

## Analyzing Workload and Turnover Intention through Work Stress: Strengthening Retention Strategies from an Educational Perspective

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### ABSTRACT

This study aimed to analyze the influence of workload on turnover intention with work stress as a mediating variable among employees of CV Semar Berkah Mandiri. A quantitative research approach was employed, involving 43 respondents selected through a saturated sampling technique. Data were collected using a structured questionnaire and analyzed using multiple linear regression, coefficient of determination ( $R^2$ ), t-tests, F-tests, and Sobel tests with the assistance of IBM SPSS 25. The results reveal that workload has a positive and significant impact on turnover intention. Moreover, workload also positively affects work stress, which, in turn, significantly increases turnover intention. Mediation analysis demonstrates that work stress plays a crucial mediating role in the relationship between workload and turnover intention. From an educational perspective, this study emphasizes the importance of employee development programs in mitigating the negative effects of workload and stress. Continuous training and organizational learning initiatives can strengthen employees' resilience, adaptability, and problem-solving skills, thereby reducing turnover intention. Companies are encouraged to integrate educational initiatives into their human resource management strategies as part of a holistic approach to workload management and employee retention.

**Keywords:** *Workload; Work Stress; Turnover Intention; Education; Employee Retention; Human Resource Management*

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## INTRODUCTION

The food industry is one of the sectors that continues to experience growth in line with the increasing needs and lifestyle changes of society. Food production not only serves to fulfill basic human needs but also represents a promising business opportunity, ranging from household-scale enterprises to large-scale industries. Shifting consumption patterns, growing health awareness, and technological advancements have collectively driven innovation in food production. One clear example of such innovation is the development of processed food products like meatballs (bakso), which have become a favorite dish among Indonesians.

Bakso, a processed meat product, is highly popular due to its distinctive flavor, chewy texture, and ease of preparation. Its appeal transcends social classes, reaching both lower- and upper-income consumers. As market demand increases, the bakso industry has witnessed significant growth, spanning from micro-enterprises to large-scale producers. According to the 2022 National Socio-Economic Survey (Susenas),

the average consumption of bakso in Indonesia reached 2.5 kg per capita per year. This figure highlights the strong demand for bakso as a staple part of the Indonesian diet. Additionally, this industry is supported by a vast number of business actors. Around 20% of the 48.7 million Micro, Small, and Medium Enterprises (MSMEs) in Indonesia are involved in selling noodles and bakso, equating to approximately 10 million business owners in this sector. If an estimated 60% of them are actively running their businesses, it would mean about 6 million bakso entrepreneurs are operating across Indonesia.

From a supply perspective, the bakso industry heavily relies on beef as its primary raw material. In 2023, Indonesia's national beef production reached approximately 503.5 thousand tons, with an average annual growth rate of 2.68%. The high demand for bakso exerts pressure on the supply of beef, posing a major challenge to the long-term sustainability of this industry.

CV Semar Berkah Mandiri is one of the companies engaged in food production, specifically in bakso manufacturing, and has been operating since 2016. The company produces an average of 200 kilograms of bakso per day and has established a strong distribution network in the Ciayumajakuning region (Cirebon, Indramayu, Majalengka, and Kuningan). This demonstrates its strategic role in the regional supply chain and significant growth potential. However, despite the positive outlook, CV Semar Berkah Mandiri also faces challenges such as product quality control, production process efficiency, and sustainable raw material supply. Increasing market competition further demands continuous innovation and performance improvement to remain competitive.

The success of production and distribution does not solely depend on technical and operational aspects but also relies heavily on the quality of human resources involved. Employees are strategic assets in ensuring the smooth production process and maintaining product quality. However, high work pressure, the challenge of maintaining consistent quality, and intense competition may affect employee satisfaction and motivation. These conditions can lead to a desire to leave the company, a phenomenon known in human resource management literature as turnover intention.

According to Salsabila & Tumanggor (2023), turnover intention refers to the tendency or degree to which employees begin to consider leaving the organization in which they are employed. This phenomenon has complex implications for companies, including the loss of skills and work experience, increased recruitment and training costs, and reduced productivity. Similarly, Fatrichia & Santosa (2022) argue that high levels of turnover intention can disrupt operational continuity and hinder the achievement of organizational goals.

Given these insights, turnover intention emerges as a strategic issue that requires serious managerial attention. This is particularly relevant to the conditions at CV Semar Berkah Mandiri, a company involved in bakso production with employees across various divisions—from production and processing to product distribution.

