# The Influence of Workload and Job Stress on Turnover Intention of PT. Yanmarindo Perkasa Pekanbaru Employees

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***ABSTRAK***

*Tujuan dari penelitian ini adalah untuk mengetahui pengaruh beban kerja dan stres kerja terhadap turnover intention karyawan PT Yanmarindo Perkasa Pekanbaru. Populasi dalam penelitian ini adalah seluruh karyawan PT Yanmarindo Perkasa Pekanbaru. Teknik pengambilan sampel digunakan dengan Teknik sensus. Jumlah sampel penelitian ini adalah 154 responden yang merupakan seluruh karyawan PT Yanmarindo Perkasa Pekanbaru. Teknik pengumpulan data menggunakan angket dan dokumentasi, sedangkan uji asumsi klasik (uji normalitas, uji heteroskedastisitas, uji multikolnieritas, uji autokorelasi), uji statistik (uji t, uji F, koefisien determinasi). Hasil penelitian ini menunjukkan bahwa beban kerja dan stress kerja berpengaruh terhadap turnover intention PT Yanmarindo Perkasa Pekanbaru baik secara parsial maupun simultan.*

***Kata Kunci: Beban Kerja; Stres Kerja; Turnover Intention***

**ABSTRACT**

The purpose of thisresearchwas tofind out the influence ofworkload and work stress on turnover intention of PT Yanmarindo Perkasa Pekanbaru. The population in this research is the employees of PT Yanmarindo Perkasa Pekanbaru. The sampling technique used by the Census technique, The number of samples used in this research is 154 respondents who are employees of PT Yanmarindo Perkasa Pekanbaru. Questionnaire and literature are used for data collecting, while multiple linear regression analysis, classic assumption test (normality test, heteroscedasticity test, multicollinearity test, autocorrelation test), statistical test (t test, F test, coefficient of determination test) are used as data analysis techniques. The results of this research indicate that workload and work stress have a positive significant effect on turnover intention of employees of PT Yanmarindo Perkasa Pekanbaru either partially or simultaneously.

**Keywords: Turnover Intention; Workloads; Work Stress**

## INTRODUCTION

Human resources who have the capacity and potential are needed to carry out activities in a company or organization. By having quality human resources, the organization's Vision and Mission can be implemented well. Therefore, companies or organizations must make human resources the most important factor to manage. One of the efforts made to manage human resources within the company is Human Resources Management.

Desire (intention) is the intention that arises in an individual to do something. Meanwhile, turnover is when an employee leaves a place of work voluntarily or moves from one place of work to another. Thus, Turnover intention is an employee's tendency or intention to stop working from their job.With the company's high turnover rate, various potential costs will arise, including training costs that have been invested in employees, performance that must be sacrificed and recruitment and retraining costs.

*Turnovers*is one of the problems that must be considered because it can affect the condition of a company. Turnover can be interpreted as the desire to move from one job to another for certain reasons. This condition will become quite a serious problem if the desire to move within a company is high which will cause several negative effects in the form of instability and confusion which can ultimately be detrimental to the company. The company will incur additional costs, especially in terms of recruiting and training prospective new employees to fill vacancies so that production activities can return to normal. However, if the company ignores these vacancies, it will have a direct impact on other employees, namely increasing workload and other factors that can cause stress and discomfort for employees, which can disrupt their performance and if this happens continuously, the desire to move will become stronger.

Even though turnover intention generally has a negative impact on the organization, turnover intention is often needed by companies that have employees with low performance. This method is used to replace employees who have low performance or to find experts in their fields so that they can increase the company's productivity and performance.

The company PT Yanmarindo Perkasa Pekanbaru was founded in 1990. This company is the most complete machine sales center in Pekanbaru starting from various accessories, tools and spare parts, machines such as rice harvesting machines, generators, generators, diesel engines, shrink packing machines. The quality of the goods sold has been proven and has an Indonesian National Standard (SNI) certificate. To date, PT Yanmarindo Perkasa Pekanbaru has opened five branches located in Setia Budi, Tuanku Tambusai, Harapan Raya, HR. Soebrantas, and Pasir Putih.

