	19	37	161/143/ 24.35%
2	2019	25	24	143/144/ 16.73%
3	2020	0	30	144/114/ 23.26%
4	2021	21	23	114/112/ 20.36%
5	2022	29	21	112/120/ 18.11%
Total Turnover Percentage				20.56%

Source: HRD Surya Jatiwangi Department Store

Based on Table 2 above, it can be concluded that from 2018 to 2022, there was a decline in the number of employees at Surya Toserba Jatiwangi, the highest in 2018, when 37 employees left the company. Based on interviews with Surya Toserba Jatiwangi's HRD and employees, the high turnover rate was due to:

- a. Employees feel that there are no holidays even though their work uses a shift system, and also the work placement system does not match their actual job position.
- b. Many employees also got new jobs elsewhere, which means Surya Toserba Jatiwangi became a temporary workplace for employees in order to get better jobs.

Work stress will cause reduced performance and disrupt work implementation (Lou 2007). As a result of experiencing work stress, employees will lose the ability to make decisions and their behavior will become irregular and trigger the employee's desire to leave (Anggraini, 2013). Another cause of employee intentions to leave the company is a workload that is not in accordance with employee capacity, with excessive work demands causing changes in employee mindsets, this can be seen from the existence of actions that are different from employee habits such as less effective use of time so that the work is not completed on time which is not in sync with the targets required by the company ((Egarini & Prastiwi, 2022)

Job stress and workload experienced by Surya Toserba Jatiwangi employees are suspected to cause high levels of Turnover Intention. Many employees are dissatisfied with their jobs, and many employees feel. High Turnover Intention will cause employees to feel uncomfortable at work, high absenteeism rates, many employees resign, declining performance achievements, which ultimately increase Turnover Intention. High Turnover Intention results in the company being unable to develop its business and compete optimally.

REVIEW OF LITERATURE

Work Stress

According to Robbins SP & Judge (2015: 429), stress is: "a dynamic condition in which an individual is confronted with opportunities, demands and resources related to what the individual wants and what is seen as uncertain and important."

According to (Robin & Hoki 2018) defines work stress as follows: "Stress is a dynamic condition where an individual is expected to have opportunities, limitations or demands in accordance with the expectations of the results he wants to achieve in important and uncertain conditions. Stress is an imbalance between desires and the ability to fulfill them, resulting in important consequences for him."

Workload

Workloads that can cause stress are divided into two categories, namely role overload, which occurs when demands exceed the capacity of a manager or employee to adequately meet those demands, and role underload, where the demands faced are below the capacity of an employee (Mahfudz, 2017).

According to Soleman (2011) in(Purwati & Maricy, 2021:80)"Workload is the amount of work a position or organizational unit must undertake and is the product of work volume and time standards. When the company targets increase above normal, employees are required to work harder, requiring them to work extra hard. Too much responsibility can make employees feel overwhelmed."

Workload according to KEPMENPAN (2004) in(Bogar et al., 2021): "Several work targets or results that must be achieved within a certain timeframe. Excessive workloads can make employees feel uncomfortable in their work."

Turnover Intention

Robbins 2006, in Kartono, (2017:43-44), defines Turnover as follows: "Permanent dismissal of employees from the company, whether carried out by the employees themselves (voluntarily) or carried out by the company, which can result in high recruitment, selection, and training costs."

Waspodo et al. (2013 in Saeka & Suana, 2016:737) define Turnover Intention as: "an employee's desire to leave the company and try to find another job that is better than before."

Meanwhile, Mobley H William (2011:15) provides a definition of "the cessation of an individual as a member of an organization accompanied by the provision of financial compensation by the organization concerned."

RESEARCH METHOD

Based on the research title, this study uses an associative approach. The research method used is quantitative. The Likert scale is used to measure the variables. Sugiyono, (2020:93) "The Likert scale is used to measure a person's attitudes, opinions and perceptions about social phenomena."