Despite the company’s rapid growth in the food industry, retaining employees remains a significant challenge.

In addition to workload, education level is also an important factor that can influence turnover intention. Employees with higher levels of education often have broader career opportunities and may seek positions that align with their qualifications, potentially increasing turnover intention if the current role does not meet their expectations. Conversely, employees with lower education levels may face limitations in career progression, affecting satisfaction and commitment.

Interviews with the Human Resource Development (HRD) department at CV Semar Berkah Mandiri revealed that turnover intention within the company is relatively high. Many employees have expressed a desire to seek alternative employment, even after working at the company for a considerable period. This condition directly affects the operational stability of the company, as each resignation necessitates recruitment and retraining efforts—activities that consume time, money, and resources. Furthermore, a high turnover intention may negatively affect team morale, productivity, and output quality, particularly on the production line.<sup>a</sup>

HRD also noted that despite efforts to create a supportive work environment, several key factors contribute to employees’ intentions to leave the company. These include dissatisfaction with the compensation system and a perceived lack of appreciation for employee contributions. As such, CV Semar Berkah Mandiri must conduct a comprehensive identification of the factors influencing turnover intention to formulate effective human resource strategies aimed at increasing employee retention and supporting operational sustainability. Below is the data on employee turnover at CV Semar Berkah Mandiri from 2022 to 2024:

**Table 1. Turnover Intention at CV Semar Berkah Mandiri**

Year	Initial Employees	Hired	Resigned	Final Employees	Turnover Rate
2022	56	4	6	54	10.77%
2023	54	4	7	51	12.96%
2024	51	2	10	43	19.60%

Source: Primary Data, CV Semar Berkah Mandiri (2025)

As shown in Table 1.1, the turnover rate at CV Semar Berkah Mandiri has consistently exceeded 10% over the past three years, categorizing it as high. In general, turnover is a common occurrence in companies. However, a turnover rate exceeding 10% per year can be considered high (Dahri et al., 2023). In 2022, the turnover rate was 10.77%, with 6 employees resigning. This rose to 12.96% in 2023 with 7 resignations. By 2024, the turnover rate peaked at 19.60%, with 10 employees leaving.

This trend indicates a rising turnover rate year over year, signaling a growing turnover intention among employees. This condition demands serious managerial attention to identify its root causes and implement strategic efforts to reduce future turnover. Before actual turnover occurs, employees typically go through a cognitive decision-making process. This suggests that prior to leaving a company, employees often develop the intention to quit, known as turnover intention in psychological and

human resource contexts. The following are the results of the researchers' observations regarding turnover intention at CV Semar Berkah Mandiri:

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Table 2. Reason Turnover Intention at CV Semar Berkah Mandiri:

Primary Reason	Number of Employees	Percentage
Seeking job alternatives outside the company	12	40.0%
Dissatisfaction with salary	8	26.7%
Conflict with colleagues or superiors	5	16.7%
Comparing current job with opportunities elsewhere	5	16.7%

Source: Primary Data, CV Semar Berkah Mandiri (2025)

The observations reveal that a large portion of employees are inclined to leave the company for various reasons. A total of 12 employees (40.0%) indicated they were actively seeking jobs elsewhere, reflecting dissatisfaction with their current work conditions. Another 8 employees (26.7%) cited dissatisfaction with wages. Additionally, poor interpersonal relationships with coworkers or supervisors were noted by 5 employees (16.7%) as a contributing factor. Lastly, 5 employees (16.7%) admitted to comparing their current job with external opportunities, which affected their loyalty and commitment to the company.

This phenomenon demonstrates that turnover intention is not solely linked to economic incentives but is also significantly influenced by psychological and workplace conditions. According to Wahyuni et al. (2023), several factors influence turnover intention in an organization, including job satisfaction, organizational commitment, trust in the organization, workload, job insecurity, workplace conflict, work-related stress, role ambiguity, individual locus of control, and organizational changes.

Occupational stress is a common phenomenon in the workplace and can significantly impact employee well-being and organizational performance. Work-related stress arises when individuals face job pressures that exceed their capabilities or available resources, thereby disrupting cognitive, emotional, and physical functions (Indirasari et al., 2019). Within an organizational context, high levels of work stress

can have serious consequences, such as increased absenteeism, decreased productivity, and a rise in turnover intention.