**Table 1. Labor Turnover Intention of PT Yanmarindo Perkasa Pekanbaru Employees 2018-2022**

| Year | Number of Employees (people) | Login Employees (people) | Outgoing Employees (people) | (%) | Percentage |
|------|------------------------------|--------------------------|------------------------------|-----|------------|
| 2018 | 127 | 19 | 23 | | 18.1 |
| 2019 | 124 | 20 | 23 | | 18.6 |
| 2020 | 124 | 15 | 15 | | 12.1 |
| 2021 | 141 | 28 | 11 | | 7.8 |
| 2022 | 154 | 28 | 15 | | 9.8 |

Source: PT Yanmarindo Perkasa Pekanbaru, 2023.

Based on the table above, it can be seen that the largest number of employee decreases was in 2018 and 2019, amounting to 23 people (18.1%), it is assumed that the decrease in employees occurred due to the high level of workload, especially sales employees, in 2021 the number of employees will decrease. 11 people left (7.8%) then in 2022 the number of employees leaving increased again by 15 people (9.8%), this shows that PT Yanmarindo Perkasa Pekanbaru is still experiencing quite serious Turnover Intention.

A high turnover ratio is not very good for the continuity of the organization because it can cause losses both in terms of costs and time which can have a negative impact on the company. This condition will affect other employees because the work that should be done becomes chaotic due to a lack of employees, and in the end will have a negative impact on the company's development and the company's running process.

Workload is one of the things that every company must pay attention to, because the workload and pressure for each division is different, which affects employees in increasing productivity and feeling less comfortable at work. A high workload will cause employees to feel pressured by the demands that must be completed, making employees feel anxious and confused if they cannot fulfill the demands made by the company organization. Too much workload can be one of the factors that influences the increase in employee turnover intention in the company.

Stress also occurs in employees who are asked to take on work that should not be part of their duties, but are reluctant to refuse, and employees become ineffective in carrying out their main job. The stress experienced by sales cashiers has a very negative impact, for a company, it can result in losses that are relatively calculated by the company. And stress is pressure due to the large demands of targets that must be achieved, making employees think extra and many salespeople cannot meet this. The mental and physical use of employees reflects an employee's response to their duties, so a desire arises to quit and decide to leave the company.

Stress in the workplace is a serious problem in companies because it can reduce employee performance and company performance. The impact of work stress can be beneficial or detrimental

to employees. It is hoped that the beneficial impact will encourage employees to complete their work, but if stress cannot be overcome it will have a detrimental impact on employees.

Based on initial observations made at PT Yanmarindo Perkasa Pekanbaru, it is known that there are restrictive regulations such as the regulation that permission for family matters is only allowed for 1 hour, the rest is considered to be a deduction from incentives, thus causing employees to feel uncomfortable with these regulations and think about looking for another job.

The uneven distribution of job desks and high sales targets that do not take into account economic conditions make it difficult for the sales department to achieve predetermined sales targets. The reason is, apart from finding and explaining products to consumers, sometimes salespeople are required to intercede products, test goods and even assemble the product. This can happen due to a lack of helpers and drivers.

Not only does this happen to the sales department, the cashier department, which should have a job desk as the recipient of cash from sales and issue receipts, is burdened with issuing sales invoices and with the large number of transactions occurring, all administration is carried out manually. Apart from that, it is known that several problems occurred in the Warehouse section which were caused by disorganized inventory, resulting in frequent stock discrepancies during stock taking.

The higher a person's workload will certainly give a negative perception of their work, and ultimately can cause a person to want to leave their current job and look for a better job than before. Workload is often a stress factor for employees, the excessive amount of work given plus the pressure of processing time, makes salespeople stressed and feel stressed. Excessive workload will cause physical and mental fatigue and can cause emotional reactions and irritability.