The population in this study was 120 employees of Surya Toserba Jatiwangi. The sampling technique used was probability sampling with simple random sampling. Sugiyono, (2020): "Probability sampling is a technique that provides an equal opportunity for each element (member) of the population to be selected as a sample member. Sugiyono, (2020) "it

is said to be simple because the sampling of members from the population is done randomly without paying attention to the strata in the population."

The sampling technique used in this study was the Slovin technique. This study used the Slovin formula because the sample size must be representative so that the results can be generalized. The calculation does not require a sample size table, but can be done using a simple formula and calculation, expressed as a percentage, for example, 5%. The formula used is as follows:

$$n = \frac{N}{1 + N\alpha^2}$$

Source: Sugiyono (2017:87)

Information

n = sample size,

N = population size, and

a = tolerance of inaccuracy (in percent)

Sample calculation

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{120}{1 + 120(0,05)^2} = \frac{120}{1,3}$$

n = 92.3 rounded to 93 respondents

In this research, the author will take 93 samples, which have previously been calculated using the formula above.

RESULTS AND DISCUSSION

Instrument Test

Validity Test

A valid instrument means that the measuring tool used can reveal data from the variables being studied accurately.

Criteria:

1. If $r_{hitung} > r_{tabel}$, then the statement is valid.
2. If $r_{hitung} \leq r_{tabel}$, then the statement is invalid.

Where for $Df = n - 2$ means $Df = 93 - 2 = 91$. So the r table value in significance 0.05 is 0.2039.

Table 3.
Validation Results of the Work Stress Variable Instrument

No	Work Stress			Workload			Turnover Intention				
	r Count	r Table	Status	No	r Count	r Table	Status	No	r Count	r Table	Status
1	0.642	0.2039	VALID	1	0.411	0.2039	VALID	1	0.401	0.2039	VALID
2	0.611	0.2039	VALID	2	0.488	0.2039	VALID	2	0.510	0.2039	VALID
3	0.637	0.2039	VALID	3	0.427	0.2039	VALID	3	0.523	0.2039	VALID
4	0.571	0.2039	VALID	4	0.546	0.2039	VALID	4	0.469	0.2039	VALID
5	0.513	0.2039	VALID	5	0.527	0.2039	VALID	5	0.501	0.2039	VALID
6	0.666	0.2039	VALID	6	0.570	0.2039	VALID	6	0.543	0.2039	VALID

7	0.604	0.2039	VALID	7	0.492	0.2039	VALID	7	0.649	0.2039	VALID
8	0.759	0.2039	VALID	8	0.495	0.2039	VALID	8	0.671	0.2039	VALID
9	0.532	0.2039	VALID	9	0.482	0.2039	VALID	9	0.683	0.2039	VALID
10	0.420	0.2039	VALID	10	0.411	0.2039	VALID	10	0.401	0.2039	VALID

Source: Data Processed in 2025

Based on the table above, it shows that $r \text{ count} > t \text{ table}$, which means that all statements for the variables Work Stress (X1), Workload (X2), and Turnover Intention (Y) are valid for use in the data analysis process.

Reliability Test

A reliable instrument is one that, when used repeatedly to measure the same object, will produce the same data. An instrument is considered reliable if it has a Cronbach's Alpha value > 0.70 . (Ghozali, 2018).

Table 4.
Reliability Test Results

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Work Stress	,872	10
Workload	,802	9
Turnover Intention	,836	9

Source: Data processing results, 2025

Based on the results of the reliability output of the variables Work Stress (X1), Workload (X2) and Turnover Intention (Y), it shows that all variables in this study have a Cronbach Alpha value > 0.70 so that the variables Work Stress (X1), Workload (X2) and Turnover Intention (Y) can be said to be reliable.

Classical Assumption Test

Normality Test

To detect normality, the Kolmogorov-Smirnov statistical test can be used. The criteria for the Kolmogorov-Smirnov test are a significant probability value > 0.05 , meaning the data is normally distributed, while a significant probability value < 0.05 means the data is not normally distributed.