A similar condition is observed at CV Semar Berkah Mandiri, a company engaged in the processed food industry, specifically meatball (bakso) production. Observations conducted by the researcher indicate that work stress is a crucial issue affecting the company's operations. Based on employee observations, several key factors contributing to work-related stress were identified, as presented in Table I-3:

Table I-3. Observation Results on Work Stress Among Employees at CV Semar Berkah Mandiri

Main Cause	Number of Employees	Percentage
Pressure from superiors	11	36.7%
High workload	9	30.0%
Unfavorable work environment	5	16.7%
Lack of social support	5	16.7%

Source: Observation Data, CV Semar Berkah Mandiri, 2025

A total of 36.7% of employees stated that pressure from superiors was the primary trigger of work stress. Additionally, 30.0% of employees felt that the heavy workload disrupted their work-life balance. Other contributing factors include an unsupportive work environment (16.7%) and a lack of social support from colleagues or supervisors (16.7%).

Work stress at CV Semar Berkah Mandiri is driven by several specific factors, including high market demand causing production surges, limited workforce and equipment, as well as physically demanding and hot working conditions. Management pressure to meet production targets exacerbates the psychological burden on employees. As a result, absenteeism has increased—both in the form of unnotified absences and frequent leave requests—placing additional strain on remaining staff and perpetuating a recurring cycle of work stress. This ultimately heightens the risk of turnover intention.

If not addressed appropriately, work stress can lead to reduced productivity, lower product quality, and the loss of experienced personnel. Research by Dewi & Sriathi (2019) emphasizes the importance of organizational efforts in managing work stress to ensure employee well-being and long-term sustainability. This is supported by Apriyani et al. (2023), who found that higher levels of work stress correlate with greater employee intention to resign. However, other studies, such as Kurniawati et al. (2018), suggest that work stress does not always have a significant effect on turnover intention, indicating the potential presence of mediating or moderating factors that warrant further investigation.

One of the most commonly identified causes of work stress is workload. Workload refers to the accumulation of tasks and responsibilities that must be completed within a specific time frame. When this workload exceeds the physical or

mental capacity of employees, it can result in stress (Sutikno, 2020). Research by Bimaputra & Parwoto (2020) adds that individual perceptions of workload are also critical—two employees with the same workload may experience different stress levels depending on their personal capabilities and resilience.

The phenomenon of high workload is also present among employees at CV Semar Berkah Mandiri. Observations reveal that working hours at the company reach 12.5 hours per day (05:00–17:30), or 87.5 hours per week, which far exceeds the standard set by Indonesian Labor Law No. 13 of 2003, which mandates a 40-hour workweek. Moreover, most production processes are still conducted manually—such as molding, boiling, and packaging meatballs—which require intense focus, considerable physical effort, and extended time.

Pressure increases significantly when demand spikes suddenly. In such situations, employees are required to work harder to meet tight production targets, leading to heightened psychological stress and the risk of chronic work stress. The findings regarding employees’ perception of workload are summarized in Table I-4:

Table I-4. Observation Results on Workload Perception at CV Semar Berkah Mandiri

Main Cause	Number of Employees	Percentage
Pressure from superiors	11	36.7%
High workload	9	30.0%
Unfavorable work environment	5	16.7%
Lack of social support	5	16.7%

Source: Observation Data, CV Semar Berkah Mandiri, 2025

A total of 40.0% of employees reported that having too many tasks was the main cause of a heavy workload. Others highlighted insufficient manpower (23.3%) and tight deadlines (20.0%) as major stressors. An imbalance in task distribution was also a concern for 16.7% of employees.

A high workload can lead to chronic work stress and, in the long term, increase turnover intention. Research by Arifiani et al. (2019) identified a positive relationship between work stress and turnover intention. However, other studies, such as by Rizky (2022), found that workload does not significantly influence employees’ desire to leave a company. These varying findings present an opportunity to explore the mediating role of work stress in the relationship between workload and turnover intention. In other words, work stress may act as a bridge linking heavy workload to employees’ intention to resign. If a high workload triggers work stress, and that stress contributes to turnover intention, then work stress plays a pivotal role in this dynamic.

Although several studies have examined workload and turnover intention independently, research that explicitly investigates the mediating role of work stress within the food processing industry—especially in companies like CV Semar Berkah Mandiri—remains scarce. Therefore, this study is essential to fill the gap in the literature and provide a more comprehensive understanding.