The objectives of this research are: (1) To determine the effect of workload on employee turnover intention at PT Yanmarindo Perkasa Pekanbaru. (2) To determine the effect of Job Stress on employee turnover intention at PT Yanmarindo Perkasa Pekanbaru. (3) To determine the effect of workload and work stress on turnover intention of PT Yanmarindo Perkasa Pekanbaru.

**Turnover Intention**

*Turnover*itself is the behavior of employees who basically want to leave or move from a company or job to get a better job and guarantee it for the future. Turnover is employee behavior that arises due to several factors (Hasibuan, 2014:52). According to (Margaretta & Riana, 2020:13) employees who have turnover intention are usually characterized by being lazy at work, often absent, irresponsible, daring to go outside the norms and rules that have been set in the company and disobeying their superiors. . Harnoto in (Riani & Putra, 2017:13) clarify the characteristics of turnover intention which are characterized by various things related to employee behavior, namely: (a) Increased absenteeism due to a decrease in the level of responsibility of employees who have turnover intention; (b) A feeling of laziness at work arises because the employee wants to be at another workplace which is considered to be better able to meet all the needs of the employee concerned; (c) Violations of work rules are increasing due to decreasing levels of responsibility; (d) More and more protests against superiors, such as protesting company policies which usually relate to salaries or other regulations that are not in line with employee needs.

There isindications that can be used as a reference to predict employee turnover intention in a company (Harnoto, 2016:561), namely: (a)Increased absenteeism; (b) Starting to feel lazy about working; (c) Increase in violations of work regulations; (d) Increased protests against superiors; (e) Positive behavior that is very different from usual.

**Workload**

According to (Sunyoto, 2015:64), too much workload can cause tension in a person, causing stress. Workload analysis is the process of determining the number of working hours of people used or needed to complete a job within a certain time, or in other words, workload analysis aims to determine how many personnel and the appropriate amount of responsibility or work load to be delegated to an officer. . According to (Utomo, 2019:50) states that the factors that influence workload are: (a) Amount of work; (b) Work Targets; (c) Boredom; (d) Overload; (e) Working Pressure.

There isindications that can be used as a reference to predict the workload experienced by employees (Riani & Putra, 2017:35), namely: (a) Targets that must be achieved; (b) Working conditions; (c) Use of working time; (d) Job standards.

**Work stress**

According to (Asih et al. 2018:32) stress is a condition resulting from an imbalance in the demands that must be met with a person's abilities, skills and way of thinking. If the inequality is formed at a high level, the higher the stress experienced by the individual. The feeling of being pressed by the pressure that exists when workers are doing their work is called work stress (Mangkunegara, 2013:2).According to Hasibuan, (2014:204) factors that cause employee stress include the following: (a) Difficult and excessive workload; (b) Leadership pressure and attitudes that are less than fair and reasonable; (c) Insufficient work time and equipment; (d) Conflict between individuals and leadership or work groups; (e) Remuneration that is too low; (f) Family problems such as children, wife, in-laws and so on.

According to (Gibson et al. Fahmi, 2017:27) tgot itIndications that can be used as a reference for predicting work stress experienced by employees are: (a) Individual Pressure; (b) Group Pressure, (c) Physical Environmental Pressure; (d) Organizational Pressure.

**The Effect of Workload on Employee Turnover Intention**

(Griffin & Moorhead, 2014: 158) argue that because of the workload, it creates an intention to leave the company, everyone wants comfort in their work, if someone feels uncomfortable with a job, then that person will definitely want to look for a better job than before.

(Mangkunegara, 2011:230) states that employee workload must be adjusted to the quantity where the work to be done is too much/little as well as the quality where the work to be done requires expertise. If the number of tasks is not commensurate with physical abilities, skills and available time, it will be a pressure for employees, giving rise to the intention to leave the burden behind.