Table 7.
Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
Asymp. Sig. (2-tailed)	,200c,d

Source: Data processing results, 2025

Based on table 7 above, it shows that the Kolmogorov-Smirnov normality test results show that the residual variable data has an Asymp. Sig (2-tailed) value of 2.00, which means it has a value > 0.05 , so it can be concluded that all variables are normally distributed.

Multicollinearity Test

A good regression model does not correlate with its independent variables. To detect the presence of multicollinearity between independent variables, the variance inflation factor (VIF) is used.

Table 8.
Multicollinearity Test Results

No	Variables	Tolerance	VIF
1	Work Stress	,595	1,680
2	Workload	,595	1,680

Source: Data processing results, 2025

The dependent variable coefficient is seen for both independent variables, the VIF figure = 1.680 is below 10, and the tolerance figure is 0.595 or $0.595 > 0.10$. Thus, it can be concluded that the regression model does not show symptoms of multicollinearity.

Multiple Linear Regression Analysis

Table 9.
Multiple Regression Analysis Results

Model	B	t	Sig.
Constant	9,563		
Work Stress	0.191	2,287	,025
Workload	0.545	5,267	,000

N = 93
 Adjusted R Square = 0.462
 F Count = 40.577
 Sig. F Calculate = 0.000b

Source: Data processing results, 2025

The regression equation model obtained in Table 6 is: $TI = 9.563 + 0.191SK + 0.545BK$. The constant in the multiple regression equation is 9.563, meaning that turnover intention will remain even though there are no work stress and workload variables, because there are other factors that influence turnover intention besides work stress and workload variables. The parameter values of the work stress and workload variables show positive numbers, meaning that if the work stress and workload variables increase, the turnover intention variable will increase. The Adjusted R Square value of 0.462 reflects that the work stress and workload variables influence turnover intention by 46.2%, while the remaining 53.8% is influenced by other variables outside the model studied. The parameter value of the work stress variable is 0.191, while the work discipline parameter value is 0.545, so the workload variable has a more dominant influence on turnover intention compared to the work stress variable. The first hypothesis test obtained a calculated t value of $2.287 > t$ table value of 0.203 or a sig value of $0.000 < 0.02$ so it can be concluded that the work stress variable has a positive and significant effect on the turnover intention variable. The second hypothesis test obtained a calculated t value of $5.267 > t$ table value of 0.203 or a sig value of $0.00 < 0.05$ so it can be concluded that the workload variable has a positive and significant effect on the turnover intention variable. While the third hypothesis test obtained a calculated F value of $40.577 > F$ table value of 3.10 or a sig value of $0.000 < 0.05$, so it can be concluded that the work stress variable and the workload variable simultaneously have a positive and significant effect on the turnover intention variable.

The Effect of Job Stress on Turnover Intention

Based on the results, it shows a positive and significant influence between the variable of work stress on turnover intention. This is in accordance with the researcher's hypothesis, which states that work stress has a significant positive effect on Turnover Intention. In other

words, the higher the employee's work stress, the higher the Turnover Intention of Surya Toserba Jatiwangi employees. This result is supported by research.(Adiyanti & Kusumah, 2023)which found that work stress had a positive and significant effect on turnover intention. Another finding made by (Pantouw, 2022) has the result that there is a positive influence and there is a significant influence between Work Stress on Employee Turnover Intention at PT. Mahagatra Sinar Karya Manado.

Some of the factors that trigger work stress that occur at Surya Toserba Jatiwangi are a lack of time to complete tasks, unclear job responsibilities, a lack of support facilities in carrying out work tasks, and conflicting tasks. If work pressure occurs, it can hinder employees' thinking, and employees can quickly become emotional and causing disturbances in their physical condition. This can affect employee performance and health, which ultimately will lead to employee thoughts of moving or leaving their current job (turnover intention).

Company management should provide feedback in the form of praise/appreciation, as well as a sense of concern among employees regarding the work and responsibilities given so that they pay more attention to the sense of concern among employees to maintain harmony to create a good environment for the sustainability of the company, which will reduce the Turnover Intention of Surya Toserba Jatiwangi employees.