Based on the above discussion, the author is interested in addressing this issue in a study titled: “Analyzing the Impact of Workload and Education on Turnover

Intention: The Mediating Role of Work Stress (A Study at CV Semar Berkah Mandiri)".

## METHOD

This study employs an associative research type with a quantitative approach. According to Sugiyono (2023:63), associative research aims to determine whether there is a relationship or influence between two or more variables, as well as to measure the extent to which the relationship between the independent and dependent variables is significant. In this study, the researcher examines the relationship between workload turnover intention (dependent variable), and work stress (mediating variable).

The population refers to the generalization area consisting of objects or subjects that have certain quantities and characteristics defined by the researcher to be studied and from which conclusions are drawn. Based on this definition, the population in this study consists of employees of CV Semar Berkah Mandiri, totaling 43 employees. According to Sugiyono (2023:127), a sample is a portion of the total population that possesses the same characteristics as the population itself. To determine the appropriate sample for a study, a suitable sampling technique must be selected. Sugiyono (2023:128) explains that sampling technique refers to the method used to select samples from the available population. In this study, the sampling technique employed is non-probability sampling.

In this research report, the researcher employs saturation sampling. According to Sugiyono (2023:133), saturation sampling is defined as a sampling technique in which adding more subjects does not increase representativeness and therefore does not affect the informational value collected. Hence, this study uses the entire population of 43 employees as the sample. The data obtained from this study were analyzed using statistical methods to examine the effect of workload and education on turnover intention, with job stress as a mediating variable.

An instrument in this study is considered valid if it can accurately measure what it is intended to measure, with the following criteria:

- a. If the calculated  $r$  value ( $r_{\text{calculated}}$ ) is greater than the table  $r$  value ( $r_{\text{table}}$ ), the statement is declared valid.
- b. If the calculated  $r$  value ( $r_{\text{calculated}}$ ) is less than the table  $r$  value ( $r_{\text{table}}$ ), the statement is declared invalid.

In this study, the reliability of the instrument was tested using the Cronbach's Alpha coefficient, where an instrument is considered to have adequate reliability if the Cronbach's Alpha value is  $\geq 0.60$ , the independent variables are workload ( $X_1$ ) the mediating variable is job stress (M), and the dependent variable is turnover intention (Y). The standardized form of the multiple linear regression equations used in this study is as follows (Sugiyono, 2023):

In this study, the independent variable is workload (X), the mediating variable is job stress (M), and the dependent variable is turnover intention (Y). The standardized form of the multiple linear regression equations used in this study is as follows (Sugiyono, 2023):

$$TI = \alpha + \beta_1 BK + \beta_2 SK + e$$

$$SK = \alpha + \beta_3 BK + e$$

*Description:*

TI : Turnover Intention

BK : Workload

SK : Job Stress

$\alpha$  : Constant

$\beta$  : Coefficient

e : Error term

## FINDINGS AND DISCUSSION

### *Validity Test Results of Workload (X)*

The results of the validity test for the workload variable can be seen from the SPSS output as follows:

**Table 4.1. Validity Test Results**

Variable	Item	r-Calculated	r-Table	Result
<b>Workload</b>	X.1	<b>0.594</b>	<b>0.300</b>	<b>Valid</b>
	X.2	<b>0.431</b>		<b>Valid</b>
	X.3	<b>0.778</b>		<b>Valid</b>
	X.4	<b>0.586</b>		<b>Valid</b>
	X.5	<b>0.695</b>		<b>Valid</b>
	X.6	<b>0.881</b>		<b>Valid</b>

Processed Data with IBM SPSS 25

The table above shows that the workload variable meets the validity criteria, with all 6 items having r-calculated values greater than the r-table value of 0.300.

### *b. Validity Test Results of Turnover Intention (Y)*

The results of the validity test for the turnover intention variable can be seen from the SPSS output below:

**Table 4.2 Validity Test Results**

Variable	Item	r-Calculated	r-Table	Result
<b>Turnover Intention</b>	Y.1	<b>0.463</b>	<b>0.300</b>	<b>Valid</b>
	Y.2	<b>0.583</b>		<b>Valid</b>
	Y.3	<b>0.793</b>		<b>Valid</b>



	<b>Y.4</b>	<b>0.844</b>		<b>Valid</b>
	<b>Y.5</b>	<b>0.823</b>		<b>Valid</b>
	<b>Y.6</b>	<b>0.635</b>		<b>Valid</b>
	<b>Y.7</b>	<b>0.851</b>		<b>Valid</b>
	<b>Y.8</b>	<b>0.833</b>		<b>Valid</b>

Source: Processed Data with IBM SPSS 25

The table above shows that the turnover intention variable meets the validity criteria, with all 8 items having r-calculated values greater than the r-table value of 0.300.