**The Effect of Job Stress on Employee Turnover Intention**

The feeling of pressure that employees feel when facing work is work stress. Stress occurs because a person experiences pressure at work, whether from workload, superiors or the employee's work environment. Increasing work stress will result in high employee intention to leave and vice versa (Mangkunegara, 2013: 85).

Work-related stress can cause feelings of dissatisfaction among employees, so that the simplest psychological impact of employee stress is that it can manifest in negative behavior at work, increased absenteeism, and quitting work (Nitisemito, 2013: 110).

**The Influence of Workload and Job Stress on Employee Turnover Intention**

(Sutrisno, 2019:78) believes that workload and work stress have an important role in companies in overcoming Turnover Intention, with high or excessive workload it can make employees stressed at work, making employees feel uncomfortable in carrying out their work and causing boredom. and employee dissatisfaction with the company resulting in the desire to stop working and look for a new job. This can be caused by the level of skill required being too high, the work speed may be too high, time constraints may be short, the volume of work may be too much and the feeling of pressure experienced by employees in facing their work. Work stress can occur at every level, both leaders (managers) and those led, staff and experts/professionals within an organization.
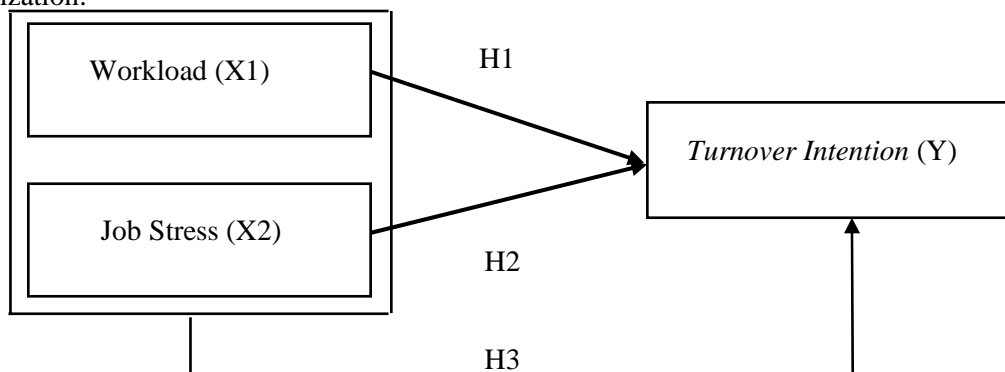


Source: Processed Data, 2023.
**Figure 1. Framework of Thought**

Based on the description above, the formulation of the hypothesis in this research is as follows:

H1: It is suspected that there is a significant influence between workload (X1) against trunover intentionemployees of PT Yanmarindo Perkasa Pekanbaru.

H2: It is suspected that there is a significant influence between work stress (X2) on turnover intention of PT Yanmarindo Perkasa Pekanbaru employees.

H3: Estimated workload ($X_1$), work stress (X2) has a simultaneous influence on turnover intention of PT Yanmarindo Perkasa Pekanbaru.

## METHODS

Number of samples in this studyas many as 154 people who are all employees of PT Yanmarindo Perkasa Pekanbaru. In this research, the sampling technique used was the census technique, namelyuse of the entire population without having to draw a research sample as a unit of observation(Sugiyono, 2016:131). The data source in this research usesQuantitative data is data from calculations, so that there are no fractional numbers in the form of employee data (Siyoto, 2015:19).The data collection technique in the research was carried out by distributing questionnaires in the form of identityself and questions related to variables to respondents. Apart from that, another data collection technique is literature study. Literature study is carried out by conducting surveys or literature reviews, namely documentation of a comprehensive review of published and non-published works from secondary sources in areas of special interest. Data analysis in this research is multiple linear regression with the help of the SPSS v.20 program.

