



Research Article

The Influence of Workload and Job Stress on Employee Quit Intentions at CV Premium Indonesia

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Abstract: This study aims to analyze the employee turnover rate experienced by CV Premium Indonesia employees through the influence of workload and job stress. As a company engaged in the retail and distribution of mobile phone accessories from leading brands, the desire to leave the company often arises due to high workload and feelings of work stress because of the many demands within the company. The methodology used in this study is quantitative, employing SEM model data analysis with the help of SmartPLS software. The sampling technique used is saturated sampling, with a total sample of 127 respondents. The results of this study indicate that high levels of workload can increase employee turnover rates. Meanwhile, high levels of job stress experienced by employees can also increase employee turnover rates. These findings suggest that CV Premium Indonesia should address the issues of workload and job stress in order to retain employees. Effective strategies such as work-life balance, stress management programs, and workload adjustments could help reduce employee turnover and improve overall organizational performance.

Keywords: Job Stress; Retention Strategies; SmartPLS; Turnover Intention; Workload.

1. Introduction

Human population growth has driven the need for competent human resources (HR) in the workplace. Within organizations, HR is viewed as a key asset, playing a crucial role in supporting operational effectiveness and company success. Employee performance and productivity are determining factors in an organization's progress or decline. Hisbih et al. (2023) emphasize that a company's success depends not only on its vision, mission, and business prospects but also on the quality of its human resource management. Therefore, Human Resource Management (HRM) plays a strategic role in managing, developing, and empowering employees to contribute optimally in an increasingly competitive work environment (Amelia et al., 2022).

However, various internal company issues often trigger employee turnover intentions, or the intention to leave the company. Putri & Islamuddin (2022) explain that turnover intentions are employees' desires to resign from their jobs or move to another organization due to discomfort or the hope of a better job. Widiyanto and Yunus (2021) add that although employee turnover is a common phenomenon in the business world, high employee turnover rates can have serious consequences, such as increased recruitment, selection, and training costs, as well as decreased company performance. This situation is exacerbated when companies demand high targets that exceed employee capacity, thus triggering burnout and contributing to increased turnover intentions (Khoir et al., 2024).

This phenomenon also occurs at CV. Premium Indonesia, a Surabaya-based mobile phone accessories retail and distribution company. Employee turnover data for the 2021–2024 period shows fluctuating turnover rates, but a significant upward trend in 2023 and 2024. High turnover rates not only harm the company in terms of costs and efficiency but can also damage the company's image in the eyes of prospective employees. Interviews with

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several employees revealed that high workloads, unrealistic targets, and an imbalance between tasks and completion time were the main reasons driving intention to leave the company.

In addition to workload, job stress also emerged as a significant factor influencing intention to quit at CV. Premium Indonesia. High absenteeism rates, complaints related to relationships between coworkers and superiors, and high target pressure reflect unfavorable working conditions. This aligns with the findings of Firdaus & Ariawan (2020), who stated that excessive workload can lead to fatigue and decrease motivation, while conflict or lack of support in the workplace can exacerbate employee stress (Manggala & Siswanto, 2024). These complaints indicate a mismatch between job demands and individual capacity, potentially reducing performance and increasing intention to quit.

Based on this phenomenon, it can be concluded that workload and job stress are two main factors influencing employee turnover intention at CV. Premium Indonesia. High absenteeism, imbalance in task volume, unrealistic target pressure, and the dynamics of work relationships indicate that the company needs to conduct an in-depth evaluation of its work systems and HR management. Therefore, this study aims to analyze the influence of workload and job stress on employee turnover rates at CV. Premium Indonesia to provide recommendations for improvements to the company in increasing employee retention and well-being.

2. Preliminaries or Related Work or Literature Review

Workload

Workload is the task requirements assigned to employees to ensure the smooth operation of a company. According to Sari Dewi et al. (2023), workload is the obligation to perform excessive tasks and limited or insufficient time to complete them. Pratiwi et al. (2022) identified several indicators of workload, including Working Conditions, Time Use, and Target Achievement.

Job Stress

Job stress is a condition in which a person feels pressured, burdened, and even anxious due to excessive work demands that are not commensurate with their abilities (Hasyim, 2025). Indicators of job stress are one of the most important factors in determining whether an employee is experiencing stress from their job. According to Hakro et al. (2022), these indicators include: Job Demands, Role Demands, and Interpersonal Demands.