*c. Validity Test Results of Job Stress (M)*

The results of the validity test for the job stress variable are shown below:

Table 4.3 . Validity Test Results

Variable	Item	r-Calculated	r-Table	Result
<b>Job Stress</b>	<b>M.1</b>	<b>0.743</b>	<b>0.300</b>	<b>Valid</b>
	<b>M.2</b>	<b>0.744</b>		<b>Valid</b>
	<b>M.3</b>	<b>0.694</b>		<b>Valid</b>
	<b>M.4</b>	<b>0.755</b>		<b>Valid</b>
	<b>M.5</b>	<b>0.861</b>		<b>Valid</b>
	<b>M.6</b>	<b>0.767</b>		<b>Valid</b>

Source: Processed Data with IBM SPSS 25

The table shows that the job stress variable is valid with 6 statements, each having an r-calculated value greater than the r-table value of 0.300.

**Reliability Test**

The reliability test was conducted to evaluate how consistently the measurement instruments relate to one another. In this study, reliability testing was carried out after all variable items were deemed valid. A statement is considered reliable if the Cronbach’s Alpha value is greater than 0.60. The results are as follows :

**Table 4.4. Reliability Test Results**

No	Variable	Cronbach's Alpha	Description
1	Workload	0.729	Reliable
2	Turnover Intention	0.857	Reliable
3	Job Stress	0.851	Reliable

Source: Processed Data with IBM SPSS 25

Based on the table above, it can be concluded that all research variables are reliable, as they meet the required Cronbach's Alpha threshold of  $> 0.60$ .

### Multiple Linear Regression Test

Multiple linear regression analysis is used to determine the extent of the influence of Workload ( $X_1$ ), Job Stress (M) on Turnover Intention (Y). In this study, Job Stress also acts as a mediating variable that bridges the relationship between Workload and Turnover Intention. The analysis was performed using IBM SPSS 25, and the results are presented in the table below:

**Table 4.8**  
**Results of Multiple Linear Regression Test**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	
<b>(Constant)</b>	<b>2.702</b>	<b>2.691</b>		<b>1.004</b>
<b>Workload</b>	<b>0.640</b>	<b>0.212</b>	<b>0.411</b>	<b>3.017</b>
<b>Job Stress</b>	<b>0.668</b>	<b>0.185</b>	<b>0.493</b>	<b>3.616</b>

Dependent Variable: Turnover Intention

Source: SPSS Output (IBM SPSS 25)

Based on the regression analysis table above, the regression equation can be formulated as follows:

$$Y = 2.702 + 0.640X + 0.668M$$

The constant value of 2.702 indicates that when both Workload (X) and Job Stress (M) are zero, the Turnover Intention (Y) is predicted to be 2.702 units. This serves as the baseline of turnover intention in the absence of influence from the independent variables.

The regression coefficient for Workload (X) is 0.640, which means that a one-unit increase in Workload will result in a 0.640-unit increase in Turnover Intention, assuming Job Stress remains constant. Since the coefficient is positive and the

significance value (0.004) is less than 0.05, it indicates a significant positive effect. The regression coefficient for Job Stress (M) is 0.668, meaning that a one-unit increase in Job Stress will lead to a 0.668-unit increase in Turnover Intention, assuming Workload remains constant. This relationship is also statistically significant ( $p = 0.001 < 0.05$ ), confirming that Job Stress has a significant positive influence on Turnover Intention.

**Coefficient of Determination Test ( $R^2$ )**

The coefficient of determination ( $R^2$ ) is used to measure the ability of the regression model to explain the variation in the dependent variable.  $R^2$  values range between 0 and 1. A value closer to 1.

**Table 4.9**  
**Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>1</b>	<b>0.809</b>	<b>0.655</b>	<b>0.647</b>	<b>2.97908</b>

Predictors: (Constant), Workload, Job Stress  
Source: SPSS Output (IBM SPSS 25)

The  $R^2$  value of 0.655 indicates that 65.5% of the variation in Turnover Intention can be explained by Workload. The remaining 34.5% is explained by other variables not included in this study.

