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## THE EFFECT OF WORKLOAD AND COMPENSATION ON TURNOVER INTENTION WITH WORK STRESS AS AN INTERVENING VARIABLE AT PT. KARSA BERSAMA MANDIRI

*This thesis is written as one of the requirements to obtain a degree. Master of Management*

By

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### Abstract

*This study aims to determine the effect of workload and compensation on turnover intention with job stress as an intervening variable at PT. Karsa Bersama Mandiri. This type of research is quantitative. The sampling method used in this study is probability sampling so that the number of samples in this study was 103 respondents. The data analysis technique in this study used descriptive statistical analysis and structural equation modeling (SEM). The results of the study indicate that workload has a positive and significant effect on turnover intention, compensation has a positive and significant effect on turnover intention, workload has a positive and significant effect on job stress, compensation has a positive and significant effect on job stress, job stress does not have a positive and significant effect on turnover intention, job stress cannot mediate the relationship between workload and turnover intention and job stress cannot mediate the relationship between compensation and turnover intention.*

**Keywords:** workload, compensation, job stress and turnover intention

## INTRODUCTION

### 1.1. Background

Employees are a vital component of a company, helping to realize and achieve its goals. Therefore, companies must manage their human resources effectively. It's important to understand that employees are a vital asset. Companies often employ various strategies to retain employees, preventing them from leaving or moving to other companies. However, employee turnover, also known as employee turnover, is common. *Turnover* is the rate at which employees leave an organization. This can be disruptive and costly for companies.

Several researchers have stated that *turnover intention* is one of the most important issues among companies, particularly in the world of human resources (HR). This issue inevitably occurs or is experienced by every organization or company. High *turnover rates* negatively impact the organization, such

as creating instability in the work environment (Paramita et al., 2022). However, turnover can also be a marker of employee stability. Higher *turnover rates* mean more frequent employee turnover. This is certainly detrimental to the company because when an employee leaves, it incurs costs such as employee recruitment fees. Even though the costs incurred for employees are less than the employee's output, there is also lost production or time during the employee turnover period.

*Employee turnover intention* is different from *employee turnover*. It can be seen that *turnover intention* is an employee's intention or desire to leave the organization, while *turnover* is a realization of *turnover intention* (Jufri & Melanie, 2019). According to Noe et al (2021), *involuntary turnover* is the separation of employees from the organization initiated by the organization, often occurring when the employee prefers to remain an employee of the company.



Voluntary *turnover* is a separation initiated by the individual, often when the company prefers the employee to remain an employee.

Essentially, *turnover intention* is an employee's desire to leave one workplace for another, but has not yet reached the realization stage, namely moving from one place to another. *Turnover intention* is defined as the level or degree of employee intention to leave the company. *Turnover* refers to the final reality faced by the company in the form of the number of employees leaving the company during a certain period (Gunawan and Andani, 2020). *Turnover intention* is the manifestation of an employee's desire to leave their workplace. This means that it has only reached the stage of desire and a situation where the employee's move has not yet occurred or realized. Characteristics of *turnover intention* can be seen in the emergence of employees' desire to leave their jobs or employees' desire to find new jobs and employees' desire to find new professions (Ardianto & Bukhori, 2021).

Furthermore, *turnover intention* can be defined as an employee's desire or intention to voluntarily move or leave a company in search of a better and more promising job in the future. Therefore, the behavior seen when someone exhibits *turnover intention* is to seek better employment elsewhere. *Turnover intention* is under the individual's control, allowing for faster and more predictable research results than *turnover behavior* (Salimah, 2021). *Turnover* is an employee's conscious or voluntary desire or intention to move or leave a company, but the move or departure has not yet been realized due to various reasons or factors.

*Turnover* is caused by persistent dissatisfaction, which is then suddenly triggered by a disruptive event in the workplace that causes employees to leave, such as a dispute with a supervisor or coworker, or an employee's interest in job opportunities at another company (Noe et al., 2021). Many previous studies have revealed factors that influence *turnover intention*, including aspects of the job, job satisfaction, job stress, age, education level, work culture, work pressure, workload, marital status and job insecurity, leadership, internal and external work environments, organizational commitment, and role conflict. Therefore, information is needed to help identify factors that can influence *turnover intention* (Apriani & Siregar, 2023).

*turnover* is certainly undesirable and costly. Several articles explain the factors that influence *turnover intention* caused by organizational and individual factors, internal and external factors, salary/wages, job design, training and development, career development, commitment, lack of cohesiveness in the group/organization, dissatisfaction and problems with superiors or supervisors, recruitment, selection, promotion, leadership and the environment (Salimah, 2021). A survey conducted by Tjan et al (2023) showed that 91% of employees are willing to leave their current jobs for three main reasons: competitive rewards & compensation, misalignment in mission and culture, and lack of growth opportunities.

In this case, the researcher also collected data on *turnover* from the HR department of PT. Karsa Bersama Mandiri. The

following is employee *turnover data* for PT. Karsa Bersama Mandiri from 2022 to 2024:

**Table 1.1**  
**Turnover Data of PT. Karsa Bersama Mandiri 2022 - 2024**

No.	Year	Number of employees	Number of Employees Leaving	Percentage
1	2022	104	12	11.5%
2	2023	132	23	17.4%
3	2024	141	31	21.9%

Source: processed by researchers

Based on the data, the number of employees who left PT. Karsa Bersama Mandiri in 2022 was 12 employees with a *turnover* rate of 11.5%, then in 2023 the number of employees who left was 23 employees with a *turnover* rate of 17.4%, and in 2024 the number of employees who left was 31 employees with a *turnover* rate of 21.9%, thus it can be concluded that there was an increase in *turnover* among employees of PT. Karsa Bersama Mandiri. According to Ridlo (2012) *Turnover* is the cessation or departure of an individual from an organization's membership within a specified period and should not exceed 10% per year. To facilitate understanding, the formula for measuring *turnover* is expressed as a percentage covering a specific time period. The average turnover rate across industries is 10.6%. In this case, burnout and compensation are the reasons employees leave the company (Lewis & Sorongon, 2022). The table above shows that the turnover rate exceeds the industry average.

*Turnover* can negatively impact a company in terms of costs, time, and employee competency. Therefore, a good company can be seen from good HR management, which will result in low *turnover*. *Employee turnover* can also be an index of job stability (Salimah, 2021). The impact of employee *turnover* can also affect the company, including increased workload due to a lack of employees, the need for time and a lengthy process for conducting employee selection, conducting retraining for new employees, lost production during the employee *turnover period*, incurring additional costs for recruiting and managing employees, and triggering employee stress due to the need to adapt to new employees (Nurfajrina, 2023). High employee *turnover intention* can have a negative impact on the company, namely creating instability in working conditions and human resource development. This causes the company to become ineffective and inefficient (Paramaita et al., 2022). *Turnover intention* is an employee's desire to leave or leave the organization. High *turnover intention* can have an impact on low work productivity and even trigger high employee departures from the organization. Therefore, efforts are needed to minimize the occurrence of *turnover intention* by identifying the causal factors (Affandi & Basukianto, 2014).

Managing *turnover* requires identifying its causes and then addressing them. A comprehensive approach to employee retention should encompass many aspects, including better

selection, well-thought-out training and career development programs, assistance in developing potential career plans, providing employees with meaningful work, recognition, and rewards, improving work-life balance, recognizing employee accomplishments, and providing all of this within a supportive company culture (Dessler 2018). Employee turnover can be minimized by using surveys to measure and monitor employee satisfaction levels with important aspects of the job and the organization, and then addressing any issues identified by the surveys (Noe, 2021).

Companies should pay special attention to avoiding turnover among employees they control, as a strategy to improve employee retention. To reduce employee turnover and retain talent, organizations should focus on implementing a variety of healthy workplace practices. This includes involving employees in decision-making processes, providing adequate opportunities for growth and development, ensuring a work-life balance, providing adequate wages, and introducing various health and safety programs and other benefits (al-Suraihi et al, 2021).

Many factors cause employee *turnover* such as workload (Agusdin & Nurmawati, 2020), compensation (Wijayanti & Anisa, 2022), work stress (Jufri and Mellanie, 2019), work environment (Meilano & Nugraheni, 2017), work fatigue (Salsabila, 2023), work motivation (Suseno, 2020), organizational culture (Abdulah & Badrianto, 2023), commitment (Abdulah & Badrianto, 2023), quality of work life (Utomo, 2024), and job satisfaction (Susanti & Halilah, 2018). Therefore, the researcher also conducted an initial survey of 30 respondents where the respondents were employees of PT. Karsa Bersama Mandiri with 10 independent variables to find out more about the phenomena that occur in employees. These variables include work stress, workload, work fatigue, work motivation, organizational culture, commitment, quality of work life, work environment, compensation and job satisfaction as considerations for determining the dependent variables of the study.

**Table 1.2**  
**Initial survey data for independent variables relevant to**  
***turnover intention***

No	Variables	Number of Voters
1	Workload,	15
2	Compensation	14
3	Job Stress	11
4	Work environment	10
5	Work fatigue	4
6	Work motivation	3
7	Organizational culture	3
8	Commitment	3
9	Quality of Work Life	3
10	Job satisfaction	3

Source: processed by researchers

Based on the pre-survey data with 30 respondents through questionnaire distribution, it can be seen that the strongest factors influencing the level of *turnover intention* at PT. Karsa Bersama Mandiri are Workload, Compensation, and Work Stress. Based on these results, the researchers selected the dominant factors that cause employee *turnover intention* as research variables. *Turnover intention* can be caused by workload. Workload is the amount or level of difficulty of a person's work. Quantitative workload is a label for the amount of work done, and qualitative workload is a label for the difficulty of the work (Bowling & Kirkendall, 2012).

Workload is a process or activity that must be completed immediately by an employee within a certain period of time. If an employee is able to complete and adapt to a number of tasks given, then it does not become a workload. A workload that is in accordance with employee performance can reduce the level of *turnover intention*, however, if the workload given by the company is higher and exceeds the employee's capabilities, it will increase *turnover intention* (Agustin, 2022). Perceptions of workload for each individual or employee will certainly vary, but the higher or heavier a person's workload will certainly give a negative perception of their job, and ultimately can cause someone to have the intention to leave their current job and look for a better job than before. This is also supported by research conducted by Fitriantini, Agusdin & Nurmawati (2020) and Jufri and Mellanie (2019), with the results obtained workload has a positive and significant effect on *turnover intention*, which means If an employee feels the workload is high or heavy, the employee will tend to want to leave the organization where he works. From the author's observations, it was found that related to the workload, the demands of many tasks and the fast completion of tasks are workload problems.

The next factor influencing *turnover intention* is compensation. Employee compensation encompasses all forms of payment given to employees arising from their work. This payment has two main components: direct financial payments (wages, salaries, incentives, commissions, and bonuses) and indirect financial payments (financial benefits such as employer-paid insurance and vacations) (Dessler, 2018). Compensation is the most complex aspect for companies and is one of the most significant aspects for both employees and the company. Minimal or low compensation, or if the amount of compensation provided by the company is not commensurate with the output provided by employees to the company, can strengthen employee *turnover intention*. Compensation mismatch can result in low motivation among all employees and high *turnover* among top-performing employees (Noe et al., 2021).

Injustice or incompatibility of compensation provided leads to dissatisfaction with employee compensation, which can lead to increased *turnover*. This is consistent with research conducted by Wijayanti and Anisa (2022), which shows that compensation has a negative effect on employee *turnover intention*. This means that the higher the compensation

received by employees, the less likely they are to leave their jobs, and vice versa. The author's observations revealed that compensation-related problems are dissatisfaction or incompatibility with salary or bonuses.

Job stress can mediate the influence of workload on employee *turnover intention*. This means that when employees face an excessive or unbalanced workload, they are more likely to experience significant stress. This can lead to job dissatisfaction, physical and mental exhaustion, and an increased risk of turnover intention (Ayunah & Solihin, 2023).

Research conducted by Mahsyar et al (2023) The results of the path analysis showed that the direct effect of workload on *turnover intention* was smaller than the indirect effect through work stress or  $-0.356 < 0.301$ , meaning that the work stress variable was proven to be an intervening variable. This indicates that work stress mediates the effect of workload on *turnover intention*. Several similar research results were also conducted by Jufri & Mellanie (2019), and Agustin (2022), showing that work stress mediates workload on *turnover intention*.

Companies that fail to provide adequate compensation will result in suboptimal employee productivity. Employees can experience stress due to their needs not being met. If this occurs on a large scale, it can lead to very high *turnover intentions*. This will have a significant impact on the company, especially for organizations that have made significant investments in employee training and development (Riana, 2024).

The results of research conducted by Suganda et al. (2023) revealed that compensation has a significant influence on the level of work stress among employees working at the Goyor sarong MSME in Pemalang Regency. This finding also shows a strong correlation between compensation and turnover intention, with job stress acting as a mediator in this relationship. Research conducted by Syadilla (2023), Surbakti, Nasution, & Wibowo (2021) shows that the relationship between compensation variables and *turnover intention* can be mediated by job stress variables.

