

TURNOVER INTENTIONS IN THE CREATIVE EDUCATION SECTOR: EMPIRICAL EVIDENCE FROM MUSIC TRAINING INSTITUTES IN BALI



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Abstract

This study aims to analyze the turnover intention in the creative education sector, namely music training institutions in Bali. The factors that trigger turnover discussed in this study consist of workload, work stress, and work-family conflict. The research was carried out at one of the non-formal music education institutions in Denpasar City, with a population of 52 employees who are incidentally music teachers, so this study is included in the population research, with multiple linear regression analysis. The results of the study show that simultaneously workload, work stress, and work-family conflict have a positive effect on employee turnover intention at non-formal music education institutions in Denpasar City. This means that the higher the workload, work stress, and work-family conflict simultaneously, the more employee turnover intention will swell. On the other hand, if the workload, work stress, and work-family conflict are low, then employee turnover intention will also decrease.

Keywords: Workload, Work Stress, Work-Family Conflict, Turnover Intention

INTRODUCTION

Institutional viability in contemporary organizations is increasingly anchored in the governance of workforce capacity, as employee-related stewardship constitutes a decisive determinant of sustained organizational functioning (Hamali, 2016). Within this landscape, voluntary withdrawal cognition has emerged as a critical managerial preoccupation, reflecting employees' latent orientation toward occupational mobility and alternative career trajectories (Wicaksono, 2020). The organizational ramifications of such mobility extend beyond measurable expenditure, encompassing disruptions in continuity, erosion of tacit expertise, and destabilization of collective performance structures (Novel & Marchyta, 2021). In Indonesia, this concern is further substantiated by survey evidence indicating that employee retention occupies a prominent position among corporate challenges, with a substantial majority of firms ranking it as a strategic priority (Utoyo & Lataruva, 2023).

Scholarly treatments of organizational departure increasingly locate the roots of withdrawal cognition within broader regimes of occupational intensification, where escalating expectations subtly reconfigure employees' attachment to their roles (Aisah et al., 2022; Pramarta et al., 2025). In such regimes, the cumulative burden may erode experiential vitality at work, fostering states of exhaustion and reduced vocational resonance that render mobility-oriented considerations progressively more conceivable (Gunawan & Andani, 2020). Importantly, the evidentiary record does not converge unequivocally: while numerous empirical contributions portray task-demand escalation as a significant antecedent of exit-oriented intention (Manurung & Sihombing, 2023; Riani & Putra, 2017; Retno et al., 2023), other inquiries suggest that the directionality of this linkage may invert or dissipate under particular contextual contingencies (Risambessy & Tahanora, 2021).

Within organizational systems, persistent exposure to demanding conditions may engender an internal state of psychological destabilization that subtly reorients individuals' engagement with their occupational roles. This destabilization operates across cognitive, affective, and behavioral domains, gradually reshaping how employees interpret demands and position themselves toward continued participation in organizational life (Yunus, 2021). Accumulated scholarly evidence has situated such internal disruption as a consequential antecedent in models of employment discontinuity, demonstrating that environments characterized by heightened strain tend to amplify withdrawal-oriented cognition (Lestari & Mujiati, 2018; Wulandari & Hafidz, 2023).

Other factors that play a role are *Work-family conflict*, namely role conflicts due to difficulty balancing work and family demands (Delvina et al., 2020; Ghayyur & Jamal, 2012; Gatiningtyas & Primadineska, 2022). Research results related to the influence *Work-family conflict* against *turnover intention* still inconsistent; Some studies show a positive influence (Allyaa, A., Lutfi, A., & Dwiningsih, 2023; Jayantara, I. K. A., & Sukarnasih, 2022; Wulandari, D., & Hafidz, 2023) While others find no influence (Prilia, 2022)

In connection with this, one of the non-formal music education institutions in Denpasar City has experienced an increase in *turnover intention* over the past three years, namely 15% in 2022, 27% in 2023, to 35% in 2024. This figure exceeds the normal *standard of turnover intention*, which is a maximum of 10% per year. The high *turnover* was followed by an increase in employee absenteeism, with an average of 30% during the 2022–2024 period, mostly related to family and personal event permits. Repeated attendance is an early sign of increasing employee intention to leave (Novel and Marchyta, 2021).