Turnover Intention

Intention to Quit Work or employee turnover is a person's tendency or intention to leave their job voluntarily or resign from their job of their own free will because they feel uncomfortable and want to find a better job than before (Budiarti & Prayetno, 2024). According to Sari Dewi et al. (2023), intention to quit work is a person's intensity to leave the company for various reasons, including the desire to get another job. Ayunah & Solihin (2023) revealed that there are indicators of intention to quit work to determine employee intentions in working, including: Thinking of Quitting, Desire to Leave the Company, Desire to Seek Other Job Opportunities.

Research Framework and Hypothesis

Based on the theories put forward by experts and previous research, the conceptual framework in this study describes the influence of workload and work stress on the Turnover Intention.

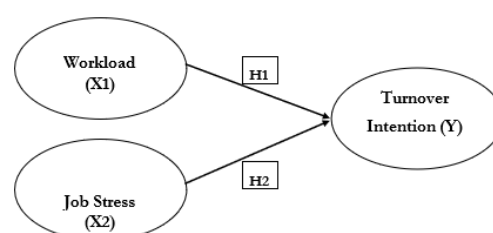


Figure 1. Conceptual Framework.

Hypothesis

A hypothesis is a tentative answer to a research problem formulation based on empirical facts obtained through data collection (Sugiyono, 2020). The hypotheses used in this study are as follows:

H1: Workload is suspected to have a positive and significant influence on employee turnover intention.

H2: Job stress is suspected to have a positive and significant influence on employee turnover intention.

3. Method

To confirm the validity of the tested hypotheses, this study employed a survey method and a quantitative approach (Sugiyono, 2020). 127 employee from the CV Premium Indonesia constituted the study population. The method used was saturated sampling. Three variables were covered using a closed-ended questionnaire with a Likert scale of 1 to 5.

- Workload (X1): Work Conditions, Time Use, and Target Achievement.
- Job Stress (X2): Job Demands, Role Demands, and Interpersonal Demands.
- Turnover Intention (Y): Thinking Of Quitting, Leave The Company, and Find The Other Job

Data analysis used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 4.0 software. Validity testing was carried out using outer loading and Average Variance Extracted (AVE), while reliability was tested using Cronbach's alpha and Composite Reliability (Ghozali & Latan, 2020).

4. Results and Discussion

Outer Model

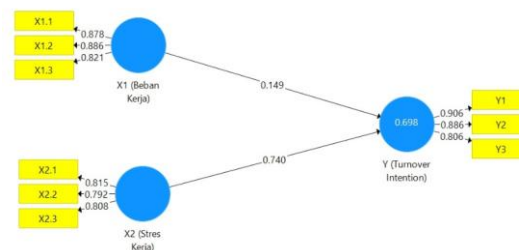


Figure 2. Outer Model (Factor Loading, Path Coefficient, and R-Square).

Based on Figure 2 above, the PLS output is seen in the magnitude of the loading factor value for each indicator, which is located above the arrow between the variable and the indicator. This can also be seen in the magnitude of the Path Coefficient which is above the arrow line between the exogenous and endogenous variables, or can also be seen in the magnitude of the R-Square which is right inside the circle of the endogenous variable (Turnover Intention). This value indicates that each indicator is able to describe the construct it represents strongly, consistently, and in accordance with its intended meaning.

Convergent Validity

Table 1. Outer Loading.

	Workload	Job Stress	Turnover Intention
X1.1	0.878		
X1.2	0.886		
X1.3	0.821		
X2.1		0.815	
X2.2		0.792	
X2.3		0.808	
Y1			0.906
Y2			0.886
Y3			0.806

Source: Data processed by researchers (2025)

Based on the results in the figure above, all indicators in the workload (X1), work stress (X2), and intention to quit (Y) variables show loading factor values above 0.5. In the workload

variable, the loading factor values include 0.878, 0.886, and 0.821. Meanwhile, the work stress variable has values of 0.815, 0.792, and 0.806. For the intention to quit variable, it has values of 0.906, 0.886, and 0.806. This shows that all indicators in each variable are able to represent their constructs strongly and consistently. Thus, all indicators in this model are declared to meet the criteria for convergent validity.