On the other hand, there is inconsistency in the research results related to the relationship between workload, compensation and work stress on *turnover intention*, which is a *research gap* which, according to researchers, is interesting for further research on these variables, as depicted in table 1.3:

**Table 1.3**  
**REASARCH GAP SUMMARY**

N o	Variables	Researches	Research result	Information
1	Workload Against <i>Turnover Intention</i>	Rini Fitriantini, Agusdin & Siti Nurmayanti (2020)	Study shows that workload has an effect on <i>Turnover intention</i> .	Inconsistent

		Edwin Dwi Cahyanto (2023)	Study shows that workload does not affect <i>Turnover intention</i> .	
2	Compensation for <i>Turnover Intention</i>	Erika Putri Wijayanti and Fritztina Anisa (2022)	Study shows that compensation has an effect on <i>Turnover intention</i> .	Inconsistent
		Mutiara Anggry Yelfira & Pantius Drahen Soeling (2021)	Study shows that Compensation has no effect on <i>Turnover intention</i> .	
3	Work stress on <i>turnover intention</i>	Alie Jufri and Mellanie (2019)	Study shows that work stress has an effect on <i>Turnover intention</i>	Inconsistent
		Kristuhadi Catur Pamungkas (2022)	Study shows that work stress has no effect on <i>Turnover intention</i> .	

Thus, in accordance with the explanation above and *the research gap*, it can be concluded that Workload, Compensation, and Job Stress have an influence on *Turnover Intention*. Based on the information provided, the author intends to conduct research with the topic "**The Effect of Workload and Compensation on Turnover Intention with Job Stress as an Intervening Variable at PT. Karsa Bersama Mandiri**".

### 1.2 Problem Formulation

Based on the description that has been presented, it can be explained that the problem formulation in this research is:

1. Does workload have a direct effect on *turnover intention*?
2. Does compensation have a direct effect on *turnover intention*?
3. Does work stress have a direct effect on *turnover intention*?
4. Does workload have a direct effect on work stress?
5. Does compensation have a direct effect on work stress?
6. Does Workload have an indirect effect on *Turnover Intention* with Job Stress as a mediating variable?



7. Does compensation have an indirect effect on *turnover intention* with work stress as a mediating variable?

### 1.3 Research Objectives

The research objectives that the author describes based on the problem formulation include:

1. To find out the direct influence of workload on *turnover intention*
2. To know the direct influence of compensation on *turnover intention*
3. To determine the direct influence of work stress on *turnover intention*
4. To know the direct influence of workload on work stress
5. Knowing the direct influence of compensation on work stress
6. To determine the indirect effect of workload on *turnover intention* with work stress as a mediating variable.
7. To find out the indirect effect of compensation on *turnover intention* with work stress as a mediating variable?

### 1.4 Benefits of Research

The benefits expected from the research conducted by the author include the following:

1. Theoretical Benefits: The results of this study are expected to contribute to the development of knowledge on the topic of *Turnover Intention*, especially in the Master of Management Study Program, Faculty of Economics, Jakarta State University.
2. Practical benefits Practical:
  - a. For Researchers: can be used as material for the application of theory, management learning material, especially HR management, and as a prerequisite for taking a thesis.
  - b. For students: as input and learning material in the field of management, especially HR management.
  - c. For research companies: it can be used as an evaluation related to human resource management. This evaluation is expected to improve the quality of human resources.

## CHAPTER II LITERATURE REVIEW

### 2.1 Supporting Theory

#### 2.1.1 Turnover intention

##### 2.1.1.1 Understanding Turnover Intention

*Turnover intention* is a deliberate and conscious desire to leave a company. This desire is often measured with reference to a specific interval (e.g., within the next 6 months) (Tett & Meyer, 2006). *Turnover intention* is subjective perception of organizational members to leave their current job for other opportunities (Lee, 2008).

*Turnover intention* is essentially an employee's desire to leave one workplace for another, but has not yet reached the realization stage, namely moving from one place to another. *Turnover intention* is defined as the level or degree of employee intention to leave the company. *Turnover* leads to

the final reality faced by the company in the form of the number of employees who leave the company in a certain period (Gunawan and Andani, 2020).

*Turnover intention* is an employee's desire to leave their workplace. This refers to a situation where the employee's intention to leave has not yet been realized. *Turnover intention* can be identified by the employee's desire to leave their job, their desire to find a new job, or their desire to pursue a new profession (Ardianto & Bukhori, 2021).

*Turnover intention* is an employee's desire or intention to voluntarily move or leave a company in order to find a better and more promising job in the future. Therefore, the behavior that someone exhibits when *turnover intention arises* is... The key is to seek better opportunities elsewhere. *Turnover intentions* are under the individual's control, allowing for faster and more predictable research results than *turnover behavior* (Salimah, 2021).

*Turnover intention* is the employee's desire to leave their position from the company voluntarily or move from one company to another (Taufik et al., 2021).

#### 2.1.1.2 Impact of Turnover

Excessive *turnover in a company* has a negative impact on the organization. According to Ridlo (2012), the impacts of *turnover* on an organization include:

- (a) employee recruitment costs, including time and facilities for interviews in the selection process, recruitment and studying replacements;
- (b) training costs, involving the time of the supervisor, the personnel department and the employees being trained;
- (c) what is paid to employees is less than what the new employee earns;
- (d) the accident rate of new employees tends to be high;
- (e) there is lost production during the employee turnover period;
- (f) production equipment that cannot be fully utilized;
- (g) a lot of waste due to the presence of new employees;
- (h) need to work overtime, otherwise there will be production delays. High *turnover in an organization* indicates the need to improve working conditions and coaching methods.

The impact of employee *turnover* can also affect the company, including, increased workload due to lack of employees, the need for time and a long process to conduct employee selection, holding re-training for new employees, lost production during the employee *turnover period*, spending more money to recruit and manage employees and triggering employee stress because they need to adapt to employees (Nurfajrina, 2023).

#### 2.1.1.3 Stages of Turnover Intention

According to Mobley et al (1986) the indicators of *turnover intention* are:

1. Job Satisfaction
2. Thinking of quitting
3. Intention to search

#### 4. Intention to quit

According to Abelson (1986) the indicators of *turnover intention* are:

##### 1. level of satisfaction experienced

Employees are aware that they are satisfied or dissatisfied with their current job.

##### 2. thinking about quitting

Employees may consider the possibility of resigning and evaluate the potential benefits of looking for another job. Personal thoughts about the ease of transitioning to another job also have a significant impact.

##### 3. intention to seek alternative employment

Existing workers intend and actually seek alternative employment. Non-work-related factors, such as the removal of a spouse from new family responsibilities, can influence the need to search for full-time employment.

##### 4. Compare alternatives with current job & make decision

Employees compare alternatives to their current job and make a decision to stay or quit.

Based on the expert opinions above, it can be concluded that *turnover intention* is an employee's conscious desire or intention to leave a company for a better job or company. *Turnover intention* refers to an employee's intention to leave a job, even if it hasn't yet reached the realization stage. This dimension can be seen in thoughts of quitting, intentions to seek alternative employment, and comparing alternatives with the current job (Abelson, 1986).

## 2.1.2 Workload

### 2.1.2.1 Definition of Workload

Workload is the amount of work assigned to or from an employee within a given time period. Workload is also defined as the perceived relationship between the amount of mental processing capacity or resources required to complete a task. Employee workload also refers to the intensity of the assignment (Inegbedion et al., 2020).

Workload is the amount or level of difficulty of a person's work. Quantitative workload is a label for the amount of work done, and qualitative workload is a label for the difficulty of the work (Bowling & Kirkendall, 2012).

Workload 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 the assigned tasks, it does not constitute a workload. A workload that aligns with employee performance can reduce *turnover intention*. However, if the workload exceeds the employee's capabilities, it will increase *turnover intention* (Agustin, 2022).

Workload is the volume of work assigned to a worker, both physical and mental, and is their responsibility. Every job poses a burden for the person performing it, and each worker has their own ability to handle it, which can be physical, mental, or social. For example, a heavy laborer, such as a port worker, carries a greater physical burden than mental or social burden. Conversely, an entrepreneur's responsibilities may carry a relatively greater mental burden. Social workers, on

the other hand, face more social burdens (Mahawati et al., 2021).

Workload is the extent to which an individual worker's capacity is required to complete the tasks assigned to him, which can be indicated by the amount of work to be done, the time/time limit the worker has to complete the task, and the individual's own subjective view of the work that has been assigned to him (Fauzi & Karsudjono, 2021).

### 2.1.2.2 Workload Measurement

According to Reid (1989), the *Subjective Workload Assessment Technique* (SWAT) can describe a work system as a multidimensional model of workload, consisting of three dimensions. The three workload indicators are:

#### 1. Time load

Time burden refers to the time spent evaluating someone when completing a task. Time burden depends on the time available for work.

#### 2. Mental effort load

The mental demands required to complete a task. Job demands that require concentration are caused by the amount of information to be processed or the complexity of the task. These activities include performing calculations, making decisions, remembering or storing information, and problem-solving.

#### 3. psychological stress load

conditions that cause confusion, frustration related to task performance, thus making task completion more difficult to carry out. As stress increases, disruption of relevant aspects of the task is caused by factors within the environment or the individual. These factors include things like motivation, fatigue, fear, skill level, or temperature, noise, vibration, and comfort. These three dimensions can provide a clear picture of the workload experienced by employees.

Workload indicators according to Tarwaka (2004) include external and internal factors.

#### 1. External factors:

a) The tasks carried out are both physical in nature such as work attitude and work flow. While mental tasks such as the complexity of the work or the level of difficulty of the work that affects the worker's emotional level, responsibility for the work, the distance to the workplace, etc.

b) Work organization such as length of working hours, organizational structure model, delegation of tasks and authority.

c) The work environment is the physical work environment and the psychological work environment.

#### 2. Internal factors

Internal factors originate from within the body itself, resulting from reactions to external workloads. This response is called strain, and the severity of the strain can be assessed both objectively and subjectively. Internal factors include:

a) Somatic (gender, age, health condition).

- b) Psychological conditions (motivation, perception, desires and satisfaction)

From the expert opinions above, it can be concluded that workload is the amount and difficulty of work that must be completed within a certain time period. Workload can also mean an employee's ability to complete work using their physical, mental, and skill levels, which can be seen from the time burden, mental effort burden, and psychological burden (Reid, 1989).

### 2.1.3 Compensation

#### 2.1.3.1 Definition of Compensation

Employee compensation includes all forms of payment given to employees and arising from their employment. This payment has two main components: direct financial payments (wages, salaries, incentives, commissions, and bonuses) and indirect financial payments (financial benefits such as employer-paid insurance and vacations) (Dessler, 2018).

Compensation is a gift in the form of payment (pay) and benefits (benefits) to workers who have done work (Mathis & Jackson, 2001).

Compensation is any form of reward received by employees for their work for the organization. Compensation can be physical or non-physical and must be calculated and distributed to employees in accordance with the sacrifices they have made to the organization (Onsardi and Finthariasari, 2022).

Compensation is an exchange between employees and the company. Employees utilize their skills, knowledge, and competencies to help the company complete its work and achieve competitive advantage in realizing its vision. Meanwhile, the company provides salaries, benefits, bonuses, a comfortable work environment, and opportunities for education and training, all of which are intended to help employees balance work activities with other activities (Rusmardiana, 2022).

#### 2.1.3. 2 Factors affecting compensation

The following are factors that influence compensation according to Parella (2022), including:

##### 1. Labor Supply and Demand

If job seekers (supply) outnumber job openings (demand), then compensation is relatively small. Conversely, if job seekers outnumber job openings, then compensation is relatively large.

##### 2. Company Ability and Willingness

If a company's ability and willingness to pay are better, the compensation level will be higher. Conversely, if a company's ability and willingness to pay are lower, the compensation level will be relatively low.

##### 3. Labor Unions/Employee Organizations .

If the union is strong and influential, the compensation level will be higher. Conversely, if the union is weak and less influential, the compensation level will be relatively low.

##### 4. Employee Work Productivity.

If employee productivity is good and high, compensation will be higher. Conversely, if employee productivity is poor and low, compensation will be lower.

##### 5. Government with laws and presidential decrees.

The government, through the Presidential Decree law, determines the minimum wage/remuneration limit. This government determination is very important so that employers do not arbitrarily determine the amount of employee remuneration, because the government is obliged to protect the public from arbitrary actions.

##### 6. Cost of Living.

If the cost of living in an area is high, the compensation/wage rate will be higher. Conversely, if the cost of living in an area is low, the compensation/wage rate will be relatively low. For example, wages in Jakarta are higher than in Bandung because the cost of living in Jakarta is higher than in Bandung.

##### 7. Employee Position.

Employees holding higher positions will receive higher salaries/compensation. Conversely, those holding lower positions will receive lower salaries/compensation. This is understandable, as someone with greater authority and responsibility should receive higher salaries/compensation.

##### 8. Education and Work Experience.

If education is higher and work experience is longer, then the salary/reward will be greater, because the skills and abilities are better. On the other hand, employees with low education and less work experience will receive a low salary/compensation level.

##### 9. National Economic Conditions

If the national economy is booming, wages/compensation levels will increase because they are approaching full employment. Conversely, if the economy is depressed, wages will be low because there is a high level of unemployment (disguised unemployment).

##### 10. Type and Nature of Work

If the type and nature of the work is difficult/hard to do and has a big risk (financial, safety), then the level of wages/rewards is higher, because it requires skill and precision to do it. But if the type and nature of the work is easy to do and the risk (financial, accident) is small, then the level of wages/rewards is relatively low.

#### 2.1.3. 3 Types of Compensation

According to Dessler (2018), the types of compensation include: 1) Direct compensation, such as payments in the form of wages, salaries, incentives, commissions, and bonuses. 2) Indirect compensation, such as payments in the form of financial benefits such as insurance and vacations.