This phenomenon is triggered by high workload, stress due to work pressure, and role conflicts between work and family, for example the demands of non-pedagogical workloads where music teachers, in addition to teaching, are also given the responsibility of carrying out marketing, administrative activities, and meeting new student targets. This condition encourages employees to consider other work alternatives that are more suited to their interests, abilities, and well-being.

Employee withdrawal within alternative educational enterprises may be interpreted as an emergent organizational phenomenon shaped by converging pressures embedded in everyday institutional life. The present work is situated in a Denpasar-based setting and seeks to render visible the latent configurations of demand, strain, and role dissonance that subtly cultivate resignation-oriented cognition. In doing so, it advances empirical insight into a peripheral educational domain that has remained largely absent from systematic scholarly interrogation, particularly within the broader Balinese milieu.

REVIEW OF LITERATURE

Human Resource Management Concept

Organizational directionality is often sustained through a distinctive mode of stewardship that renders collective endeavour intelligible, coordinated, and strategically consequential. This stewardship operates as a mediating force between institutional aspiration and operational enactment, shaping how coordinated action is elicited, maintained, and recalibrated over time (Griffin, 2012). Its scope encompasses the orchestration of diverse organizational potentials—human capability, fiscal capacity, material provision, and technostructural support—so that institutional functioning attains coherence and purposive continuity (Solihin, 2012).

Human Resources (HR) are all individuals in the population who have entered the age of the labor force, whether they have worked or have not been employed (Aristyani Esay, N., & Ardianti, 2013). Micro, HR is a person who is part of a company, including personnel, employees, employees, or workforce. Human Resource Management (HRDM) is defined as an effort to increase the productive contribution of employees to the company through the management stages in recruiting, selecting, and developing company members, as well as organizing and organizing people in the organization using management functions so that the company's goals are achieved effectively and efficiently (Dessler, 2015).

Concept of Turnover Intention

Turnover intention arises when the company pays less attention to employees, thus lowering work morale and affecting performance (Meilano, M. R. A., & Rini, 2017). Turnover Employees are a common problem in many types of companies (Putranti, 2022). Conceptually, turnover intention is the tendency or intention of an employee to quit his or her job (Mobley, 2011), whether voluntary or not, due to the lack of interest in current jobs or the availability of other job alternatives (Robbins, S. P., & Judge, 2013). Turnover intention It can also be understood as an individual's evaluation of the continuation of the working relationship with the company before it is manifested in an exit action.

This phenomenon poses a significant risk to companies, as employee replacement requires cost and time for recruitment, selection, onboarding, and training of new employees. In addition, team productivity can decrease temporarily, especially if the outgoing employee has high knowledge and skills, thus disrupting the company's operational efficiency.

Turnover intention indicator

Indicators of turnover intention, according to Kartono (2017), consist of:

- a. Thinking of quitting
- b. Intention to quit
- c. Job search (job search)

Workload Concept

From an analytical perspective, workload may be apprehended as a condition emerging from the intensification of occupational expectations over time, rather than from the mere presence of assigned tasks (Soleman, 2011). Its operational relevance lies in the extent to which institutional demands impose temporal and energetic constraints on employees' functional engagement (Vanchapo, 2020). Crucially, this condition is filtered through individual sense-making processes, whereby employees interpret task requirements in relation to perceived effort, problem complexity, and available personal resources (Budiasa, 2021). The experience of workload thus materializes not when work exists, but when the equilibrium between imposed demands and individual capacity becomes disrupted. In this sense, workload represents a threshold phenomenon at which occupational expectations are internalized as exceeding one's ability to perform effectively.