## RESULT AND DISCUSSION
### Table 3. Data Normality Test Results
### One-Sample Kolmogorov-Smirnov Test

|  |  | Unstandardized Residuals |
|---|---|---|
| N |  | 154 |
| Normal Parametersa | Mean | .0000000 |
|  | Std. Deviation | 8.72276964 |
| Most Extreme Differences | Absolute | ,072 |
|  | Positive | ,072 |
|  | Negative | -.032 |
| Kolmogorov-Smirnov Z |  | ,898 |
| Asymp. Sig. (2-tailed) |  | ,396 |

Source: Processed Data, 2023.

In this research,it can be seen thatThe results of the One-Sample Kolmogorov-Smirnov Test obtained a significance of 0.898 with an Asymp value. Sig. (2-Tailed) is 0.396 which indicates greater than 0.05 so it can be concluded that the test data is normally distributed.
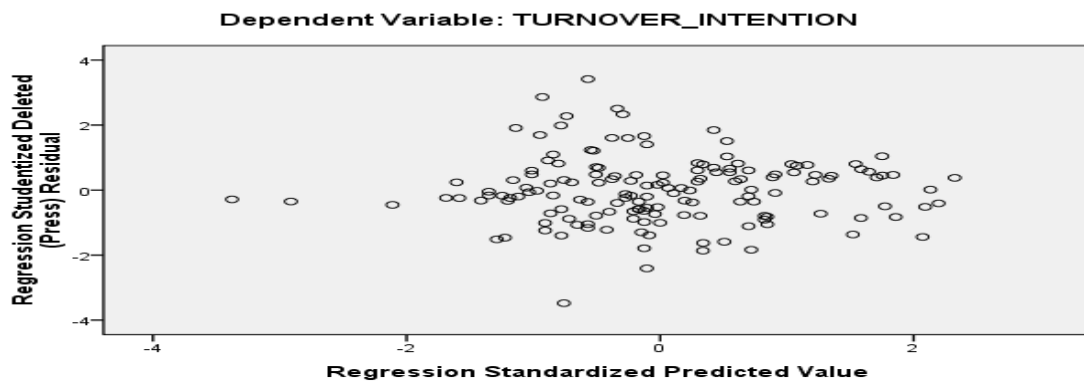


Source: Processed Data, 2023.
**Figure 2. Heteroscedasticity Test**

From the picture above, it can be seen that the results of heteroscedasticity testing with a scatterplot show that the data is spread randomly above and below zero on the Studentized Residual

Regression axis, meaning that the regression model in this study is free from symptoms of heteroscedasticity.

**Table 4. Multicollinearity Test**
**Coefficientsa**

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | WORKLOAD | ,431 | 2,322 |
| | WORK_STRESS | ,431 | 2,322 |

Source: Processed Data, 2023.

From the table above, it can be seen that the Workload and Job Stress variables have a tolerance value close to 1 and the VIF also shows the same thing, where none of the independent variables has a VIF value above 10. Therefore, it can be concluded that there is no multicollinearity between the variables. independent, so that the regression model does not experience multicollinearity.

**Table 5. Multiple Linear Regression**
**Coefficientsa**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 4,891 | 6,871 | | 6,534 | ,000 |
| WORKLOAD | ,625 | ,084 | ,611 | 7,445 | ,000 |
| WORK_STRESS | ,399 | ,100 | .173 | 2,109 | ,004 |

Source: Processed Data, 2023.

Based on the table above, the partial test results can be explained as follows:

Y = 4.891 + 0.625X1+0.399X2

From this equation it can be explained that: (a) The workload tcount value is 7.445 by comparing tcount and ttable, namely (7.445 > 1.97580), so the hypothesis is accepted. The conclusion is that because the value of tcount > ttable (7.445 > 1.97580) and its significance is smaller than 0.05 (0.000 < 0.05), workload has a significant effect on turnover intention; (b) The work stress tcount value is 2.109 by comparing tcount and ttable, namely (2.109 > 1.97580), so the hypothesis is accepted. The conclusion is that because the value of tcount > ttable (2.109 < 1.97580) and the significance is smaller than 0.05 (0.004 < 0.05) then Job Stress has a significant effect on Turnover intention.