According to Mathis & Jackson (2001) Types of Compensation

##### 1. Direct compensation

Monetary rewards or cash rewards given by the company. These can be in the form of salary, wages, bonuses, incentives and share ownership.

##### 2. Indirect compensation

Compensation typically consists of employee benefits. This can include health insurance, vacation pay, or a pension provided to an employee or group of employees as part of their membership in the organization.

Compensation is a gift received by employees that has a direct or indirect relationship with their work. Direct compensation is usually received by employees in the form of salary, wages, and *incentives*. Meanwhile, indirect compensation is usually received by employees in the form of benefits (company programs such as old-age security, pensions, health, etc.) and facilities (*facilities*) such as services (physical such as company cars, tennis courts, etc.). Types of compensation are also divided into several forms of payment such as conditions of time off, dangerous conditions, employee service programs, and legally mandated payments (Parela, 2022).

From the expert opinions above, it can be concluded that compensation is any payment a company makes to workers for work they have done. Employees use their skills, knowledge, energy, and time to complete work, and the company then reciprocates these services according to the agreement between the company and the employee, which can be seen in direct compensation and indirect compensation (Mathis & Jackson, 2001).

## 2.1.4 Work Stress

### 2.1.4.1 Definition of Work Stress

Stress is a state of worry or mental tension caused by difficult situations. Stress is a natural human response that drives us to cope with challenges and threats in our lives. Everyone experiences stress at different levels. However, how we respond to stress makes a significant difference to our overall well-being (WHO, 2023).

Stress is the perception and assessment of conditions or events that are perceived as unpleasant challenges or threats to an individual (Robbins & Judge, 2024). Stress is the body's involuntary reaction to pressure exerted on it. Stress affects each individual differently, so its severity depends largely on the individual. Certain events can cause one person to experience extremely high levels of stress, while others may not. Furthermore, the effects of stress are not always negative. For example, mild stress can actually increase productivity and aid in the development of creative ideas (Mondy, 2008).

Stress is a common feeling we experience when under pressure, feeling overwhelmed, or struggling to cope with a situation. A certain amount of stress can be positive and motivate us to achieve a goal, such as taking a test or delivering a speech. However, excessive stress, especially if it feels unmanageable, can negatively impact our mood, physical and mental health, and relationships with others (UNICEF, 2022).

Work stress is due to an imbalance between the worker's personality characteristics and the characteristics of the aspects of his work and can occur in all work conditions (Mahawati et al., 2021).

### 2.1.4.2 Impact of Work Stress

According to Tewal et al (2017), there are several negative impacts that can be caused by work stress, including a decrease in employee productivity levels which can then have an impact on the organization's ineffectiveness, employee job satisfaction problems, and increased absenteeism.

According to the World Health Organization (WHO) (2003), when exposed to work stress, the possible impacts that will occur include: feeling depressed and easily irritated, being unable to concentrate, having difficulty thinking and making decisions, not enjoying work, having difficulty sleeping, feeling tired and anxious and experiencing health problems (heart disease, headaches and digestive disorders).

According to WHO (2003), work stress can have a negative impact on organizations, including: increased absenteeism, decreased commitment, increased turnover, impaired performance and productivity, increased work accidents and customer complaints, and a bad image for the company.

### 2.1.4.3 Causes of Work Stress

According to Robbins and Judge (2024), the causes of stress for work stress variables are as follows:

#### 1) Environmental Stress

Environmental uncertainty influences organizational design, placing a significant burden on employees, especially during times of organizational change. Environmental dimensions such as economic uncertainty, technological uncertainty, and political uncertainty contribute to workplace stress because employees feel their efforts are no longer needed.

#### 2) Organizational Stress

Organizational demands relate to situations where employees experience task demands, role demands, and personal demands. Task demands relate to the amount of work that must be completed, causing employees to feel exhausted from completing their work. Role demands relate to the pressures employees experience when completing their work. Personal demands relate to the workgroup's failure to provide technical assistance when needed.

#### 3) Individual Stress

Regarding each employee's personal life, these include family issues, personal financial issues, and personality. It can be concluded that there are three dimensions of work stress: environmental stress, organizational stress, and individual stress.

Meanwhile, according to Mondy (2008), the following can cause work stress:

#### 1. Personal factors:

Stress factors outside of work and the work environment that can affect employee performance. Personal factors include the following:

##### 1. Family Factors

Although families are a common source of happiness and security, they can also be a significant cause of stress, as is the case with divorce.

#### 2. Organizational factors:

##### 1. Corporate culture factors



Company culture is closely linked to stress. For example, a CEO's leadership style often influences the atmosphere, which can cause stress for some employees.

## 2. Job factors

A number of factors related to a person's work can cause excessive stress. For example, top management with significant responsibilities for the company and their subordinates.

## 3. Work Factors

Working conditions, including the physical characteristics of the workplace and the machines and tools used, can also create stress. For example, overloading, excessive noise, and inadequate lighting.

Based on the expert opinions above, it can be concluded that work stress is a bodily reaction caused by perception and assessment of unpleasant conditions or events that can have negative impacts. Although excessive stress can be detrimental to the body and psychology, mild stress has positive effects, such as increasing motivation and generating creative ideas. This can be seen in environmental stress, organizational stress, and individual stress (Robin & Judge, 2024).

### 2.1.5 Previous Research

The following is previous research that is relevant to this research:

**Table 2.1**  
**Previous Research Matrix**

No	Research Title and Researcher Name	Research result	Research Variable Equation			
			X <sub>1</sub>	X <sub>2</sub>	Y <sub>1</sub>	Z <sub>1</sub>
1	The influence of workload, job satisfaction and job stress on the turnover intention of contract health workers at Mataram City Hospital. Name: Rini Fitriantini, Agusdin & Siti Nurmawanti (2020)	Research shows that workload and work stress influence turnover intention .	√		√	√
2	The Influence of Workload and Work Conflict on Turnover	Research shows that workload has no effect on Turnover	√			√

	Intention at PT Surganya Motor Indonesia, Surabaya Branch Name: Edwin Dwi Cahyanto (2023)	intention .				
3	The influence of compensation, job satisfaction, and job stress on turnover intention Name: Erika Putri Wijayanti and Fritina Anisa (2022)	Research shows that compensation and stress have an impact on Turnover intention .		√	√	√
4	The influence of compensation and leadership on turnover intention with job satisfaction as a mediating variable Name: Mutiara Anggry Yelfira & Pantius Drahen Soeling (2021)	Research shows that Compensation has no effect on Turnover intention .		√		√
5	The influence of workload and work stress on turnover intention (case study of marketing employees at PT. Jayamandiri Gemasejati, Ciledug branch) Name: Alie Jufri and Mellanie (2019)	Research shows that work stress and workload have an effect on turnover intention.	√		√	√
6	The influence of work stress on turnover intention is mediated by job embeddedness and organizational	Research shows that work stress has no effect on Turnover intention .			√	√

	commitment at CV Filo Company, Klaten. Name: Kristuhadi Catur Pamungkas (2022)				
7	The Influence of Compensation and Work Motivation on Employee <i>Turnover Intention</i> at Intercontinental Bali Resort Name: Putu Indah Dianti Paramita, I Ketut Pasek, I Made Ardana Putra (2022)	Research shows that compensation has an effect on <i>turnover intention</i> .		√	√
8	The Influence of Compensation and Work Motivation on <i>Turnover Intention</i> (study on employees of PT. Tiki Jalur Nugraha Ekakurir, Malang Center) Name: Arin Dewi Putrianti, Djamhur Hamid & M. Djudi Mukzam (2014)	Research shows that compensation has an effect on <i>turnover intention</i> .		√	√
9	The influence of compensation, work environment, leadership style, and Workload on <i>Turnover Intention</i> Name: Iman	Research shows that compensation and workload have an effect on <i>turnover intention</i> .	√	√	√

	Taufik, Sri Harini, & Sudarijati (2021)				
10	The Influence of Workload on <i>Turnover Intention</i> Through Work Stress at BNI Life Banjarmasin Name: Ahmad Fauzi & Anthonius Junianto Karsudjono (2021)	Research shows that workload influences <i>turnover intention</i> .	√		√
11	The influence of work environment, work stress, workload and job satisfaction on employee <i>turnover intention</i> Name: Devi Kristin, Evi Marlina & Nadia Fathurrahmi Lawita (2022)	Research shows that workload and work stress influence <i>turnover intention</i> .	√		√
12	<i>Turnover Intention</i> in Hospitality Companies: A Burden Study Work as a Determinant Name: Nanda Sagita Arifani & Rosita Endang Kusmaryani (2021)	Research shows that workload influences <i>turnover intention</i> .	√		√
13	The Effect of Workload and Compensation on Employee <i>Turnover Intention</i> with Job Stress as an Intervening	Research shows that workload and work stress have an effect on <i>turnover intention</i> ,	√	√	√

	Variable (Case Study on Private Employees in Tangerang Regency) Name: Siti Ayunah & Agung Solihin (2023)	while compensation has no effect on <i>turnover intention</i> .				
14	The effect of workload on <i>turnover intention</i> mediated by work stress (case study at PT Indomarco Prismatama, Magelang City) Name: Efnina Putri Agustin (2022)	Research shows that workload and work stress influence <i>turnover intention</i> .	√		√	√
15	The influence of workload and work compensation on <i>turnover Intention</i> with work stress as an intervening variable (study on Tlogosari style supermarket) Name: Chori Riana (2024)	Research shows that workload and compensation have an effect on <i>turnover intention</i> .	√	√	√	√
16	The Influence of Workload and Work Environment on <i>Turnover Intention</i> Through Job Stress as an Intervening Variable in Bank Employees Name: Januar Habibi Mahsyar, Laras Puti Andini & Iqbal Arraniri (2023)	Research shows that workload and work stress influence <i>turnover intention</i> .	√		√	√

17	The influence of leadership style, compensation and work environment on <i>turnover intention</i> with work stress as an intervening variable Name: Hady Suganda, Sutrisno & Noni Setyorini (2023)	Research shows that compensation has an effect on <i>turnover intention</i> , while work stress has no effect on <i>turnover intention</i> .		√	√	√
18	The influence of work environment, job satisfaction, workload and compensation on employee <i>turnover intention</i> with work stress as a moderating variable Name: Rindang Putri Syadilla (2023)	Research shows that compensation has an effect on <i>turnover intention</i> , while workload has no effect on <i>turnover intention</i> .	√	√	√	√
19	<i>Impact of Quantitative Workload Demands on Turnover Intention in Pakistan's IT Industry: The Mediating Role of Job Stress and the Moderating Role of Job Autonomy</i> Name : Hamid Saeed Khan (2022)	Research shows that workload and work stress influence <i>turnover intention</i> .	√		√	√
20	<i>Brain Drain in Higher Education. The Impact of Job Stress and Workload on Turnover</i>	Research shows that workload and work stress influence <i>turnover intention</i> .	√		√	√

	<i>Intention and the Mediating Role of Job Satisfaction at Universities</i> Name: Rao Tahir Anees, Petra Heidler, Luigi Pio Leonardo Cavaliere, Nordiana Ahmad Nordin (2021)					
21	<i>The effect of transformational leadership on employee turnover intention with job stress and job embeddedness as intervening variables</i> Name: Fizza Saeed & You Jun (2022)	Research shows that work stress has an effect on turnover intention.			√	√
22	<i>The Impact of Job Stress and State Anger on Turnover Intention Among Nurses During COVID-19: The Mediating Role of Emotional Exhaustion</i> Name : Syed Haider Ali Shah, Aftab Haider, Jiang Jindong, Ayesha Mumtaz & Nosheen Rafiq (2022)	Research shows that work stress has an effect on turnover intention.			√	√
23	<i>As a Happy Kindergarten Teacher: The Mediating Effect of Happiness Between Role Stress and Turnover</i>	Research shows that work stress has an effect on turnover intention.			√	√

	<i>Intention</i> Name : Chao-Chun Yang, Chih-Wen Fan, Kuan-Ming Chen, Shih-Chi Hsu & Chin-Lung Chien (2018)					
24	<i>The effect of workloads on Turnover intention with work stress as mediation and social support as moderated variables</i> Name: Akbar Wibowo, Margono Setiawan & Agung Yuniarinto (2021)	Research shows that work stress has an effect on turnover intention and workload has no effect on turnover intention.	√		√	√
25	<i>The effects of the compensation system on job satisfaction and turnover intention of employees in the Republic of Serbia</i> Name : Tamara Jevtic & Dimitrije Gašić (2022)	Research shows that compensation has an effect on turnover intention.	√		√	
26	<i>The effect of work life balance and compensation on Turnover intention with job stress as a mediating variable in PT XYZ's millennial employees</i> Name: Sharfina Ferzanita (2023)	Research shows that work stress has an effect on turnover intention and compensation does not have an effect on turnover intention.		√	√	√



27	<i>The Effect of Psychological Work Environment and Work Loads on Turnover Interest, Work Stress as an Intervening Variable</i> Name: Andesna Nanda, Mochamad Soelton, Sita Luiza, Eko Tama Putra Saratian (2020)	Research shows that workload and work stress influence turnover intention.	√		√	√
28	<i>Analysis of the Effect of Compensation, Job Satisfaction, Commitment and Work Environment on Turnover Intention with Job Stress as Intervening Variables on Nurses of Mitra Sejati Hospital Medan</i> Name: Michael Novranda Surbakti, Harmein Nasution & Rulianda Purnomo Wibowo (2021)	Research shows that compensation does not affect turnover intention and stress affects turnover intention.		√	√	√
29	<i>The Influence Of Workload And Organizational Climate On Turnover Intention Through Job Stress As An Intervening Variable In Sales Employees Of Auto 2000</i>	Research shows that workload and work stress influence turnover intention.	√		√	√

	<i>Medan-Binjai</i> Name: Daud Arifin (2023)					
30	<i>The Effect of Workload and Organizational Climate on Turnover intentions with Job Stress as an Intervening Variable in Generation Z Employees of PT.MMI Ambon Regional</i> Name: Husni & Siti Safaria (2024)	Research shows that workload and work stress influence turnover intention.	√		√	√

## 2.2. Hypothesis development

This theoretical framework is based on the research problem formulation and objectives, which aim to explain how Indeterminate *Turnover* is influenced by factors such as Workload, Compensation, and Discipline. The following are several theories connecting the variables relevant to this research from previous researchers:

### 2.2.1 The Influence of Workload on Turnover Intention

Workload 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 the assigned tasks, it does not constitute a workload. A workload that aligns with employee performance can reduce *turnover intention*. However, if the workload exceeds the employee's capabilities, it will increase *turnover intention* (Agustin, 2022).