Workload Indicators

Workload indicators, according to Budiasa (2021), consist of:

- a. Time load
- b. Mental effort load
- c. Psychological stress load

Concept of Work Stress

Within organizational life, prolonged exposure to demanding conditions can gradually destabilize individuals' internal equilibrium, reshaping how they interpret situations, regulate emotions, and sustain consistent behavioral orientations (Siagian, 2018). Such destabilization tends to surface when environmental expectations surpass the individual's available adaptive resources, producing a persistent state of psychological overload rather than situational discomfort (Yunus, 2021). As this imbalance deepens, employees' capacity to maintain functional engagement with their work context becomes increasingly fragile, often giving rise to maladaptive responses that compromise task execution and overall effectiveness (Lestari & Mujiati, 2018; By Kadek Windi, 2019).

Indicators of Work Stress

Indicators of Work Stress, according to Malik (2021), consist of:

- a. Job demands
- b. Role demands
- c. Interpersonal demands
- d. Company structure
- e. Corporate leadership

The Concept of Work-Family Conflict

Scholarly discourse suggests that tensions emerging from the simultaneous occupation of multiple life domains may generate functional dissonance, whereby individual capacity is redistributed unevenly across competing spheres of obligation (Delvina et al., 2024). Persistent failure to recalibrate these competing demands can progressively alter employees' evaluative judgments regarding organizational attachment, rendering withdrawal-oriented cognitions increasingly salient (Lathifah & Rohman, 2014). Such

dissonance is further intensified under inflexible temporal regimes, enabling strain to diffuse across domains and subsequently reshape behavioral regulation, psychosocial stability, and overall life coherence (Aslam, 2011).

Work–family role discord may be understood as a pervasive strain mechanism that destabilizes both organizational functioning and individual well-being. Rather than merely disrupting satisfaction at work, this form of interdomain tension can gradually erode employees’ operational capacity and strengthen exit-oriented orientations. Its cognitive imprint is often reflected in diminished executive regulation, weakened attentional persistence, and reduced mnemonic efficiency. Concurrently, the burden may become physiologically embodied through stress-mediated somatic responses and persistent psychosomatic uneasiness, signaling a broader deterioration in occupational health and comfort (Delvina et al., 2024).

Work-Family Conflict Indicators

Indicator Work stress, according to Utoyo and Lataruva (2023), consists of:

- a. Time-Based Conflict
- b. Strain-Based Conflict
- c. Behavior-Based Conflict

RESEARCH METHOD

An explanatory empirical inquiry was undertaken within a Denpasar-based non-formal music education organization to clarify the conditions under which employees develop withdrawal-oriented intentions. The investigation adopted a census-oriented approach by incorporating the entirety of the institution’s teaching workforce (52 instructors) across its three operational divisions, thereby eliminating sampling procedures. Evidence was generated through a triangulated collection strategy, combining ordinal attitudinal measurement, formally guided interview protocols, and internally archived organizational materials. Prior to field administration, the survey instrument was subjected to psychometric verification to ensure measurement integrity. Quantitative processing was performed in SPSS, integrating distributional profiling, diagnostic evaluation of model assumptions, multivariate estimation of linear effects, explanatory variance assessment, and hypothesis testing through both parameter-specific and joint inferential procedures. Dual significance criteria (5% and 10%) were applied to accommodate the analytical demands posed by socially heterogeneous data, allowing the study to yield a nuanced empirical account of the determinants shaping turnover intention in the examined setting.