**Hypothesis Testing**

1. Partial Test (t-test)

The t-test, or partial test, is used to examine whether each independent variable in the regression model has a significant influence on the dependent variable. Significance is determined by comparing the t-calculated value with the t-table value. At a significance level of 5% ( $\alpha = 0.05$ ) and degrees of freedom ( $df = 43 - 2 = 41$ ), the t-table value is 2.019. If  $t\text{-calculated} > 2.019$ , it can be concluded that the independent variable significantly influences the dependent variable. Conversely, if  $t\text{-calculated} < 2.019$ , there is no significant effect.

a. The effect of Workload (X) on Turnover Intention (Y)

Based on Table IV-13, the t-calculated value for the Workload variable is 8.823, while the t-table value at  $df = 41$  and  $\alpha = 5\%$  is 2.019. Since  $t\text{-calculated} (8.823) > t\text{-table} (2.019)$  and the significance value ( $\text{Sig.} = 0.000$ ) is less than 0.05,  $H_0$  is rejected and  $H_1$  is accepted. Thus, it can be concluded that Workload has a positive and significant partial effect on Turnover Intention. This indicates that the higher the workload perceived by employees, the greater their intention to leave the job.

b. The effect of Workload (X) on Job Stress (M)

Based on Table IV-14, the t-calculated value for the effect of Workload on Job Stress is 8.739, which is greater than the t-table value of 2.019. With a significance value of  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted. Thus, Workload has a positive and significant partial effect on Job Stress. This means the higher the workload experienced by employees, the higher their level of job stress.

c. The effect of Job Stress (M) on Turnover Intention (Y)

Referring to Table IV-15, the t-calculated value for Job Stress is 9.353, with a significance value of 0.000, which is  $< 0.05$ . Since  $t\text{-calculated} > t\text{-table}$ ,  $H_0$  is rejected and  $H_1$  is accepted.

This indicates that Job Stress has a positive and significant partial effect on Turnover Intention. The greater the level of job stress experienced by employees, the stronger their intention to leave the company.

d. The effect of Workload on Turnover Intention through Job Stress as a mediating variable

According to Table IV-16, the t-calculated value for Workload is 3.017 with a significance of 0.004, and the t-table is 2.019. Since  $3.017 > 2.019$  and  $0.004 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted. This means that Workload has a positive and significant effect on Turnover Intention, even when Job Stress is included as a mediating variable. Additionally, the t-calculated value for Job Stress is 3.616, with a significance of 0.001, which is also less than 0.05. Thus, both Workload and Job Stress have a significant partial effect on Turnover Intention in the multiple regression model.

These findings reinforce the role of Job Stress as a mediating variable, as the effect of Workload on Turnover Intention remains significant after including Job Stress in the model.

Based on observations conducted at CV Semar Berkah Mandiri, it was found that a high workload is one of the main triggers behind employees' intention to leave the company (turnover intention). Many employees showed a tendency to think about resigning from their jobs, influenced by excessive work pressure, working hours that exceed reasonable limits, and—importantly—insufficient training or educational support to manage these demands. Employees felt that the continuously accumulating workload, without adequate time management, skills development, or organizational support, led to fatigue, reduced comfort at work, and decreased confidence in handling tasks effectively.

This condition illustrates that the pressure caused by a high volume of tasks, tight deadlines, and heavy responsibilities directly impacts employees' psychological well-being, particularly when workers have not been provided with adequate knowledge, competencies, or technical training. When job demands exceed an individual's capacity—either due to lack of resources or lack of skills—feelings of dissatisfaction, stress, and the desire to seek alternative jobs that are considered more humane and balanced arise. Moreover, a work system that forces employees to work more than 12

hours a day continuously has the potential to cause prolonged physical and mental exhaustion, which is even more difficult to bear for those without sufficient job-related education or professional development opportunities.

This phenomenon is in line with the findings of Trisnadewi and Ardani (2023), which state that excessive workload can significantly increase turnover intention, and with the view of Sari (2021), who emphasizes that appropriate education and training can improve employees' ability to manage workload and reduce the desire to resign. When employees feel that the workload is unfairly distributed or exceeds their abilities—and they have not received adequate preparation through education or skill development—emotional pressure arises, leading to decreased motivation and job satisfaction. As a result, loyalty to the company diminishes, prompting employees to consider resignation.