Based on the results of research conducted by Melanie & Jufrie (2019) conducted at PT Jayamandiri Gemasejati Ciledug Branch, it shows a positive and significant influence between workload and *Turnover intention*. The answers to the questionnaire results show that the company leaders at PT Jayamandiri Gemasejati Ciledug Branch always emphasize that the targets that have been determined for their employees must be completed within the time specified by the company, so that with such conditions, what occurs is a feeling of a very heavy workload and a very large responsibility that they must carry out in their work.

Another study by Fauzi & Karsudjona (2021) conducted by BNI LIFE BANJARMASIN showed that workload has a positive and significant effect on employee *turnover intention* at BNI Life Banjarmasin. This means that the higher the workload, the higher the level of *turnover intention* and vice versa. Several studies conducted by Arifani & Kusmaryani (2021), Nanda et al. (2020), Agustin (2022), Khan (2022), &

Anees et al. (2021) also showed similar results, indicating that workload has a positive and significant effect on *turnover intention*.

### H1: Workload has a positive effect on *turnover intention*

#### 2.2.2 The Effect of Compensation on *Turnover Intention*

Compensation is a complex issue for companies and one of the most significant aspects for both employees and the company. Minimal or low compensation, or if the amount of compensation is not commensurate with the employee's output, can strengthen their *turnover intention*. Compensation mismatches can lead to low motivation among all employees and high *turnover* among top performers (Noe et al., 2021).

Research conducted by Jevtic & Gašić (2022) stated that the analysis of the impact of the reward system on the desire to leave showed a significant negative relationship between the observed variables ( $\beta = -0.246$ ,  $p = 0.005$ ), which is a positive impact because employees do not want to leave their jobs.

Research conducted by Putrianti et al. (2014) at PT. TIKI Jalur Nugraha Ekakurir Pusat Malang showed that compensation significantly influenced *turnover intention*. This indicates that compensation has a significant contribution in reducing *turnover intention*. Several studies conducted by Wijayanti & Anisa (2021) and Suganda, Sutrisno & Setyorini (2023) showed similar results. Hypothesis testing results indicate that compensation has a negative effect on employee *turnover intention*. This means that the higher the compensation received by employees, the less likely they are to leave their jobs, and vice versa.

### H2: Compensation has a negative effect on *turnover intention*

#### 2.2.3 The Influence of Job Stress on *Turnover Intention*

When individuals feel stressed about work, it usually comes with symptoms such as passivity or loss of work motivation, sadness, anxiety and anger, headaches, insomnia and being disturbed, changes in lifestyle, decreased work involvement, not coming to work, and wanting to quit the job. (Asweni, 2011).

Based on the results of research conducted by Melanie & Jufrie (2019) conducted at PT Jayamandiri Gemasejati Ciledug Branch, it shows a positive and significant influence between work stress and *turnover intention*. The leadership of PT Jayamandi Gemasejati Ciledug Branch has employees who have a sense of pressure within themselves to complete a work target.

Research conducted by Surbakti, Nasution & Wibowo (2021) shows that work stress has a direct positive and significant effect on *Turnover intention*. The magnitude of the effect of work stress on *Turnover intention* = 0.602 or 60.2% is considered significant with a significance level of 0.000 < 0.05. This is proven that the higher the level of stress nurses have on their work, the higher the desire to leave (*Turnover intention*). Similar results were also obtained by research

conducted by Wijayanti & Anisa (2021), Ferzanita (2023), Nanda et al (2020), Agustin (2022), Shah (2022), Saeed & Jun (2022) & Yang et al (2018) with the results of hypothesis testing proving that employee *Turnover intention* is positively influenced by the level of work stress. This means that the higher the level of employee stress in a company, the more likely the employee will leave their job.

### H3: Work stress has a positive effect on *turnover intention*.

#### 2.2.4 Effect of Workload on Job Stress

The results of research conducted by Ayunah and Solihin (2023) show that workload has a positive effect on job stress. This means that the higher the workload experienced by someone, the higher their stress levels. Previous studies also show a positive relationship between workload and job stress. As workload increases, individuals experience higher mental and physical stress because they must cope with more or more complex work demands within a limited time.

Research conducted by Wibowo, Setiawan, and Agung Yuniarinto (2021) shows that the workload of PT. Bentoel Prima employees significantly influences their work stress. Analysis of respondents' responses to workload identified mental and physical demands as the dominant factors influencing workload. Companies must take concrete steps to minimize these impacts to prevent employees from experiencing a domino effect of work stress.

The results of research conducted by Mahsyar et al (2023) Based on the results of the analysis that has been done, the results obtained are that workload partially has a positive and significant effect on work stress. Judging from the results of the t-test hypothesis testing, the calculated t value is > t table or  $1.880 > 1.984$  and a sig. value of  $0.000 < 0.05$ . Several studies conducted by Agustin (2022) and Nanda et al (2020) have similar results, showing that workload partially has a positive and significant effect on work stress. This means that the greater the workload given, the higher the level of employee work stress.

### H4: Workload has a positive effect on *turnover intention*

#### 2.2.5 The Effect of Compensation on Work Stress

Research conducted by Surbakti, Nasution, & Wibowo (2021) shows that compensation has a direct and significant impact on work stress. In this study, the compensation provided by hospitals to nurses was still considered inadequate. This is evident from respondents' predominantly uncertain responses, namely that salaries and incentives were insufficient to meet nurses' daily needs. Therefore, compensation is one of the factors that causes nurses' stress at work, which then impacts *turnover*.

The results of the study conducted by Saputro (2024) The coefficient value of the compensation path (x1) on work stress (z) directly is 1.038 and the significance value of 0.000 shows that compensation has a positive and significant influence on work stress.

Research conducted by Suganda et al. (2023) revealed that compensation significantly influences job stress levels among

employees working at the Goyor sarong MSME in Pemalang Regency. These findings also indicate a strong correlation between compensation and job stress. Several studies conducted by Riana (2024) indicate that compensation negatively impacts job stress.

**H5: Compensation has a positive effect on turnover intention.**

### 2.2.6 The Influence of Workload on Turnover Intention through Job Stress

Job stress can mediate the influence of workload on employee *turnover intention*. This means that when employees face an excessive or unbalanced workload, they are more likely to experience significant stress. This can lead to job dissatisfaction, physical and mental exhaustion, and an increased risk of turnover intentions or leaving the company (Ayunah & Solihin, 2023).

Research conducted by Fauzi & Karsudjono (2023) stated that the influence of workload (X) on employee *turnover intention* (Z) through work stress (Y) at BNI Life Banjarmasin. Based on the results of the analysis, it shows that workload has an effect on employee *turnover intention* through work stress at BNI Life Banjarmasin.

Research conducted by Mahsyar et al (2023) The results of the path analysis showed that the direct effect of workload on *turnover intention* was smaller than the indirect effect through work stress or  $-0.356 < 0.301$ , meaning that the work stress variable was proven to be an intervening variable. This indicates that work stress mediates the effect of workload on *turnover intention*. Overall, the average value of the workload variable statement is categorized as moderate.

**H6: Job stress mediates the relationship between workload and turnover intention.**

### 2.2.7 The Influence of Compensation on Turnover Intention through Work Stress

Companies that fail to provide adequate compensation will result in suboptimal employee productivity. Employees can experience stress due to their needs not being met. If this occurs on a large scale, it can lead to very high *turnover intentions*. This will have a significant impact on the company, especially for organizations that have made significant investments in employee training and development (Riana, 2024).

Research conducted by Ferzanita (2023) shows that the compensation variable has a positive effect on *turnover intention*, mediated by work stress. The previous hypothesis stated that compensation has no effect on *turnover intention*. However, the presence of work stress as a mediating variable makes the relationship between compensation and *turnover intention* have a positive and significant effect. Therefore, it

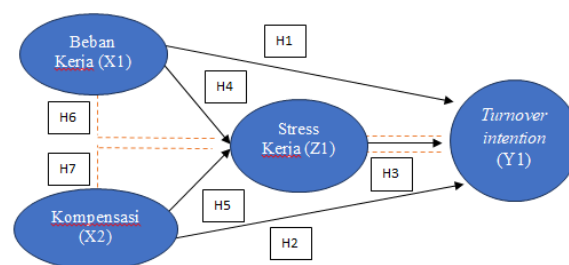
can be concluded that work stress can be a mediating variable for the influence of compensation on *turnover intention*.

The results of research conducted by Suganda et al. (2023) revealed that compensation has a significant influence on the level of work stress among employees working at the Goyor Sarong MSME in Pemalang Regency. This finding also shows a strong correlation between compensation and turnover intention, with job stress acting as a mediator in this relationship. Research conducted by Syadilla (2023), Surbakti, Nasution, & Wibowo (2021) shows that the relationship between compensation variables and *turnover intention* can be mediated by job stress variables.

**H7: Job stress mediates the relationship between compensation and turnover intention.**

### 2.3 Hypothesis Framework

The following is the framework for this research, which is based on the background and problem formulation and supported by a review of theory and previous research:



**Figure 3.1 Hypothesis framework**

H<sub>1</sub> : Workload has a positive and significant effect on *turnover intention*.

H<sub>2</sub> : Compensation has a negative and significant effect on *turnover intention*

H<sub>3</sub>: Work stress has a positive and significant effect on *turnover intention*.

H<sub>4</sub>: Workload has a positive and significant effect on work stress.

H<sub>5</sub> : Compensation has a negative and significant effect on work stress.

H<sub>6</sub>: Job stress mediates the relationship between workload and *turnover intention*.

H<sub>7</sub>: Job stress mediates the relationship between compensation and *turnover intention*.

### Research methods

#### 3.1 Time and Place of Research

##### 3.1.1 Research Time

This research will be conducted starting from early October 2024 to January 2025. The detailed research activity schedule from proposal preparation to thesis defense can be seen in the table below:

**Table 3.1  
Research Plan**

No	schedule of activities	2024			2025
		October	November	December	January

		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Observation																
2	Preparation of proposals																
3	Proposal seminar																
4	Proposal revision																
5	Questionnaire Distribution																
6	Data analysis																
7	Thesis preparation																
8	Thesis hearing																
9	Thesis revision																

Source: Research Planning

### 3.1.2 Research Location

This research was conducted at PT. KARSA BERSAMA MANDIRI. Established on April 6, 2016, it is a subsidiary of PT. Gedung BankExim/GBE, one of the subsidiary companies of Dana Pensiun Bank Mandiri Tiga which operates in the field of Property Management & Building Construction & Maintenance. This research is located at Jl. Gatot Subroto No.Kav 36-38, RT.7/RW.3, Senayan, Kec. Kby. Baru, South Jakarta City, Special Capital Region of Jakarta 12190.

### 3.2 Research Design

The research design used in this study is *explanatory research* with a quantitative approach. Explanatory research *aims* to describe or explain the relationship between one variable and another, thus using hypothesis testing to determine the influence and contribution of exogenous and endogenous variables (Sugiyono, 2019). This type of research is explanatory research with a quantitative approach and was conducted using a questionnaire method. This study focuses on examining the effect of Workload and Compensation on *Turnover Intention*, with Job Stress as an intervening variable in the environment of PT. Karsa Bersama Mandiri. This aims to explore the relationship between the variables studied. This study uses a quantitative approach, utilizing numerical data to analyze the relationship between variables.

### 3.3 Population and Sample

#### 3.3.1 Population

A population is an object or subject that possesses certain qualities and characteristics determined by the researcher (Sugiono, 2019). The population in this study was all 141 permanent employees of PT. Karsa Bersama Mandiri.

#### 3.3.2 Sample

A sample is a subset of the population's size and characteristics (Sugiyono, 2019). According to Sugiyono, the Isaac and Michael formula is used to determine the sample size in this study. The Isaac and Michael formula provides useful calculation results for determining sample size based on error levels of 1%, 5%, and 10%. The calculation for

determining sample size using the Isaac and Michael formula is as follows:

$$s = \frac{\lambda^2 NPQ}{d^2 (N-1) + \lambda^2 \cdot P \cdot Q}$$

Information :

S : Number of samples

$\lambda^2$  : Chi Square whose value depends on the value of freedom and the level of error. For degrees of freedom 1 and 5% freedom the value of Chi Square = 3.841. The value of Chi Square for 1% error = 6.634 and 10% = 2.706.