Research Hypothesis

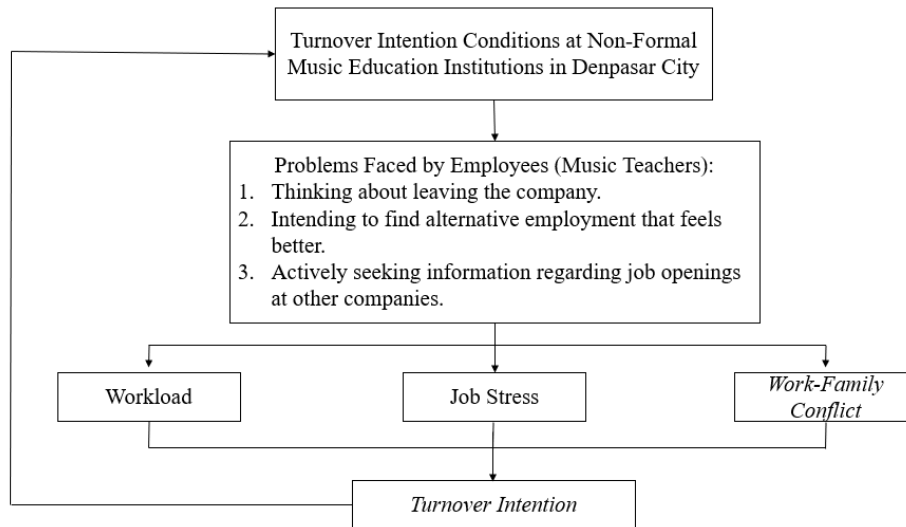
Within the institutional milieu of a Denpasar-based music learning provider, the present work undertakes an inquiry into the conditions under which employees begin to cultivate exit-oriented orientations. Rather than treating turnover intention as an isolated outcome, the analysis situates it within a broader configuration of occupational encumbrance, psychosocial depletion, and inter-sphere role disruption. The ensuing propositions are distilled from an integration of established theoretical reasoning and convergent empirical scholarship:

- H1: Workload has a positive effect on employee turnover intention.
- H2: Work stress has a positive effect on employee turnover intention.
- H3: Work-family conflict has a positive effect on employee turnover intention.
- H4: Workload, work stress, and work-family conflict simultaneously affect employee

turnover intention.

Research Model

This research model describes the relationship between three independent variables, namely workload (X1), work stress (X2), and *work-family conflict* (X3), to the bound variable, namely *turnover intention* (Y). This relationship was tested both partially and simultaneously to determine the influence of each independent variable on customer satisfaction and the combined influence of the three variables on the bound variable. This model can be described as follows:



RESULTS AND DISCUSSION

Descriptive Analysis

Table 1
Descriptive Analysis Results

Descriptive Statistics					
	N	Minimum	Maximum	Red	Std. Deviation
Workload	52	7.00	15.00	11.8077	2.11473
Work Stress	52	8.00	15.00	12.1346	2.29260
Work-family conflict	52	6.00	15.00	11.7692	2.31462
Turnover intention	52	7.00	15.00	11.5385	2.15535
Valid N (listwise)	52				

Based on Table 1, data is processed from the average score of each respondent for each variable. This aims to determine the influence of workload (X1), work stress (X2), and work-family conflict (X3) on turnover intention (Y) before regression analysis is carried out.

1. X1 (Workload): N=52, min=7, max=15, mean=11.81, SD=2.11 → Data are stable, unbiased, representative of the whole.
2. X2 (Work Stress): N=52, min=8, max=15, mean=12.13, SD=2.29 → Data are stable, unbiased, representative of the whole.
3. X3 (Work-family conflict): N=52, min=6, max=15, mean=11.77, SD=2.31 → The data are stable, unbiased, representative of the whole.

4. Y (Turnover intention): N=52, min=7, max=15, mean=11.54, SD=2.16 → Data are stable, unbiased, representative of the whole.

Classic Assumption Test
Normality Test

Table 2
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		52
Normal Parameters ^{a,b}	Red	.0000000
	Std. Deviation	1.63692731
Most Extreme Differences	Absolute	.061
	Positive	.052
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

An evaluation of the distributional properties of the dataset reveals no substantive deviation from expected probabilistic symmetry. The inferential indicator associated with the model exceeds the established critical boundary, thereby supporting the assumption that the observed data adhere to a normal distributional form. This interpretation is further reinforced through graphical diagnostics, which visually substantiate the appropriateness of the distributional assumption.