**Table 6. Simultaneous Test (F Test)**
**ANOVAb**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| | Regression | 14962.084 | 2 | 7481.042 | 97,037 | ,000a |

| | | | |
|---|---|---|---|
| Resid ual | 11641.2 67 | 15 1 | 77,094 |
| Total | 26603.3 51 | 15 3 | |

Source: Processed Data, 2023.

From the table above it can be seen thatFcount value is 97.037 with Ftable of 3.06. This shows that Fcount > Ftable with a significant value that is smaller than the predetermined significance level, namely 0.000 < 0.05. It can be concluded that there is an influence of workload and work stress together on turnover intention.

**Table 7. Coefficient of Determination Test (R2)**
**Model Summary b**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .75 0a | ,562 | ,557 | 8.78035 |

Source: Processed Data, 2023.

From the table above it can be seen that the coefficient of determination (R2) (Adjusted R Square) obtained is 0.557. This means that the variation can be explained by the variables Workload and Job Stress of 55.7%, while the remaining 44.3% is explained by the variable others not proposed in this study. It can also be seen that the coefficient of determination (R2) which is getting closer to 1 (one) means that every increase in the independent variable will affect the increase in the dependent variable, which means that the Workload and Work Stress variables will affect the increase in the Turnover Intention variable. .

**The influence of workload on turnover intention**

Based on the results of the t test, it shows that workload has a positive effect on turnover intention. This is proven by the results of statistical tests of hypotheses wheretcount is greater than ttable, namely (7.445 > 1.97580) with significance smaller than 0.05, namely (0.000 < 0.05), thenWorkload has a positive effect on turnover intention.

Everyone wants comfort in their work, if someone feels uncomfortable with a job, then that person will definitely want to look for a better job than before. Excessive work demands cause employees to want to leave the environment, this situation causes employee disloyalty towards the company which leads to high turnover intention.

The workload should be adjusted to the employee's work ability, which includes quantity where the work that must be done is too much/little as well as quality where the work done requires expertise. If the number of tasks is not commensurate with physical abilities, skills and available time, it will be a pressure for employees, giving rise to the intention to leave the burden behind.

The results of this research are in line with research conducted by (Gregorius Widiyanto, Kheren Yunus 2021) which shows that workload has a significant positive effect on turnover intention.

**The Effect of Job Stress on Turnover Intention**

Based on the results of the t test, it shows that work stress has a positive effect on turnover intention. This is proven by the results of statistical tests of hypotheses wheretcount is greater than ttable, namely (2.109 > 1.97580) with significance smaller than 0.05, namely (0.004 < 0.05), thenJob Stress has a positive effect on Turnover intention.

The consequences that arise if employees are stressed include behavior that includes changes in productivity, high employee turnover, high levels of absenteeism and work accidents. Work stress can affect a person's emotions, thought processes and condition, both physical and mental. Employees who experience excessive work stress have implications for voluntary turnover. Voluntary turnover is an employee's desire to leave the organization voluntarily for a reason. When employees experience pressure in their work, the employee will feel excessive stress until they will finally think about leaving the organization.

The feeling of pressure that employees feel when facing work is work stress. Stress occurs because a person experiences pressure at work, whether from workload, superiors or the employee's

work environment. Increasing work stress will result in high employee intention to leave and vice versa.

Work-related stress can cause feelings of dissatisfaction among employees, so the simplest psychological impact of employee stress can be manifested in negative behavior at work, increased absenteeism, and quitting work.

The results of this research are in line with research conducted by (Ali Jufri, Mellanie2019) which shows that work stress has a significant positive effect on turnover intention.