N : Population Size

P: Probability of being correct (0.5)

Q : Probability of being wrong (0.5)

d: The difference between the sample mean and the population mean. The difference can be 0.01, 0.05, and 0.10. The sampling technique used in this study is the random sampling technique. This technique is the random sampling of sample members from the population so that it provides an equal opportunity for each member of the population to be selected as a sample member. In this study, a population of 141 people was obtained, and an error tolerance limit of 5% was determined and the difference value between the sample average and the population average = 0.05. Then the number of research samples can be determined as follows:



$$s = \frac{\lambda^2 NPQ}{d^2(N-1) + \lambda^2 \cdot P \cdot Q}$$

$$= \frac{3.841 \cdot 141 \cdot 0.5 \cdot 0.5}{0.05^2(141-1) + 3.841 \cdot 0.5 \cdot 0.5}$$

$$= \frac{135.39525}{1.31025}$$

$$= 103.3$$

= 103 (rounded)

So, in the calculation of the formula above, it can be determined that the number of samples in data collection is 103 samples.

### 3.4 Research Instruments

The instruments used in this study were used to measure the *Turnover intention variable* (Y1) as the dependent variable, the work stress variable (Z1) as the intervening variable and the workload variable (X1) and compensation variable (X2) as the independent variables.

#### 1. Turnover intention variable

##### a. Conceptual Definition

*Turnover intention* is a deliberate and conscious desire to leave the company (Tett & Meyer, 2006).

##### b. Operational Definition

Respondents' perception of the deliberate and conscious desire to leave the Company, which can be measured by indicators of the level of satisfaction experienced, thinking about leaving, intention to and seeking alternative work and comparing alternatives with the current job.

**Table 3.2**

**Turnover intention variable instrument grid**

Variables	Indicator	Statement
<i>Turnover intention</i> (Y1) (Tett & Meyer, 2006 and Abelson, 1986).	1. Thinking about quitting	I don't think I will last long in this company.
		I often think about leaving my job at my current company.
	2. Intention to seek alternative employment	I will be looking for a new job soon
		I will look for a new job, even if it means changing my job position from my current job.

##### a. Conceptual Definition

Workload is the amount or level of difficulty of a person's work. (Bowling & Kirkendall, 2012).

##### b. Operational Definition

	3. Compare alternatives with current job	I feel that work outside my company is much better than my current company.
		I would consider leaving my current job if I received a job offer from another company.
		If I get a new job offer, I will quit my current job.

## 2. Workload Variables

**Table 3.3**

**Workload Variable Instrument Grid**

Variables	Indicator	Statement
Workload (X1) (Reid, 1989 and Bowling & Kirkendall, 2012 )	1. Time load	I do too many tasks that are not related to the main task.
		I was given an assignment with a deadline that was too short
	2. Mental effort load	I have difficulty when I encounter problems in doing a task
		I have difficulty making decisions within the scope of work.
		I have difficulty remembering and processing work-related information.
	3. psychological stress load	I get frustrated when work doesn't get done
		I get frustrated when I have problems doing a task.

## 3. Compensation Variables

##### a. Conceptual Definition

Employee compensation includes all forms of payment given to employees and arising from their employment. (Dessler, 2018).

##### b. Operational Definition

Respondents' perceptions of the amount or level of difficulty of a person's work , which can be measured by indicators of Direct Compensation and Indirect Compensation.

**Table 3.4**

**Compensation Variable Instrument Grid**

Respondents' perceptions of the amount or level of difficulty of a person's work , which can be measured by indicators of time load, mental effort load and psychological stress load.

Variables	Indicator	Statement
Compensation (X2) ( Mathis & Jackson, 2001 and Dessler, 2018).	1.Direct Compensation,	The salary I receive is in accordance with my duties and responsibilities.
		The bonus given is according to my performance
		I get the appropriate overtime pay
		I am satisfied with the salary given by the company
	2. Indirect Compensation	I got the insurance I needed
		I am satisfied with the facilities provided by the company
		I am satisfied with the leave policy provided by
		I am satisfied with the benefits provided by the Company

#### 4. Work stress variables

##### a. Conceptual Definition

Stress is the perception and assessment of conditions or events that are considered unpleasant challenges or threats for individuals (Robbins & Judge, 2024).

##### b. Operational Definition

Respondents' perceptions of the assessment of conditions or events that are considered as unpleasant challenges or threats for individuals, which can be measured using indicators, namely Physiological Symptoms, Psychological Symptoms and Behavioral Symptoms.

**Table 3.5**

**Work Stress Variable Instrument Grid**

Variables	Indicator	Statement
Job Stress (Z1) (Robbins & Judge, 2024)	1) environmental stress	I feel anxious about the current state of economic uncertainty.
		I feel anxious about current technological developments.
		I feel anxious about the

		current political situation.
	2) organizational stress	I have big duties and responsibilities in the company
		My current job makes me feel tired
		I am often given tasks beyond my capabilities.
	3) individual stress	I feel anxious about my current financial situation.
		I feel anxious about my family's future
		Family problems make my performance decline

#### 3.5 Data Collection Techniques

Data collection can involve primary and secondary sources, depending on the data source. In terms of data collection methods, there are several ways to do it, such as interviews, questionnaires, observations, or a combination of these approaches. The purpose of data collection is to gather information for research purposes. This study used the following data collection methods:

##### 1. Survey

Surveys in research are usually conducted by distributing questionnaires or conducting interviews. The goal of the research is to find out who people are, what they think and feel, or their behavioral characteristics.

##### 2. Questionnaire

A questionnaire is a data collection method that involves asking respondents a series of written questions or statements to answer. Questionnaires can be either closed-ended or open-ended and can be administered in person or online (Sugiyono, 2019). For this study, the researcher used a questionnaire based on a Likert scale. According to (Sugiyono, 2019), a Likert scale can measure views, opinions, and perceptions regarding social phenomena. The Likert scale presents indicators of the variables to be measured, which are then used to formulate statements or questions for the questionnaire. The instrument includes Likert Scale responses for each question, ranging from strongly agree (positive) to strongly disagree (*negative*). A five-level Likert scale is used to evaluate the above factors, as follows:

- Strongly Agree (SS)
- Agree (S)
- Disagree Less (KS)
- Disagree (TS)
- Strongly Disagree (STS)

Each answer item is scored differently: SS answers receive 5 points, S answers receive 4 points, N answers receive 3 points, TS answers receive 2 points, and STS answers receive 1 point. This methodology allows researchers to collect information about the assessments completed by each employee, thus facilitating subsequent deductions.

### 3. Literature Review

According to Sugiyono (2019). The data collection process includes reading, analyzing, and examining books, articles, journals, references, and other materials related to the problem being studied. There are three criteria—relevance, authenticity, and relevance—that are used as the basis for research.

#### 3.6 Data Analysis Techniques

This study uses the *Structural Equation Model* (SEM) with a *Partial Least Square* (PLS) analysis approach. *Structural Equation Modeling* (PLS) is a set of statistical techniques that has become very popular in business and social sciences. Its ability to model latent variables, account for various forms of measurement error, and test entire theories makes it useful for a variety of research questions. PLS analysis is a powerful, assumption-free method aimed at prediction.

(Structural Equation Modeling) which is run by the SMALRTPLS 4.0 application. One technique used to overcome the shortcomings of the regression approach is structural equation modeling, or SEM. SEM is divided into two categories by experts in research methods. The initial method is known as Covariance Based Structural Equation Modeling (CBSEM), while the alternative approach is called Variance Based Structural Equation Modeling, or Partial Least Squares (PLS). Software such as ALMOS and LISREL are often used to conduct analysis using CBSEM, while smartPLS, warpPLS, and XLStat are often used for PLS. In the Partial Least Square (PLS) method,

The implementation of PLS-SEM begins with a multi-step process involving inner and outer specification, data collection and verification, actual model estimation, and evaluation of the results. The three steps of PLS-SEM are as follows:

- (1) model specifications;
- (2) *outer model* and
- (3) *inner model*

##### 3.6.1 Model Specifications

The model specification stage involves setting up the *inner* and *outer models*. The *outer model*, or *inner model*, displays the relationships between the constructs being evaluated. The *outer model*, also known as the measurement model, is used to evaluate the relationships between indicator variables and related constructs. The first step in using PLS-SEM involves creating a path model connecting variables and constructs based on theory and logic (Hair et al., 2014). Once the *inner model* is designed, the researcher must determine the *outer model*. This step requires the researcher to make several decisions, such as whether to use a multi-item scale or a single-item scale.

##### 3.6.2 Outer Model Analysis (Measurement Model)

The outer model, also often called the *outer relation* or *measurement model*, is used to see how each indicator relates to the latent variable. By beginning with an assessment of the outer model, researchers can be confident that the constructs, which form the basis for assessing the inner model relationships, are accurately measured and represented (Hair

et al., 2014). The measurement model is used to measure validity and reliability, and the tests are as follows.

##### a. Composite reliability

indicates the existence of a construct that can be measured by looking at the latent variable coefficient. This can be evaluated using two indicators: internal consistency and Cronbach's alpha. A value higher than 0.70 in this measurement indicates a high level of construct reliability. Cronbach's Alpha strengthens the findings of composite reliability, namely the reliability test. If Cronbach's Alpha is greater than 0.7 then the variable is said to be reliable,

##### b. Convergent Validity,

Convergent validity is assessed by examining the correlation between construct scores and item/component scores. This correlation is measured using a standardized loading factor, which indicates the strength of the correlation between each indicator and its construct. If the correlation between the measured construct and the individual's reflexive measure is above 0.7, it is considered a strong correlation. Conversely, a value between 0.5 and 0.6 for external loading is considered sufficient (Ghozalli, 2014).

##### c. Discriminant Validity

A model for measuring constructs that uses cross-loading to evaluate reflexive indicators. Block size is better than other construct measures if there is a higher correlation between the two constructs and their measurement items. Additionally, when using an alternative approach to assessing discriminant validity, which involves comparing the square root of the *Average Variance Extracted* (AVE) values, the expected AVE value should exceed 0.5.

#### 3.6.3 Inner model analysis (structural model)

The inner model, also known as *inner relations*, *structural models*, and *substantive theory*, describes the relationships between latent variables based on *substantive theory*. This study used one endogenous latent variable and two exogenous latent variables. There are two types of latent variables: those that are never dependent variables and those that are always independent variables. Here's how to calculate the inner model for this study:

##### a. Coefficient determination / R-square ( $R^2$ )

Assessing a structural model begins by examining the R-squared value for each endogenous variable, indicating its predictive power. Changes in the R-squared ( $R^2$ ) value can be used to determine whether a particular exogenous latent variable has a substantive influence on the endogenous latent variable. R-squared values of 0.75, 0.50, and 0.25 indicate a strong, moderate, and weak model, respectively (Hair et al., 2014).

##### b. Cross-validated redundancy ( $Q^2$ )

$Q^2$  is a way to assess the predictive relevance of an internal model. A Q-square value  $> 0$  indicates the model has predictive relevance, conversely, a Q-square value  $< 0$  indicates the model has less predictive relevance. The Q-square value has a value in the range  $0 < Q^2 < 1$  (Hair et al., 2014).

##### c. Path coefficients

Path coefficients have standardized values approximately between -1 and +1. Path coefficients closer to +1 indicate a strong positive relationship. Path coefficients closer to -1 indicate a strong negative relationship. The closer the estimated coefficient is to 0, the weaker or no relationship is (Hair et al., 2014).

d. F square ( $f^2$ )

used to predict the magnitude of the influence of independent latent variables on the dependent variable. With the f value category, the small category is 0.02, the medium category is 0.15, and the large category is 0.35.

e. Goodness of fit

There are several measures that can be used to measure goodness of fit, as follows (Henseler et al., 2016):

a. SRMR

The average difference per degree of freedom expected to occur in the population and not in the sample  $SRMR \geq 0.08$  is a good fit, a value of  $0.05 \leq SRMR < 0.08$  is a marginal fit, a value of  $SRMR < 0.05$  is a close fit.

b. Normed Fit Index (NFI)

Values range from 0-1, with higher values being better.

$NFI \geq 0.90$  is a good fit, a value of  $0.70 \leq NFI < 0.90$  is a marginal fit. A value of  $0.50 \leq NFI < 0.70$  is a model fit.

c. RMS-Theta

RMS\_theta values above 0.12 indicate a good fit, while lower values indicate a marginal fit.

d. Evaluation of the Goodness of Fit model

The next step in the structural model evaluation is to measure the Goodness of Fit (GoF) index, which is one of the indices used in PLS path modeling. This index measurement determines the validity of a variable from both exogenous and endogenous variables. The Goodness of Fit (GoF) index has three assessment categories: 1) 0.1 for a low GoF value, 2) 0.25 for a medium GoF value, and 3) 0.36 for a high GoF value. The formula for the Goodness of Fit (GoF) index is as follows:

$$GoF = \sqrt{AVE \times R Square}$$

### 3.6.4 Hypothesis Testing

Hypothesis testing was conducted to determine the influence of the independent variables on the dependent and mediating variables. Testing was conducted by examining the t-value and probability values between the variables used in this study. The expected p-value with an alpha ( $\alpha$ ) of 5% is  $<0.05$ , and the t-table value for an alpha ( $\alpha$ ) of 5% is 1.96. The hypothesis is accepted if the t-value is  $>1.96$  and the p-value is less than 0.05.