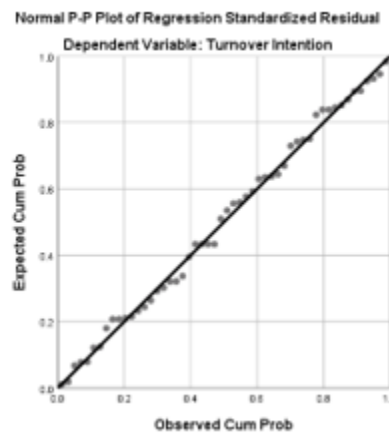


Figure 1
P-P Plot Graph

Based on Figure 1 (P-P Plot graph), it can be seen that the points follow and approach the diagonal line so that it can be concluded that the data in the variables are normally distributed.

Multicollinearity Test

Table 3
Multicollinearity Test Results

Coefficient			
Models		Collinearity Statistics	
		Tolerance	VIVID
1	Workload	.627	1.595
	Work Stress	.600	1.666
	Work-family conflict	.779	1.283
a. Dependent Variable: Turnover intention			

Based on Table 4.3, the VIF values for X1=1.595, X2=1.666, and X3=1.283 (<10) as well as tolerance values X1=0.627, X2=0.600, X3=0.779 (>0.1), show that there is no multicollinearity in the data.

Heteroscedasticity Test

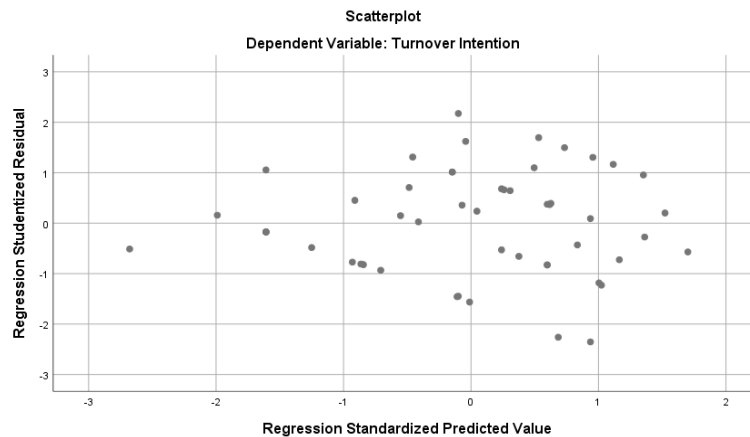


Figure 2
Heteroscedasticity Test Results

Based on Figure 2, the residual plots are randomly scattered without a specific pattern, indicating that heteroscedasticity does not occur. Thus, regression equations are free from violations of classical assumptions and are worth using.

Table 4
Heterogeneity Glacier Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.240	.856		-.280	.781
	Beban Kerja	.034	.076	.078	.447	.657
	Stres Kerja	.107	.072	.263	1.484	.144
	Work-Family Conflict	-.011	.063	-.027	-.172	.864
a. Dependent Variable: ABS RES						

The analytical configuration demonstrates a stable internal equilibrium in the manner underlying variability is distributed across the estimation process. No systematic amplification or attenuation of dispersion is observable as the modeled relationships unfold,

suggesting that variability remains structurally neutral rather than conditionally distorted. Such stability affirms the adequacy of the inferential architecture, allowing the estimated associations to be interpreted without methodological reservation.

Linearity Test

Table 5
Results of the Linearity Test Working with Turnover Intention

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Turnover intention * Workload	Between Groups	(Combined)	83,597	8	10,450	2,931	0,011
		Linearity	65,671	1	65,671	18,417	0,000
		Deviation from Linearity	17,926	7	2,561	0,718	0,657
	Within Groups		153,326	43	3,566		
	Total		236,923	51			

A discernible systematicity characterizes the way escalating workload aligns with employees’ turnover-oriented cognition. Rather than displaying irregular fluctuation, the relationship unfolds in a structured and predictable manner across observed levels of job demand. This empirical regularity provides sufficient methodological warrant for representing workload as a linearly behaving determinant within the broader explanatory framework of turnover intention.