Given this reality, it is essential for the management of CV Semar Berkah Mandiri to immediately conduct a comprehensive evaluation of workload management and employee development. This includes a more balanced distribution of tasks, adjusting responsibilities according to each individual's capacity, and implementing working hours that comply with labor regulations. In addition, the company should prioritize education-oriented strategies, such as structured training programs, upskilling, and mentoring, to enhance employee competence and resilience. These strategic steps will not only positively impact employees' health and well-being but also enhance productivity, reduce turnover intention, and ensure the long-term continuity and operational efficiency of the company.

Similarly, observations revealed that a high workload significantly contributes to increased levels of work-related stress among employees, particularly among those with limited educational background or insufficient work-related training. Many employees reported that the number of tasks to be completed in a single day is excessive, while the available time is very limited. This situation causes both physical and mental pressure, ultimately affecting comfort, emotional stability, and self-efficacy at work.

This aligns with the view of Rivai (2019), who stated that work stress arises when there is an imbalance between job demands and an individual's capacity or ability. Without sufficient educational preparation or technical knowledge, employees may be more vulnerable to the negative effects of high workload, leading to greater pressure, difficulty concentrating, and constant fatigue. These working conditions at CV Semar Berkah Mandiri—where employees are required to work from 5:00 AM to 5:30 PM every day—significantly exceed the standard working hours regulated by labor laws. Long working hours without adequate rest or training to optimize work processes lead to both physical exhaustion and psychological pressure.

Observational data also show that approximately 30% of employees identified a heavy workload as the main cause of work-related stress, while 36.7% reported experiencing pressure from superiors regarding target achievement. In addition, interviews suggested that employees with higher levels of education or specialized training reported lower perceived stress in similar conditions, indicating the role of

education in building coping strategies. High work targets and expectations, if not matched with sufficient support, resources, and employee capacity-building programs, can exacerbate the stress experienced by employees.

Based on these field findings, it is evident that Job Stress plays a significant role in triggering employees' turnover intention, and education plays a moderating role in this process. Research by Azizaturrahma et al. (2020) and Wahyuni et al. (2023) supports these findings, showing that job stress reduces psychological well-being and organizational commitment, and that appropriate training or higher education can mitigate these effects. At CV Semar Berkah Mandiri, factors such as pressure from superiors (36.7%), an uncondusive work environment (16.7%), and lack of social support (16.7%) contribute to a stressful atmosphere, especially among employees who have not received sufficient preparation through education or training.

If work-related stress is not addressed systematically and educational support is not strengthened, the risk of turnover will increase. Employees who feel underprepared, emotionally unsupported, and under constant pressure tend to lose motivation, loyalty, and attachment to their workplace. Therefore, the company should not only establish psychological support systems and improve communication patterns but also integrate continuous education and skill development into its human resource management strategy to build a mentally healthy and competent workforce.

## **CONCLUSION**

Based on field findings, it is evident that work stress plays a critical role in influencing employees' intentions to leave the company (turnover intention). The higher the level of stress perceived by employees, the greater their tendency to consider resignation. This condition highlights that stress not only affects mental and emotional health but also disrupts organizational commitment. Prior studies by Azizaturrahma et al. (2020) and Wahyuni et al. (2023) reinforce these findings, showing that job stress significantly decreases employees' psychological well-being. Employees experiencing chronic stress often suffer from emotional exhaustion, difficulty concentrating, and emotional instability. Over time, this leads to discomfort and insecurity in the workplace, eventually nurturing the intention to resign.

Additionally, from an educational standpoint, organizations can mitigate turnover by investing in employee education and training. Programs that strengthen technical skills, emotional intelligence, and stress management not only improve individual capacity but also foster loyalty and commitment to the organization. Hence, integrating educational initiatives into human resource practices offers a holistic approach to managing workload, reducing stress, and improving retention.

If not addressed systematically, the risk of turnover will continue to rise. Employees who feel emotionally unsupported, constantly under pressure, and unable to balance work demands with personal needs are more likely to lose motivation, loyalty, and emotional attachment to the workplace. Therefore, it is crucial for organizations to develop psychological support systems, improve communication

patterns, and foster a mentally healthy work environment as strategic measures to reduce turnover driven by job stress.

This aligns with the state-of-the-art research that increasingly emphasizes the mediating role of job stress in the relationship between workload and turnover intention. Contemporary studies underscore the importance of employee well-being as a key determinant of retention, advocating for stress management programs and supportive leadership as part of holistic organizational development strategies.

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