## CHAPTER IV

## RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Descriptive analysis of respondent data

Descriptive analysis in this study will describe the respondent characteristics data based on gender, age, education and length of service with 103 respondents. The characteristics of the respondents can be seen in the table below:

**Table 4.1**

**Respondent characteristics based on gender**

No.	Gender	Frequency	Percentage
1	Man	86	83.5%
2	Woman	17	16.5%
<b>Total</b>		<b>103</b>	<b>100%</b>

Source: by researcher

The results of the analysis of respondent characteristics based on gender in Table 4.1 show that 86 respondents were male, representing 83.5%, while 17 respondents were female, representing 16.5%. Therefore, it can be concluded that the majority of respondents based on gender in this study were male.

**Table 4.2**

**Respondent characteristics based on age**

No.	Age	Frequency	Percentage
1	18-25 years old	25	24%
2	26-35 years	53	51%
3	36-45 years	17	17%
4	>45 Years	8	8%
<b>Total</b>		<b>103</b>	<b>100%</b>

Source: processed by researchers

The results of the analysis of respondent characteristics based on age in table 4.2 show that respondents with an age range of 18-25 years were 25 respondents, respondents with an age range of 26-35 years were 53 respondents, respondents with an age range of 36-45 years were 17 respondents and respondents with a time range of >45 years were 8 respondents. So it can be concluded that the characteristics of respondents based on age that are most in this study are with an age range of 26-35 years.

**Table 4.3**

**Respondent characteristics based on education level**

No.	Level of education	Frequency	Percentage
1	JUNIOR HIGH SCHOOL	0	0%
2	High School/Vocational School	74	72%
3	Diploma/Bachelor's Degree (S1)	29	28%
4	Master (S2)	0	0%
<b>Total</b>		<b>103</b>	<b>100%</b>

Source: processed by researchers

The results of the analysis of respondent characteristics based on their last educational background in table 4.3 show that



there were no respondents with a junior high school education, 74 respondents with a high school/vocational school, 29 respondents with a diploma/bachelor's degree (S1), and no respondents with a master's degree (S2). Therefore, it can be concluded that the characteristics of respondents based on their last educational background, the most common in this study were those with a high school/vocational school education.

**Table 4.4**  
**Respondent characteristics based on length of service**

No.	Years of service	Frequency	Percentage
1	<1 year	19	18%
2	1-5 years	53	51%
3	6-10 years	22	21%
4	>10 years	9	9%
<b>Total</b>		<b>103</b>	<b>100%</b>

Source: processed by researchers

The results of the analysis of respondent characteristics based on age in table 4.4 show that respondents with an age range of <1 year were 19 respondents, respondents with an age range of 1-5 years were 53 respondents, respondents with an age range of 6-10 years were 22 respondents and respondents with a time range of >10 years were 9 respondents. So it can be concluded that the characteristics of respondents based on the most age in this study are with an age range of 1-5 years.

#### 4.1.2 descriptive analysis of research variables

Descriptive analysis aims to find out the description of the answers to statements from the results of the questionnaire submitted to respondents. The answer data related to workload, compensation, work stress and *turnover intention*, which are measured based on the following score ranges:

**Table 4.5 Descriptive Analysis Score Range**

Category	Score range
Very low	1.00 – 1.80
Low	1.81 – 2.61
Currently	2.62 – 3.42
Tall	3.43 – 4.23
Very high	4.24 – 5.00

Source: processed by researchers (2024)

From this range of scores, an analysis was conducted on the variables of workload, compensation, job stress, and *turnover intention* using the mean values. These results were used as a guideline for categorizing the average answers from respondents.

#### 4.1.2.1 descriptive analysis of workload variables

The workload variable (X1) is measured using a Likert scale with a scale of 1 to 5 including strongly disagree (STS), disagree (TS), less agree (KS), agree (S), strongly agree (SS). The results of the descriptive statistical analysis on the workload variable (X1) can be described as follows:

**Table 4.6 descriptive analysis of workload variables**

Statement code			Frequency and percentage					Total	Average	information
			STS	TS	KS	S	SS			
Morning	BK1	F	6	17	36	14	30	103	3.43	Tinggi
		%	5.8%	16.5%	35.0%	13.6%	29.1%	100%		
	BK2	F	6	18	18	26	35	103	3.64	Tinggi
		%	5.9%	17.15%	17.5%	25.2%	34.0%	100%		
Mental effort burden	BK3	F	8	24	38	21	12	103	3.04	Currently
		%	8%	23%	37%	20%	12%	100%		
	BK4	F	7	19	40	26	11	103	3.14	Currently
		%	7%	18%	39%	25%	11%	100%		
	BK5	F	9	23	47	16	8	103	2.91	Currently
		%	9%	22%	46%	16%	8%	100%		
Psychological stress burden	BK6	F	7	13	27	43	13	103	3.40	Currently
		%	7%	13%	26%	41.5%	13.6%	100%		
	BK7	F	9	21	28	44	16	103	3.26	Currently

		%	2.1%	11.9%	25%	41.7%	19.3%	100%		
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Source: processed by researchers

The results of the descriptive analysis on the workload variable (X1) in Table 4.6 above show that of the 7 statement items, the highest mean/average value was obtained at 3.64 (high) in the BK2 statement, namely "I was given a task with a target completion time that was too fast." So it can be concluded that the majority of respondents answered agree and strongly agree with the BK2 indicator statement item. This shows that employees feel they were given tasks with a

completion time that was too fast. And the lowest mean/average value was obtained at 2.91 for the BK5 statement "I find it difficult to make decisions within the scope of work." Overall, the average value of the workload variable statement is in the medium category.

#### 4.1.2.2 descriptive analysis of compensation variables

The Compensation variable (X2) is measured using a Likert scale with a scale of 1 to 5 including strongly disagree (STS), disagree (TS), less agree (KS), agree (S), strongly agree (SS). The results of the descriptive statistical analysis on the Compensation variable (X2) can be described as follows:

**Table 4.7 descriptive analysis of compensation variables**

Statement code			Frequency and percentage					Total	Average	information
			STS	TS	KS	S	SS			
Direct compensation	K1	F	12	28	28	27	8	103	2,91	Sedang
		%	12%	27%	27%	26%	8%	100%		
	K2	F	40	9	15	28	11	103	2,62	Sedang
		%	38,8%	8,7%	14,6%	27,2%	10,7%	100%		
	K3	F	25	24	30	16	8	103	2.59	Low
		%	24.3%	23.3%	29.1%	15.5%	7.8%	100%		
	K4	F	12	25	37	22	7	103	2.87	Currently
		%	12%	24%	36%	21%	7%	100%		
Indirect compensation	K5	F	17	33	18	26	9	103	2.77	Sedang
		%	17%	32%	17%	25%	9%	100%		
	K6	F	5	26	34	33	5	103	3.06	Sedang
		%	4.9%	25.2%	33.0%	32.0%	4.9%	100%		
	K7	F	36	22	16	25	4	103	2.40	Low
		%	35%	21%	16%	24%	4%	100%		
	K8	F	22	30	27	20	4	103	2.55	Low
		%	21.4%	29.1%	26.2%	19.4%	3.9%	100%		

Source: processed by researchers

The results of the descriptive analysis on the Compensation variable (X2) in Table 4.7 above show that of the 8 statement items, the highest mean/average value was obtained at 3.06 (moderate) in statement K6, namely "I am satisfied with the facilities provided by the company." So it can be concluded that the majority of respondents answered disagree and strongly disagree with the K6 indicator statement item. This shows that employees are satisfied with the facilities provided by the company. And the lowest mean/average value was obtained at 2.91 in statement K7 "I am satisfied with the leave policy provided by the company." Overall, the average value of the compensation variable statements is in the medium and low categories.

#### 4.1.2.3 Descriptive analysis of work stress variables

The work stress variable (Z) was measured using a Likert scale with a scale of 1 to 5 including strongly disagree (STS), disagree (TS), less agree (KS), agree (S), strongly agree (SS). The results of the descriptive statistical analysis on the work stress variable (Z) can be described as follows:

Table 4.8 descriptive analysis of work stress variables

Statement code			Frequency and percentage					Total	Average	information
			STS	TS	KS	S	SS			
Environmental stress	SK1	F	1	6	14	65	17	103	3.88	Tinggi
		%	1%	5.8%	13.6%	63.1%	16.5%	100%		
	SK2	F	3	12	19	49	20	103	3.68	Tinggi
		%	2.9%	11.7%	18.4%	47.6%	19.4%	100%		
	SK3	F	3	10	23	49	18	103	3,66	Tinggi
		%	2,9%	9,7%	22,3%	47,6%	17,5%	100%		
Stress organisasi	SK4	F	4	8	31	35	25	103	3,66	Tinggi
		%	4%	8%	30%	34%	24%	100%		
	SK5	F	3	10	32	29	29	103	3,68	Tinggi
		%	3%	10%	31%	28%	28%	100%		
	SK6	F	6	15	44	22	16	103	3,26	Sedang
		%	5,8%	14,6%	42,7%	21,4%	15,5%	100%		
Stress individu	SK7	F	3	8	21	50	21	103	3.75	Tinggi
		%	2.9%	7.8%	20.4%	48.5%	20.4%	100%		
	SK8	F	4	8	18	50	23	103	3.77	Tinggi
		%	3.9%	7.8%	17.5%	48.5%	22.3%	100%		
	SK9	F	16	11	33	24	19	103	3.18	Currently
		%	16%	11%	32%	23%	18%	100%		

Source: processed by researchers

The results of the descriptive analysis on the Work Stress variable (Z) in Table 4.8 above show that of the 9 statement items, the highest mean/average value was obtained at 3.88 (high) in the SK1 statement, namely "I feel anxious about the current economic uncertainty." So it can be concluded that the majority of respondents answered agree and strongly agree with the SK1 indicator statement items. This shows that employees feel anxious about the current economic uncertainty. And the lowest mean/average value was obtained at 3.18 in the SK9 statement "Family problems make my performance decline." Overall, the average value of the work stress variable statement is in the high category.

#### 4.1.2.4 Descriptive analysis of turnover intention variables

turnover intention variable (Y) was measured using a Likert scale with a scale of 1 to 5 including strongly disagree (STS), disagree (TS), somewhat disagree (KS), agree (S), strongly agree (SS). The results of the descriptive statistical analysis on the turnover intention variable (Y) can be described as follows:

Statement code			Frequency and percentage					Total	Average	information
			STS	TS	KS	S	SS			
Thinking about quitting	TI1	F	9	11	38	34	11	103	3.26	Medium
		%	8.7%	10.7%	36.9%	33%	10.7%	100%		
	TI2	F	7	15	33	30	18	103	3.35	Medium
		%	6.8%	14.6%	32%	29.1%	17.5%	100%		

Intent to find an alternative job	TI3	F	10	14	50	17	12	103	3,06	Sedang
		%	9,7%	13,6%	48,5%	16,5%	11,7%	100%		
	TI4	F	9	24	30	26	14	103	3,11	Sedang
		%	9%	23%	29%	25%	14%	100%		
Comparing alternatives with current job	TI5	F	11	8	27	28	29	103	3.54	Tall
		%	11%	8%	26%	27%	28%	100%		
	TI6	F	5	9	19	42	28	103	3.76	Tall
		%	4.9%	8.7%	18.4%	40.8%	27.2%	100%		
	TI7	F	6	10	26	42	19	103	3.56	Tall
		%	6%	10%	25%	41%	18%	100%		

Table 4.9 descriptive analysis of turnover intention variables

Source: processed by researchers

The results of the descriptive analysis on the Turnover intention (Y) variable in Table 4.9 above show that of the 7 statement items, the highest mean/average value was obtained at 3.76 (high) in the TI6 statement, namely "I will consider leaving my current job if I get a job offer from another company." So it can be concluded that the majority of respondents answered agree and strongly agree with the TI6 indicator statement item. This shows that employees will consider leaving if they get a job offer from another company. And the lowest mean/average value was obtained at 3.06 in the TI3 statement "I feel that work outside my company is much better than my current company." Overall, the average value of the *turnover intention variable statement* is in the medium and high categories.

#### 4.1.3 outer model analysis (measurement model)

##### 4.1.3.1 convergent validity

greater than 0.70 is considered to meet convergent validity. The results of the convergent validity test can be seen in the table below:

Table 4.10 loading factor results

	Work load (X1)	Compensation (X2)	Job Stress (Z)	Turn over intention (Y)	Information
BK1	0.663				Invalid
BK2	0.814				Valid
BK3	0.774				Valid
BK4	0.838				Valid
BK5	0.736				Valid

BK6	0.832				Valid
BK7	0.812				Valid
K1		0.830			Valid
K2		0.765			Valid
K3		0.723			Valid
K4		0.858			Valid
K5		0.823			Valid
K6		0.761			Valid
K7		0.604			Invalid
K8		0.737			Valid
SK1			0.713		Valid
SK2			0.656		Not Valid
SK3			0.707		Valid
SK4			0.042		Not Valid
SK5			0.786		Valid
SK6			0.726		Valid
SK7			0.822		Valid
SK8			0.612		Not Valid
SK9			0.771		Valid



TI1				0.909	Valid
TI2				0.892	Valid
TI3				0.893	Valid
TI4				0.762	Valid
TI5				0.845	Valid
TI6				0.830	Valid
TI7				0.904	Valid

Sumber : hasil output smart pls 4,2024

Based on the results of the outer loadings test on the workload variable (X1) above, 6 statement items have an outer loading value  $\geq 0.7$ , indicating that the statement items are valid and can be used for further testing. Meanwhile, there is 1 statement item (BK1) that has an outer loading value  $< 0.7$ , indicating that the statement item is invalid and cannot be used for further testing (dropped).