Table 6
Results of Work Stress Linearity Test with Turnover Intention

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intent * Work Stress	Between Groups	(Combined)	94,309	6	15,718	4,960	0,001
		Linearity	74,410	1	74,410	23,479	0,000
		Deviation from Linearity	19,899	5	3,980	1,256	0,300
	Within Groups		142,614	45	3,169		
	Total		236,923	51			

The empirical configuration observed between psychological strain arising from work demands and employees’ withdrawal-oriented dispositions exhibits a coherent and orderly progression. Such a patterned co-variation indicates that increases in work-related stress are accompanied by proportional shifts in turnover-related inclination, thereby affirming the suitability of modeling their association within a single-directional analytical framework.

Table 7
Results of the Linearity Test Work-Family Conflict with Turnover Intention

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Turnover intention * Work-family conflict	Between Groups	(Combined)	106,079	8	13,260	4,358	0,001
		Linearity	55,787	1	55,787	18,334	0,000
		Deviation from Linearity	50,292	7	7,185	2,361	0,039
	Within Groups		130,844	43	3,043		
	Total		236,923	51			

The empirical diagnostics provide sufficient grounds to regard the interaction between employees' work-family role disruption and their inclination to resign as exhibiting a stable proportional tendency. In methodological terms, the observed pattern supports the assumption that changes in work-family conflict correspond systematically with shifts in turnover intention, thereby legitimizing a linear conceptualization of their relationship.

Multiple Linear Regression Analysis

Table 5
Multiple Linear Regression Analysis Results

		Coefficient				
		Unstandardized Coefficients		Standardized Coefficients		
Models		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.323	1.581		1.470	.148
	Workload	.251	.141	.246	1.780	.081
	Work Stress	.285	.133	.303	2.140	.037
	Work-family conflict	.238	.116	.255	2.055	.045

a. Dependent Variable: Turnover intention

The statistical estimation summarized in Table 4.10 culminates in the formulation of an empirical relationship, which is expressed through the following mathematical representation:

$$Y = 2.323 + 0.251 X_1 + 0.285 X_2 + 0.238 X_3$$

The established analytical specification provides a basis upon which the ensuing empirical interpretations may be systematically articulated:

1. **Constant (2,323):** If workload, work stress, and work-family conflict are constant, the average turnover intention is 2,323. The combination of these three variables increases turnover intention.

2. **Workload (X1, coefficient of 0.251):** Each addition of 1 unit of workload increases turnover intention by 0.251, with other variables constant. The higher the workload, the higher the turnover intention.
3. **Work Stress (X2, coefficient of 0.285):** Every increase of 1 unit of work stress increases turnover intention by 0.285, with other variables constant. The higher the work stress, the higher the turnover intention.
4. **Work-family conflict (X3, coefficient of 0.238):** Each increase of 1 unit of work-family conflict increases turnover intention by 0.238, with other variables constant. The higher the work-family conflict, the higher the turnover intention.

Determinant Coefficient Analysis (R2)

Table 6
Determinant Coefficient Test Results

<i>Model Summary^b</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.423	.387	1.68731
a. Predictors: (Constant), Work-Family Conflict, Beban Kerja, Stres Kerja				
b. Dependent Variable: Turnover Intention				

The analytical framework employed in this study demonstrates a bounded explanatory scope in accounting for employees’ exit-related dispositions. While the focal determinants incorporated in the model contribute meaningfully to understanding turnover-oriented behavior, a considerable share of variance remains diffuse and unaccounted for within the present specification. This dispersion suggests that turnover intention is shaped by a broader constellation of latent organizational and individual dynamics that extend beyond the parameters examined here.

Partial t-test

Table 7
Partial T-Test Results

Coefficient						
Models		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.323	1.581		1.470	.148
	Workload	.251	.141	.246	1.780	.081
	Work Stress	.285	.133	.303	2.140	.037
	Work-family conflict	.238	.116	.255	2.055	.045
a. Dependent Variable: Turnover intention						

A coherent pattern emerging from the empirical evaluation indicates that turnover-oriented intentions are amplified through the cumulative presence of multiple workplace stressors. Workload-related demands exhibit evidential weight under a comparatively lenient significance benchmark, whereas occupational strain and work–family role discord satisfy stricter inferential criteria. Taken together, these factors operate as proximal antecedents, directly intensifying employees’ predisposition toward organizational exit.