Table 2. Average Variance Extracted (AVE).

Average Variance Extracted (AVE)	
Workload (X1)	0.743
Job Stress (X2)	0.648
Turnover Intention (Y)	0.751

Source: Data processed by researchers (2025)

The table above shows that the AVE test results for the workload variable were 0.743, work stress was 0.648, and intention to quit was 0.751. This indicates that the AVE values for all three variables are >0.5 , indicating that overall, the variables in this study have good validity.

Discriminant Validity

Table 3. Cross Loading.

	Workload (X1)	Job Stress (X2)	Turnover Intention (Y)
X1.1	0.878	0.222	0.311
X1.2	0.886	0.467	0.388
X1.3	0.821	0.514	0.409
X2.1	0.423	0.815	0.417
X2.2	0.401	0.792	0.497
X2.3	0.394	0.808	0.423
Y1	0.370	0.477	0.906
Y2	0.304	0.429	0.886
Y3	0.418	0.443	0.806

Source: Data processed by researchers (2025)

Based on the cross-loading results in the table above, it can be seen that the correlation value between each latent variable and its indicator is higher than the correlation with the indicators of other variables. This indicates that each latent variable has good discriminatory validity because its indicator is more capable of representing the measured variable than other variables.

Reliability

Table 4. Cronbach's Alpha and Composite Reliability

Composite Reliability	
Workload (X1)	0.897
Job Stress (X2)	0.847
Turnover Intention (Y)	0.900

Source: Data processed by researchers (2025)

The results of the composite reliability test obtained a workload variable value of 0.897, work stress of 0.847, and intention to quit work of 0.900, where all variables in this study were said to be reliable.

Inner Model

R-Square

The coefficient of determination (R^2) describes the extent to which exogenous (independent) variables contribute to explaining endogenous (dependent) variables in a model. R^2 values range from 0 to 1. Values close to 0 indicate that the independent variable explains only a small portion of the variation in the dependent variable, thus its influence is relatively weak. Conversely, values close to 1 indicate that the independent variable is able to explain almost all of the variation in the dependent variable. Therefore, the higher the R^2 value, the better the model's ability to predict and explain the relationship between variables.

Table 5. R-Square.

	R-Square
Turnover Intention (Y)	0.693

Source: Data processed by researchers (2025)

The table above shows an R-Square value of 0.693 so it can be interpreted that the model is only able to explain the phenomenon of intention to quit work which is influenced by independent variables including workload and work stress by only 34.8% while the remaining 65.2% is explained by other variables outside the study.

3. Hypothesis Testing

Hypothesis testing is performed using the coefficient results and T-statistic values from the inner model in the following table:

Table 6. Path Coefficient (Mean, STDEV, T-Values)

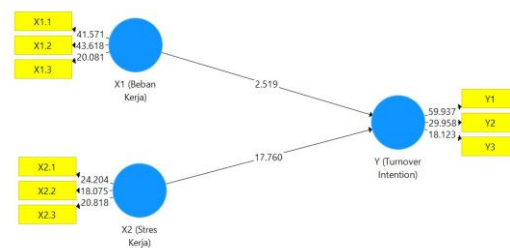
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P-Values
Workload (X1)	0.149	0.146	0.059	2.519	0.006
Job Stress (X2)	0.740	0.745	0.042	17.760	0.000

Source: Data processed by researchers (2025)

The results of the PLS analysis can be seen in the table above, with a P-value below 0.05. The following hypotheses are concluded:

- Hypothesis 1: Workload has a positive and significant effect on employee turnover intention. This is acceptable, with a P-value of 0.006, less than $\alpha = 0.05$ (5%), a path coefficient of 0.149, and a T-statistic of 2.519, greater than 1.96, indicating a positive relationship. Therefore, the first hypothesis can be concluded as accepted.
- Hypothesis 2: Work stress has a positive and significant effect on employee turnover intention. This is acceptable, with a P-value of 0.000, less than $\alpha = 0.05$ (5%), a path coefficient of 0.740, and a T-statistic of 17.760, greater than 1.96, indicating a positive relationship. Therefore, the second hypothesis can be concluded as accepted.