In the compensation variable (X2) above, 7 statement items have an outer loading value  $\geq 0.7$ , which indicates that the statement items are valid and can be used for further testing. There is 1 statement item (K7) that has an outer loading value  $< 0.7$ , which indicates that the statement item is invalid and cannot be used for further testing (dropped).

In the Job Stress variable (Z) above, 6 statement items have an outer loading value  $\geq 0.7$ , indicating that the statement items are valid and can be used for further testing. There are 3 statement items (SK2, SK4, and SK8) that have an outer loading value  $< 0.7$ , indicating that the statement items are invalid and cannot be used for further testing (dropped).

Then, in the *turnover intention variable* (Y) above, all statement items have an outer loading value  $\geq 0.7$ , which indicates that the statement items are valid and can be used for further testing.

#### 4.1.3.2 composite reliability

Table 4.11 composite reliability test results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Turnover intention</i> (Y)	0.943	0.949	0.952	0.690
<i>Job Stress</i> (Z)	0.857	0.861	0.893	0.583
<i>Compensation</i> (X2)	0.898	0.907	0.920	0.622

<b>Workload (X1)</b>	0.897	0.901	0.921	0.662
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Source: smart pls output results 4.2024

The results of the composite reliability test in table 4.11 are seen based on the Cronbach's alpha and composite reliability values and can be explained as follows:

1. The workload variable (X1) obtained a composite reliability value of 0.921, which is greater than 0.70 ( $0.921 > 0.70$ ) and a Cronbach's alpha of 0.897, which is greater than 0.70 ( $0.897 > 0.70$ ), so it can be concluded that the workload variable (X1) is stated to be reliable.
3. The Compensation variable (X2) obtained a composite reliability value of 0.920, which is greater than 0.70 ( $0.920 > 0.70$ ) and a Cronbach's alpha of 0.898, which is greater than 0.70 ( $0.898 > 0.70$ ), so it can be concluded that the Compensation variable is stated as reliable.
4. The work stress variable (Z) obtained a composite reliability value of 0.893, which is greater than 0.70 ( $0.893 > 0.70$ ) and a Cronbach's alpha of 0.857, which is greater than 0.70 ( $0.857 > 0.70$ ), so it can be concluded that the work stress variable (Z) is stated to be reliable.
5. The *Turnover intention variable* (Y) obtained a composite reliability value of 0.952, which is greater than 0.70 ( $0.952 > 0.70$ ) and a Cronbach's alpha of 0.943, which is greater than 0.70 ( $0.943 > 0.70$ ), so it can be concluded that the *Turnover intention variable* (Y) is stated to be reliable.

#### 4.1.3.3 Discriminant Validity

Table 4.12 crossloading

	BK	K	SK	IT
BK2	0.768	-0.550	0.712	0.570
BK3	0.783	-0.425	0.507	0.502
BK4	0.864	-0.412	0.602	0.557
BK5	0.769	-0.374	0.559	0.427
BK6	0.850	-0.538	0.573	0.548
BK7	0.840	-0.488	0.632	0.514
K1	-0.495	0.852	-0.515	-0.604
K2	-0.535	0.751	-0.570	-0.536
K3	-0.361	0.715	-0.387	-0.486

<b>K4</b>	-0.503	0.881	-0.582	-0.640
<b>K5</b>	-0.524	0.819	-0.533	-0.542
<b>K6</b>	-0.336	0.743	-0.425	-0.441
<b>K8</b>	-0.383	0.744	-0.456	-0.464
<b>SK1</b>	0.427	-0.532	0.720	0.459
<b>SK3</b>	0.416	-0.387	0.714	0.397
<b>SK5</b>	0.644	-0.555	0.791	0.449
<b>SK6</b>	0.581	-0.528	0.755	0.492
<b>SK7</b>	0.554	-0.485	0.832	0.461
<b>SK9</b>	0.717	-0.412	0.764	0.471
<b>TI1</b>	0.550	-0.666	0.512	0.902
<b>TI2</b>	0.449	-0.638	0.436	0.863
<b>TI3</b>	0.492	-0.566	0.442	0.861
<b>TI4</b>	0.454	-0.384	0.424	0.760
<b>TI5</b>	0.666	-0.602	0.598	0.849
<b>TI6</b>	0.540	-0.490	0.413	0.817
<b>TI7</b>	0.579	-0.642	0.524	0.894

Source: smart pls output results 4.2024

The table shows that the loading factor value of each indicator on its own construct is higher than the cross-loading value on other constructs. This indicates that the indicator is a stronger measure of its own construct than other constructs.

#### 4.1.4 inner model analysis (structural model)

##### 4.1.4.1 Coefficient determination / R-square ( $R^2$ )

The R-square test aims to measure the degree of variation in changes in the independent variable on the dependent variable. An R-square value of 0.25 indicates a weak influence, a value of 0.50 indicates a moderate influence, and a value of 0.70 indicates a strong influence at the structural level. The results of the R-square test can be seen in the table below:

**Table 4.1 3 R-square test results ( $R^2$ )**

	<b>R-square</b>	<b>R-square adjusted</b>	<b>Information</b>
<b>Turnover intention</b>	0.532	0.518	Moderate
<b>Work Stress</b>	0.614	0.606	Moderate

Source: smart pls output results 4.2024

The R-square test results on the work stress variable (Z) obtained an R-square value of 0.614 with a moderate category ( $0.614 > 0.50$ ). This indicates that the workload (X1) and compensation (X2) variables have a large influence in predicting the work stress variable (Z) of 61.4% ( $0.614 \times 100\%$ ). Meanwhile, the *turnover intention* variable (Y) obtained an R-square value of 0.532 with a moderate category ( $0.532 > 0.50$ ). This indicates that the workload (X1) and compensation (X2) variables have a large influence in predicting the *turnover intention* variable (Y) of 53.2% ( $0.532 \times 100\%$ ).

##### 4.1.4.2 Cross-validated redundancy ( $Q^2$ )

A  $Q^2$  value  $> 0$  indicates that the observed values have been well reconstructed, meaning the model has predictive relevance.  $< 0$  indicates that the model lacks predictive relevance. The  $Q^2$  value can be seen by performing the blindfolding procedure in Smart PLS.

**Table 4.14  $Q^2$  test results**

	<b><math>Q^2</math>predict</b>	<b>RMSE</b>	<b>MAE</b>
<b>Job Stress</b>	0.591	0.655	0.502
<b>Turnover intention</b>	0.509	0.713	0.577

Source: smart pls output results 4.2024

of workload and compensation predictions to work stress based on the  $Q^2$  value is 0.591 and greater than 0, which means that the workload and compensation variables are relevant if used as predictors of work stress. Finally, the relevance of workload and compensation predictions to *turnover intention* based on the  $Q^2$  value is 0.509 and greater than 0, which means that the workload and compensation variables are relevant if used as predictors of *turnover intention*.

##### 4.1.4.3 F square ( $f^2$ )

Effect Size (F Square) is used to determine the change in F Square on the endogenous construct. Changes in the F Square value indicate the influence of the exogenous construct on the endogenous construct and its relationship with the substantive influence. With the F value for the small category of 0.02, the medium category of 0.15 and the large category of 0.35.

**Table 4.15 Results of the F-Square Coefficient Test**

	<b>F square</b>	<b>Information</b>
--	-----------------	--------------------

Workload -> turnover intention	0.114	Small
Compensation -> turnover intention	0.264	Big
Job stress -> turnover intention	0.003	Small
Workload -> work stress	0.545	Big
Compensation -> work stress	0.169	Big

Source: smart pls output results 4.2024

The results of the F-square test on the workload variable (X1) on *turnover intention* (Y) have a small influence obtained by the F-square value of 0.114. The Compensation variable (X2) on *turnover intention* (Y) has a large influence with a value of 0.264. The work stress variable (Z) on *turnover intention* (Y) has a small influence with a value of 0.003. The workload variable (X1) on work stress (Z) has a large influence with a value of 0.545. The compensation variable (X2) on work stress (Z) has a large influence with a value of 0.169.

#### 4.1.4.5 Goodness of fit

The next step in the structural model evaluation is to measure the Goodness of Fit (GoF) index, which is one of the indices used in PLS path modeling. This index measurement determines the validity of a variable from both exogenous and endogenous variables. The Goodness of Fit (GoF) index has three assessment categories: 1) 0.1 for a low GoF value, 2) 0.25 for a medium GoF value, and 3) 0.36 for a high GoF value. The formula for the Goodness of Fit (GoF) index is as follows:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.627 \times 0.562}$$

$$= 0.445$$

Information:

$AVE$  = Average AVE value

$R^2$  = Average value of  $R^2$

Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.36 (large scale GoF).

#### 4.1. 5. Hypothesis Testing

Table 4.16 Direct hypothesis test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Workload -> Job Stress	0.561	0.560	0.064	8,818	0.000
Workload -> Turnover Intention	0.352	0.351	0.121	2,910	0.004
Compensation -> Job Stress	-0.312	-0.320	0.071	4,377	0.000
Compensation -> Turnover Intention	-0.465	-0.443	0.093	4,990	0.000
Job Stress -> Turnover Intention	0.04	0.059	0.117	0.571	0.975

Source: smart pls output results 4.2024

The results of the direct effect significance test in table 4.15 can be described as follows:

1. The workload variable (X1) on work stress (Z) shows that the original sample value is 0.561 and the mean value is 0.559. The t-statistic value is 8.814 which is greater than 1.98 (t-statistic 8.814 > t-table 1.98) with a P-value of 0.000 which is less than 0.05 (0.001 < 0.05). This shows that the workload variable (X1) has a positive and significant effect on work stress (Z).
2. The workload variable (X1) on *Turnover intention* (Y) shows that the original sample value is 0.352 and the sample mean is 0.351. The t-statistic value is 2.910 which is greater than 1.98 (t-statistic 2.768 > t-table 1.98) with a P-value of 0.004 which is smaller than 0.05 (0.004 < 0.05). This shows that the workload variable (X1) has a positive and significant effect on *turnover intention* (Y).
3. The compensation variable (X2) for work stress (Z) shows that The original sample value is -0.312 and the mean sample is -0.320. The t-statistic value is 4.377, which is greater than 1.98 (t-statistic 4.386 > t-table 1.98) with a P-value of 0.000, which is less than 0.05 (0.000 < 0.05). This shows that the compensation variable (X2) has a positive and significant effect on work stress (Z).
4. The compensation variable (X2) on *turnover intention* (Y) shows that The original sample value is -0.312 and the mean sample is -0.320. The t-statistic value is 4.377, which is greater than 1.98 (t-statistic 4.494 > t-table 1.98) with a P-value of 0.000, which is smaller than 0.05 (0.000 < 0.05).

This shows that the compensation variable (X2) has a negative and significant effect on *turnover intention* (Y).

5. The work stress variable (Z) on *Turnover intention* (Y) shows that the original sample value is 0.004 and the mean value is 0.001. The t-statistic value is 0.975 which is smaller than 1.98 (t-statistic 0.571 < t-table 1.98) with a P-value of 0.975 which is greater than 0.05 (0.105 > 0.05). This shows that the

work stress variable (Z) has no effect on *turnover intention* (Y).

#### 4.1.6 Indirect hypothesis testing

Indirect effect refers to the influence of one variable on another through a mediator variable, creating a more complex causal network. Indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable on an influenced variable that is mediated by an intervening variable (mediator variable).

**Table 4.17 Results of the indirect hypothesis test**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>Workload -&gt; Job Stress -&gt; Turn Intention</b>	0.002	-0.001	0.066	0.031	0.975
<b>Compensation -&gt; Job Stress -&gt; Turn Intention</b>	-0.001	-0.003	0.039	0.029	0.977

Source: smart pls output results 4.2024

1. The workload variable (X1) on *Turnover intention* (Y) through Work stress (Z) shows that the t-statistic value is 0.031 which is smaller than 1.98 (t-statistic 0.031 < t-table 1.98) with a P-value of 0.975 which is greater than 0.05 (0.975 > 0.05), this shows that the Work Stress variable does not mediate the relationship between workload and *Turnover intention*.
2. The compensation variable (X2) on *Turnover intention* (Y) through Work stress (Z) shows that the t-statistic value is 0.029 which is greater than 1.98 (t-statistic 0.029 < t-table 1.98) with a P-value of 0.977 which is more than 0.05 (0.977 > 0.05), this shows that the Work Stress variable does not mediate the relationship between Compensation and *Turnover intention*.

## 4.2. Discussion

### 4.2.1. The effect of workload on turnover intention

The results of the workload variable (X1) on turnover intention (Y) show that the original sample value is 0.352 and the sample mean is 0.351. The t-statistic value is 2.910 which is greater than 1.98 (t-statistic 2.910 > t-table 1.98) with a P-value of 0.004 which is smaller than 0.05 (0.004 < 0.05).

Thus, it can be seen that workload has a positive and significant effect on *turnover intention*. Increasing workloads, such as excessively short deadlines for completing tasks, difficulty making decisions and resolving problems, will increase employees' desire to leave the company. A workload that is commensurate with employee performance can reduce *turnover intention*. However, if the workload exceeds the employee's capabilities, it will increase *turnover intention* (Agustin, 2022).

Several studies conducted by Arifani & Kusmaryani (2021), Nanda et al (2020), Agustin (2022), Khan (2022) & Anees et al (2021) also showed the same results, indicating that workload has a positive and significant influence on *turnover intention*.