Simultaneous F Test

Table 7
Results of Simultaneous F Test

NEW ERA						
	Models	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.267	3	33.422	11.739	.000b
	Residual	136.656	48	2.847		
	Total	236.923	51			
a. Dependent Variable: Turnover intention						
b. Predictors: (Constant), Work-family conflict, Workload, Work Stress						

The statistical evidence presented in Table turnover-related cognition within the workforce is best interpreted as an outcome generated by the intersection of heterogeneous occupational constraints. Analytical modelling demonstrates that when task intensity, stress-induced depletion, and cross-domain role interference co-occur, their combined presence acquires explanatory dominance over employees’ withdrawal tendencies. Rather than operating independently, these conditions form a unified pressure system that decisively shapes exit-oriented orientations, thereby lending empirical credence to the study’s final integrative assumption.

The Effect of Workload on Employee Turnover Intention

Findings derived from the inferential analysis reveal that the intensification of task-related demands operates as a decisive mechanism shaping employees’ predisposition toward organizational exit. Rather than remaining neutral, escalating work requirements systematically amplify withdrawal-oriented cognitions, thereby substantiating the empirical soundness of the first postulated hypothesis (H₁). Workload is not only measured by the quantity of tasks, but also includes the level of difficulty, time pressure, and psychological demands (Soleman, 2011). Descriptive analysis shows that psychological stress load indicators (psychological stress load) have the highest average. This psychological distress arises as a result of dual roles, including non-pedagogical tasks such as administration and marketing, resulting in role conflicts (role conflict) and role overload (role overload) (Shen et al., 2025). In the presence of such conditions, the occupational subjectivity of music educators becomes increasingly fragmented. Their experiential appraisal of the job is correspondingly diminished. Ultimately, this trajectory cultivates an intensified inclination toward institutional withdrawal and exit-oriented intentions.

Meanwhile, the mental workload (mental effort load) Although lower, it still demands significant cognitive energy, reinforcing the theory that the demands of dual roles affect the psychological state of employees. Persistent psychological stress triggers the early stages turnover intention such as Thinking of Quit, which later evolved into intention to quit and behavior Job Search (Samir, B., & Baquero, 2024). Overall, the empirical results of this study show consistency with previous theories and research, which states that excessive workload increases turnover intention The higher the workload, especially those that are psychological and not in accordance with the main role, the higher the turnover intention employees.

The Effect of Work Stress on Employee Turnover Intention

Evidence obtained from the empirical assessment confirms that occupational stress constitutes a statistically meaningful antecedent of employees’ intention to resign, thereby

providing sufficient grounds for endorsing the second hypothesis (H₂). As stress intensity within the work setting escalates, employees exhibit a progressively stronger inclination to disengage from the organization, suggesting that work-related strain has evolved into a structural and pervasive driver of turnover intention (Yunus, 2021). Furthermore, descriptive findings indicate that leadership-related pressures emerged as the most prominent stress dimension, whereas stress arising from interpersonal requirements recorded the lowest mean score, despite remaining within the elevated range. Less participatory leadership and lack of communication, as well as unfair distribution of tasks, trigger perceptions of injustice and loss of psychological security, which increases work stress (Putra et al., 2025; Napitupulu et al., 2021).

Work stress affects not only psychological aspects, but also work behavior, including the emergence of defensive strategies such as a decrease in performance quality to protect oneself from excessive stress. This pressure is the initial trigger, Thinking of Quit, which evolved into the intention to quit and behavior, Job Search, if there is no systemic improvement. Turnover intention appears to be markedly shaped by the extent to which the workplace becomes a source of sustained psychological burden. When employees operate in settings where responsibilities are distributed inequitably, leadership fails to provide adequate relational support, and a sense of interpersonal security is diminished, the likelihood of contemplating resignation increases. Such circumstances cultivate a climate in which remaining within the organization becomes progressively less tenable. This broader interpretation is consistent with prior empirical work demonstrating that stress-related occupational experiences significantly and positively predict employees' intention to leave (Wulandari & Hafidz, 2023; Lestari & Mujiati, 2018).