As the significance of the T-Statistic value results can be seen from the SmartPLS output with bootstrapping in the image below:



Source: Data processed by researchers, SmartPLS Output (2025)

Figure 3. Inner Model with Bootstrapping T-Statistic significance values.

Discussion

The Influence of Workload on Turnover Intention

Based on the analysis, it was found that workload contributes to the intention to quit among CV. Premium Indonesia employees. This finding indicates that the higher the workload perceived by employees, the higher the tendency for them to intend to leave the company. The form of workload felt by employees is evident in the demands to understand and carry out tasks in accordance with company procedures, which requires them to work carefully and meticulously. This burden increases when the time given is not commensurate with the number of tasks to be completed, thus creating pressure and pushing employees to work faster than their normal ability. Furthermore, the volume of work that does not match the available time makes it difficult for employees to achieve company-set targets, so the workload feels heavier and affects their comfort in carrying out daily tasks.

In this study, time utilization is a significant indicator of employee workload. An imbalance between available time and the number of tasks to be completed leaves employees feeling burdened and overwhelmed. When the allocated time does not align with the workload, employees experience stress, resulting in feelings of discomfort and an inability to achieve targets. This situation contributes to an increased desire to leave and seek employment with more suitable time requirements. At CV. Premium Indonesia, this phenomenon can be attributed to the workload felt by employees, particularly in terms of organizing and utilizing work time. Although the company's productivity has shown improvement, some employees are still unable to achieve targets because the workload they face exceeds their available time management capabilities.

When compared with previous research, the results of this study align with the findings of Afifi et al. (2024), who stated that workload plays a role in increasing turnover intention at PT Global Cool. The study confirmed that the heavier the workload an employee carries, the more likely they are to leave their job. This finding corroborates the results of research at CV Premium Indonesia, as it shows a similar relationship pattern. However, this study differs from the findings of Muhammad et al. (2021), who found that workload can have an impact on decreasing turnover intention in the higher education sector in Khyber Pakhtunkhwa. This difference may be due to the different work contexts, where workload in the education sector is more often viewed as part of professional responsibilities and career development, whereas in the corporate sector, workload tends to cause higher stress. This comparison suggests that the relationship between workload and turnover intention may be influenced by the work environment, task characteristics, and organizational culture in each sector.

The Influence of Job Stress on Turnover Intention

Based on the analysis, it was found that work stress contributed to the intention to quit among CV Premium Indonesia employees. This study showed that the higher the work stress experienced by employees, the higher their intention to leave. This finding confirms that work stress has been shown to increase employee intention to leave a company. The pressure arising from unbalanced work demands, role ambiguity, and interpersonal conflict makes employees feel uncomfortable and tend to seek a more stable work environment.

The prevalence of work stress at CV. Premium Indonesia is evident in various stressful working conditions that can potentially disrupt employee well-being. One example is the disproportionate workload compared to the available time. Employees are required to complete tasks within tight deadlines, requiring them to work faster, often working overtime, and compromising their work-life balance.

This shows that the stress experienced by employees is not only individual, but also stems from unsupportive work systems and cultures. Ultimately, this leads to excessive psychological stress, leaving employees feeling bored, depressed, and even demotivated. If prolonged, this accumulated stress can impact performance and commitment, ultimately leading employees to consider leaving the company and seeking a more stable and emotionally healthy work environment.

When compared to previous research, these findings align with those of Tiar Abdan Hisbih et al. (2023), who demonstrated that job stress plays a role in increasing turnover intentions, where work pressure and psychological discomfort make employees more likely to leave their jobs. This similarity is evident in how job stress, including a mismatch between the number of tasks assigned and an imbalance in time pressure, is a factor that strengthens employees' intentions to quit.

5. Conclusion

Based on the discussion, the following conclusions can be drawn:

Workload has been shown to play a significant role in increasing turnover intention among CV. Premium Indonesia employees. Unbalanced time allocation for completing tasks can cause employees to feel stressed at work. This confirms that a higher workload can increase turnover intention among CV. Premium Indonesia employees.

Job stress has been shown to play a significant role in increasing turnover intention among CV. Premium Indonesia employees. A mismatch between the number of tasks assigned and the unbalanced time pressure to complete them can cause employees to feel confused and increase tension in the work process. This confirms that higher job stress can increase turnover intention among CV. Premium Indonesia employees.

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