To address rising turnover rates, companies can provide additional job training to increase employee capacity, allowing for faster completion of tasks, or employ additional

staff to meet deadlines. Excessive workloads can lead to increased employee desire to leave the company.

### 4.2.2. The effect of compensation on turnover intention

The results of the compensation variable (X2) on *turnover intention* (Y) show that The original sample value is -0.465 and the mean sample is -0.465. The t-statistic value is 4.990 which is greater than 1.98 (t-statistic 4.990 > t-table 1.98) with a P-value of 0.000 which is less than 0.05 (0.000 < 0.05).

Thus, it can be seen that compensation has a negative and significant effect on *turnover intention*. Increasing dissatisfaction or decreasing compensation provided to employees, such as salary, overtime pay, benefits, and bonuses, will increase their desire to leave the company. Compensation is of paramount importance to a company. Minimal or low compensation, or if the amount of compensation provided by the company is not commensurate with the output provided by employees to the company, can strengthen employee *turnover intention*. Compensation mismatch can result in low work motivation among all employees and high turnover among top-performing employees (Noe et al., 2021).

Several studies conducted by Wijayanti & Anisa (2021) and Suganda, Sutrisno & Setyorini (2023) showed similar results. Hypothesis testing showed that compensation had a negative effect on employee *turnover intention*. This means that the higher the compensation received by employees, the less likely they were to leave their jobs, and vice versa.

To address the increasing turnover rate, companies can adjust overtime and bonuses based on employee performance and position, ensuring employee satisfaction. Some divisions may need to be granted annual leave, as they do not receive it. This increased compensation is crucial because it will impact *turnover intentions*.

### 4.2.3. The effect of work stress on turnover intention

The results of the work stress variable (Z) on *turnover intention* (Y) show that the original sample value is 0.004 and the mean value is 0.001. The t-statistic value is 0.571 which is smaller than 1.98 (t-statistic 0.031 < t-table 1.98) with a P-value of 0.975 which is greater than 0.05 (0.105 > 0.05).

Thus, it can be seen that job stress has a positive but insignificant influence. Although employee job stress increased, it did not affect their desire to leave the company. Descriptive analysis of the job stress variable showed that the average job stress score was generally high, but it had no effect on *turnover intention*.

Several studies have also shown similar results, such as those conducted by Pamungkas (2022) and Suganda et al. (2023), who stated that increased work stress experienced by employees does not directly affect employee *turnover intention*. Although in this case, work stress does not affect *turnover intention*, based on descriptive analysis, the average statement related to work stress is still relatively high. Therefore, companies need to improve this by providing counseling rooms for employees, creating a comfortable work environment, and reducing risk factors that cause stress in the workplace, thus reducing work stress.

#### 4.2.4 Effect of workload on work stress

The results of the workload variable (X1) on work stress (Z) show that the original sample value is 0.561 and the mean sample is 0.559. The t-statistic value is 8.814 which is greater than 1.98 (t-statistic  $8.814 > t\text{-table } 1.98$ ) with a P-value of 0.000 which is less than 0.05 ( $0.001 < 0.05$ ).

Thus, it can be seen that workload has a positive and significant effect on *turnover intention*. Increasing workloads, such as excessively fast task completion deadlines, difficulty in making decisions and solving problems, will increase work stress experienced by employees. The higher the workload experienced by someone, the greater their level of stress. When workload increases, individuals experience higher mental and physical stress, because they must cope with more or more complex work demands in a limited time (Ayunah & Solihin, 2023).

Several studies conducted by Agustin (2022) and Nanda et al. (2020) yielded similar results, showing that workload has a partial positive and significant effect on job stress. This means that the greater the workload, the higher the employee's job stress levels.

To address increasing work stress in companies, companies can provide additional job training to increase employee capacity, allowing for faster completion of tasks, or add additional staff to ensure tasks are completed within specified deadlines. This study found that excessive workloads not only increase employee desire to leave the company but also increase employee work stress.

#### 4.2.5. The effect of compensation on work stress

The results of the compensation variable (X2) on work stress (Z) show that The original sample value is -0.312 and the mean sample is -0.320. The t-statistic value is 4.377 which is greater than 1.98 (t-statistic  $4.377 > t\text{-table } 1.98$ ) with a P-value of 0.000 which is less than 0.05 ( $0.000 < 0.05$ ).

Thus, it can be seen that compensation has a negative and significant effect on *turnover intention*. Increasing dissatisfaction or decreasing compensation provided to employees, such as salary, overtime pay, benefits, and

bonuses, will increase their work stress. Compensation that is still considered inadequate and insufficient to cover daily needs, makes compensation a factor that causes stress at work, which then impacts turnover (Surbakti et al., 2021).

Several studies conducted by Saputro and Riana (2024) show that compensation negatively impacts work stress. To address increasing work stress in companies, companies can adjust overtime and bonuses according to employee performance and position, ensuring employee satisfaction. Furthermore, some divisions need to be granted annual leave due to their inability to receive it. In this study, increasing compensation is crucial because it not only impacts *turnover intention* but also increases employee work stress.

#### 4.2.6. The effect of workload on turnover intention through work stress

The results of the workload variable (X1) on turnover intention (Y) through work stress (Z) show that the t-statistic value obtained is 0.031 which is smaller than 1.98 (t-statistic  $0.031 < t\text{-table } 1.98$ ) with a P-value of 0.975 which is greater than 0.05 ( $0.000 > 0.05$ ).

Thus, it can be seen that job stress cannot mediate the effect of workload on *turnover intention*. This means that the level of job stress experienced by employees does not explain how workload affects employees' desire to leave the company. Based on the results of the descriptive analysis of the job stress variable, in general, the average value of work stress statements is categorized as high, but job stress cannot explain the relationship between workload and *turnover intention*.

Although work stress cannot mediate the effect of workload on *turnover intention*, the relationship between workload and *turnover intention* has a direct and significant influence. The results of the same study were also conducted by Riana (2024), showing that work stress cannot mediate the effect of workload on *turnover intention*. Although in this case work stress cannot mediate the relationship between workload and *turnover intention*, based on the results of descriptive analysis, the average statement related to work stress is still relatively high, therefore the company needs to improve this by providing counseling rooms for employees, creating a comfortable work environment and reducing risk factors that cause stress in the workplace so that it can reduce work stress.

#### 4.2.7. The effect of compensation on turnover intention through work stress

The results of the compensation variable (X2) on turnover intention (Y) through work stress (Z) show that the t-statistic value obtained is 0.029 which is greater than 1.96 (t-statistic  $0.029 < t\text{-table } 1.96$ ) with a P-value of 0.977 which is more than 0.05 ( $0.977 > 0.05$ ).

Thus, it can be seen that job stress cannot mediate the effect of compensation on *turnover intention*. This means that the level of job stress experienced by employees does not explain how compensation affects employees' desire to leave the company. Based on the results of the descriptive analysis of the job stress variable, in general, the average value of job stress statements is categorized as high, but job stress cannot



explain the relationship between workload and *turnover intention*.

Although job stress cannot mediate the effect of compensation on *turnover intention*, the relationship between compensation and *turnover intention* has a direct and significant influence. Several studies show similar results, such as those conducted by Riana (2024) and Ayunah & Solihin (2023), which show that job stress cannot mediate compensation on *turnover intention*. Although in this case, job stress cannot mediate the relationship between compensation and *turnover intention*, based on the results of descriptive analysis, the average statement related to job stress is still relatively high. Therefore, companies need to improve this by providing counseling rooms for employees, creating a comfortable work environment, and reducing risk factors that cause stress in the workplace so that it can reduce job stress.

## CHAPTER V CLOSING

### 5.1 Conclusion

Based on the research results that have been described, there are conclusions in this research, namely as follows:

1. Workload (X1) has a positive and significant effect on *turnover intention* (Y) at PT. Karsa Bersama Mandiri, which means that if the workload received by employees increases, it can have an effect on increasing *turnover intention*.
2. Compensation (X2) has a negative and significant effect on *turnover intention* (Y) at PT. Karsa Bersama Mandiri, which means that if the compensation given to employees decreases, it can have an effect on increasing *turnover intention*.
3. Work stress (Z) has a positive and insignificant effect on *turnover intention* (Y) at PT. Karsa Bersama Mandiri, which means that if work stress increases, it will not have an effect on increasing *turnover intention*.
4. Workload (X1) has a positive and significant effect on work stress (Z) at PT. Karsa Bersama Mandiri, which means that if the workload received by employees increases, it can have an effect on increasing work stress.
5. Compensation (X2) has a negative and significant effect on work stress (Z) at PT. Karsa Bersama Mandiri, which means that if the compensation given to employees decreases, it can have an effect on increasing work stress.
6. Workload (X1) has a positive and insignificant effect on turnover intention (Y) through work stress (Z) at PT. Karsa Bersama Mandiri, which means that work stress (Z) cannot mediate the relationship between workload (X1) and *turnover intention* (Y).
7. Compensation (X2) has a negative and insignificant effect on turnover intention (Y) through work stress (Z) at PT. Karsa Bersama Mandiri, which means that work stress (Z) cannot mediate the relationship between compensation (X2) and *turnover intention* (Y).

### 5.2 Research implications

1. The results of the descriptive analysis on the workload variable, obtained the highest mean/average value of 3.64 in the statement "I was given a task with a completion time target that was too fast" This shows that employees feel they were given a task with a completion time that was too fast. Therefore, the company can provide additional job training to increase employee capacity so that task completion can be done faster or add members so that task completion can be done according to the specified time target. From the excessive workload, it can cause an increase in employee desire to leave the company.
2. The results of the descriptive analysis on the Compensation variable obtained the highest mean/average value of 3.06 for the statement "I am satisfied with the facilities provided by the company." This indicates that employees are satisfied with the facilities provided by the company. Therefore, the company needs to maintain the provision of facilities to employees such as laptops, Wi-Fi, uniforms, shoes, etc., so as to reduce turnover rates.
3. The results of the descriptive analysis on the Job Stress variable, obtained the highest mean/average value of 3.88 in the statement, namely "I feel anxious in the current economic uncertainty" and several other statements that are in the high category such as anxiety about political, economic and family conditions and feeling that they have big duties and responsibilities towards the company. This shows that employees feel anxious in the current economic uncertainty. Therefore, the company needs to provide additional job training in order to increase employee capacity so that employee tasks become lighter and increase compensation such as allowances or insurance for families and the company needs to provide additional job training in order to increase employee capacity so that employee tasks become lighter.
4. The results of the descriptive analysis on the Turnover intention variable obtained the highest mean/average value of 3.74 for the statement, namely "I will consider leaving my current job if I get a job offer from another company." This shows that employees will consider leaving if they get a job offer from another company. Therefore, companies need to increase compensation and reduce workloads so that employees feel satisfied with their current jobs and therefore do not consider offers from other companies.

### 5.3 Suggestions

1. The results of the descriptive analysis on the workload variable obtained the lowest mean/average value of 2.91 for the statement "I have difficulty remembering and processing work-related information." This indicates that employees

do not find it difficult to remember and process information in their work. Therefore, this needs to be maintained by the company because it indicates that the employee's abilities are in accordance with the workload, as indicated by employees not having difficulty remembering and processing work-related information.

2. The results of the descriptive analysis on the Compensation variable, obtained the lowest mean/average value of 2.40 for the statement "I am satisfied with the leave policy provided" and several other statements in the low category such as overtime, bonuses and allowances. This shows that employees feel dissatisfied with the leave policy or provisions implemented by the company. The suggestion from this finding is that the company can adjust overtime and bonuses according to employee performance and position so that employees feel satisfied with the overtime provided. And some divisions need to be given annual leave because they do not get annual leave. This increase in compensation is important because it will affect *turnover intention*.
3. The results of the descriptive analysis on the Work Stress variable obtained the lowest mean/average value of 3.15 for the statement, namely "Family problems make my performance decline." This shows that employees have a professional attitude towards work so that the company needs to maintain this.
4. The results of the descriptive analysis on the Turnover intention variable obtained the lowest mean/average value of 3.06 for the statement, namely "I will immediately look for a new job." This shows that employees do not immediately look for new jobs, this is something that must be maintained by the company that employees still have a desire to stay in the company.

#### 5.4 Research limitations

1. The results of this study may not be directly applicable to other companies or industries because the focus is only on PT. karsa bersama mandiri, so generalization of the results needs to be done carefully.
2. This study only examined the effect of workload and compensation on turnover intention. However, many other factors can also influence employee performance, such as leadership style, work environment, organizational culture, and others not included in this study.
3. Dimensions of compensation and workload variables where each region has its own wage standards in accordance with applicable regulations. In addition, each company certainly has different job descriptions and workloads, there are employees who have very complex jobs, of course the workload they receive is quite large. Therefore, the

results of this study may not be directly applicable to the general population of all companies.

#### 5.5 Recommendations for further research

Based on the conclusions and limitations of this study, this study only involved variables of workload, compensation, and work stress on *turnover intention*. For further research, it is recommended to add other relevant variables, such as fatigue or organizational culture, to provide a more comprehensive picture of the factors that influence *turnover intention*. Regarding the dimensions of compensation variables, it is important to note that not every region and every company has its own standards regarding compensation in accordance with applicable regulations and dimensions of workload, each job has a different workload, therefore the compensation and workload indicators in this study cannot be applied generally to all companies. Finally, to improve data quality, it is recommended to add data collection methods such as interviews or focus group discussions (FGDs) that can provide a deeper understanding of employee experiences and perceptions regarding company policies.

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