The Effect of Work-family Conflict on Employee Turnover Intention

The findings derived from the quantitative analysis demonstrate that the disruption of equilibrium between occupational duties and familial obligations constitutes a significant determinant of employees' turnover intention, thereby lending robust support to the validation of the third hypothesis (H₃). As the incompatibility between work and family roles becomes more pronounced, individuals exhibit a progressively stronger inclination to withdraw from the organization, consistent with the observations of Delvina et al. (2024). Moreover, descriptive evidence highlights that conflict driven by temporal constraints emerges as the most salient dimension, whereas strain-related interference, although comparatively less prominent, remains statistically meaningful. In academic settings characterized by dense teaching schedules, extended working hours, and supplementary responsibilities including administrative tasks and marketing demands, employees often experience substantial difficulty in safeguarding time for personal and family life, resulting in the encroachment of recovery periods essential for psychological restoration (Sonnetag, 2001; Sonnetag & Fritz, 2007; Adkins & Premeaux, 2012).

The consequence of this condition is the appearance of Thinking of Quit, intention to quit, and behavior Job Search, where employees begin to look for other jobs to restore work-life balance (Li et al., 2022). A clear alignment can be observed between the conceptual framework and the empirical outcomes, indicating that the progressive encroachment of occupational demands into the private sphere substantially heightens employees' predisposition toward organizational departure. The disruption of temporal and role boundaries between professional obligations and personal life functions as a pivotal catalyst for resignation-oriented intentions. Such a conclusion is consonant with prior investigations

that have likewise positioned work–family role interference as a statistically meaningful predictor of turnover intention (Allyaa, A., Lutfi, A., & Dwiningsih, 2023), (Jayantara, I. K. A., & Sukarnasih, 2022), (Wulandari, D., & Hafidz, 2023).

The Effect of Workload, Work Stress, and Work-family Conflict on Employee Turnover Intention

When the collective influence of multiple occupational pressures is examined through a unified statistical framework, employee turnover intention emerges as a consequential outcome. The empirical pattern observed affirms that the fourth conceptual proposition of the study attains full analytical validation (H₄). Turnover intention is the accumulation of various work pressures experienced by employees at the same time, mainly reflected in the indicators Job Search, where employees actively seek other job opportunities as a rational strategy to restore life balance and psychological well-being (Bakker, A. B., & Demerouti, 2017).

These findings confirm that when workload is high, work stress is prolonged, and work–family conflicts are not managed, employees are more vulnerable to taking concrete steps in the form of a job search. The results also show the importance of management's role in managing workload, reducing work stress, and creating policies that support work–family balance. Overall, these results are consistent with previous studies that found simultaneous influences workload, job stress, and Work–Family Conflict against turnover intention, among others by (Afifah, N., Endratno, H., & Hidayat, 2021; Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, 2022; Wen, T., Zhang, Y., Wang, C., & Tang, 2023)

CONCLUSION

Through the lens of the foregoing empirical and theoretical discourse, the subsequent conclusions emerge with clarity.

1. **Elevated occupational demands**, manifested through excessive workload and intensified job-related strain, are empirically associated with a heightened propensity for employee withdrawal, indicating that sustained pressure within the work environment amplifies intentions to disengage from the organization.
2. **Psychological strain originating from work-related stressors** exerts a statistically meaningful influence on turnover intention, whereby prolonged exposure to stress undermines employee attachment and progressively erodes organizational commitment.
3. **Role incompatibility between professional and familial domains**, when coupled with cumulative job pressures, functions as a reinforcing mechanism that substantially escalates turnover intention, demonstrating that the convergence of workload, stress, and work–family conflict produces a compounded effect on employees' inclination to exit.

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