The Effect of Workload on Turnover Intention

Based on the results, it shows a positive and significant influence of the workload variable and turnover intention. This is in accordance with the researcher's hypothesis, which states that workload has a significant positive effect on turnover intention. In other words, the greater the employee's workload, the higher the turnover intention of Surya Toserba Jatiwangi employees. This finding is supported by research. (Elok Hermawati et al., 2021) which found that workload had a positive and significant effect on turnover intention at Tidar Property Group Malang. In addition, research conducted by (Sundari & Meria, 2022) has the result that Workload has a positive and significant influence on Turnover Intention at the 54,811,05 gas station in Lokapaksa Village, Seririt District.

The explanation for the above results is that Surya Toserba employees experiencing work overload naturally consider the option of working for another company that offers better jobs. The high workload causes many employees to use their break time to complete their work. High workloads on employees can impact anxiety, fatigue, and decreased concentration. Company management should conduct a workload analysis to determine the appropriate composition of the assigned workload, the number of employees, and the estimated time allotted to complete a particular task. This is done with the hope of improving the use of work time more effectively, so that the workload will be more controlled and balanced. The ultimate goal is to provide comfort and job security for employees, thereby reducing their desire to leave the company.

The Influence of Job Stress and Workload on Turnover Intention

Based on the results, it shows a positive and significant joint influence between the variables of work stress and workload on turnover intention. This is in accordance with the researcher's hypothesis, which states that there is a positive and significant joint influence between the variables of work stress and workload on turnover intention. In other words, if work stress and workload increase, Surya Toserba Jatiwangi employees will increasingly want to leave their current jobs and tend to move to find other jobs or turnover intention. This

finding is supported by research. (Wulandari et al., 2024) which has the result that Workload, Work Stress, and Work Environment have a significant simultaneous influence on Turnover Intention.

CONCLUSION

This study was conducted to determine and analyze the Effect of Job Stress and Workload Variables on Turnover Intention of Surya Toserba Jatiwangi. Based on the results of the research conducted, the following conclusions can be drawn namely the results of testing the Job Stress variable (X1) can be concluded that there is a positive and significant influence of job stress on the turnover intention of Surya Toserba Jatiwangi. This can be seen in the results of the t-test with a sig value of $0.025 < 0.05$ with t count greater than t table, namely $2.287 > 0.203$, then H_0 is rejected and H_a is accepted. The results of testing the workload variable (X2) can be concluded that there is a positive and significant influence of workload on turnover intention. This can be seen in the results of the t-test with a sig value of $0.000 < 0.05$ with t count greater than t table, namely $5.267 > 0.203$, then H_0 is rejected and H_1 is accepted. Based on the results of the simultaneous F test of the variables of work stress (X1) and workload (X2) on turnover intention (Y), they together have an effect of 48% on the turnover intention of Surya Toserba Jatiwangi. This can be seen in the F test with a Ftable value of $40.577 > 3.10$ with a sig value < 0.05 significance level of $0.000 < 0.05$. So, H_0 is rejected and H_2 is accepted, so the proposed hypothesis can be accepted.

Based on the results of data analysis, conclusions, and limitations of existing research, there are several suggestions. Theoretically, this research is expected to contribute to science, especially in the field of human resources in relation to workload, work stress, and turnover intention. For Surya Toserba Jatiwangi it is expected to conduct evaluations and adjustments to the workload given, employee development, promotion of work balance, open communication, adequate work facilities, and recognition or appreciation are very important in a company, where when employees feel stressed about the work given to minimize the occurrence of high Turnover Intention levels, several things are needed so that employees feel comfortable and feel appreciated. This consistent application can help companies minimize the occurrence of workload and work stress so as to create a healthier and more productive work environment. For further researchers, it is recommended that further researchers conduct research developments that can be done by adding independent variables that influence Turnover Intention and can add intervening variables by using other factors. Further researchers can also conduct research with more samples and can use different subjects and objects.

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