**The influence of workload and work stress on turnover intention**

Based on the results of the analysis of the answers given by respondents and through statistical tests, the results of the multiple linear regression test were obtained, namely4.891 + 0.625X1+0.399X2 which can be explained thatThe alpha constant of 4.891 states that if there is no influence of Workload and Work Stress, then Turnover intention will remain at4,891. The regression coefficient of 0.625 states that for every additional workload, it is predicted that turnover intention will increase by 0.625. On the other hand, for every decrease in workload, it is predicted that turnover intention will decrease by 0.625.The regression coefficient of 0.399 states that for every additional Job Stress, it is predicted that Turnover intention will decrease by 0.399. On the other hand, every time work stress decreases, it is predicted that turnover intention will increase by 0.399.

Based on the results of the F test, the variables Workload (X1) and Job Stress (X2) together have an effect on Turnover intention (Y). This can be seen from the test results Fcount > Ftable, namely97,037> 3.06 with a significant value smaller than the significance level, namely 0.000 < 0.05, then the Workload and Work Stress variables together have an effect on Turnover intention.

Based on descriptive analysis, the results of respondents' responses for each variable show that employees still use less work time and experience group pressure, so that it becomes the lowest indicator in the workload and work stress variables. So withreduce the work assigned and monitor employees so that they can be responsible for completing work on time or superiors can try to give confidence to employees to complete their work on time and provide appreciation or praise after employees achieve the expected results.can reduce the turnover intention rate.

The results of this research are in line with research conducted by (Gregorius Widiyanto, Kheren Yunus 2021) and (Ali Jufri, Mellanie2019) which states that workload and work stress have a significant effect on turnover intention

**Determination of the Effect of Workload and Work Stress on Turnover Intention**

Based on the results of the coefficient of determination test for the Work Load and Work Stress variables and their influence on Turnover intentionPT Yanmarindo Perkasa Pekanbaru, seen in the adjusted R Square (R2) value of 0,557which can be interpreted as the Workload variable and the Work Stress variablehas an influence of 55.7% on turnover intention inPT Yanmarindo Perkasa Pekanbaru, while the restas big as44.3% explained by other variables not included in this study.

This explains turnover intentionPT Yanmarindo Perkasa Pekanbaru is more dominantly influenced by workload and work stress, so companies need to pay attention to the workload given and the level of stress experienced by employees so that turnover intention can be maintained and employees' main goals can be achieved.

**CONCLUSION**

This research aims to determine the effect of workload and work stress on turnover intention of PT Yanmarindo Perkasa Pekanbaru. The conclusions that can be drawn from the results of the research that have been carried out include: (a)Workload partially has a positive and significant effect on turnover intention at PT Yanmarindo Perkasa Pekanbaru. This means that increasing employee workload can increase turnover intention; (b)Job Stress partially has a positive and significant effect on Turnover intention at PT Yanmarindo Perkasa Pekanbaru. This means that high work stress can trigger the intention to leave the company, thereby increasing turnover intention; (c)Workload and Job Stress simultaneously influence Turnover intention. (d) Based on the calculation of the Coefficient of Determination Analysis (R2), the results obtained are in the strong category so that it can be stated that the turnover intention variable can be explained by the workload and work stress

variables. This means that to reduce turnover intention, companies must pay attention to and reduce the workload and work stress experienced by employees.

Based on the results of research and evaluation, the suggestions that the author can give are as follows: (a)It is recommended that PT Yanmarindo Perkasa review the job description, reduce the work assigned and better supervise and monitor employees so thatresponsible at work; (b)It is recommended that PT Yanmarindo Perkasa provide appreciation such as giving certificates of appreciation, giving bonuses and others; (c)For researchers who are interested in conducting further research, it is best to add other variables such as job satisfaction, work discipline or work motivation because the coefficient of determination (Adjusted R square) of 55.7% indicates that there are still other variables that influence Turnover intention by 44.4% and suggested using a larger sample.

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