The Influence of Workload, Work Stress and Motivation on Turnover Intention
(Study of PT. "X" Employees)

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Abstract: This research was conducted with the aim of analyzing the influence of workload, work stress, and motivation on turnover intention among PT employees. "X". A total of 78 employees of PT. "X" were the respondents in this research using the saturated sample method. This research uses Structural Equation Model (SEM) data analysis techniques and data processing using Partial Least Square (PLS). The results of this research show that workload and work stress have a positive and significant effect on turnover intention and motivation has a positive and significant effect on turnover intention. The managerial implications of the findings in this research recommend that leaders reduce employee overtime, apart from that PT. "X" is also recommended to reduce too many task demands, and finally PT. "X" is also recommended to increase motivation to work even more enthusiastically.

Keywords: Workload, Job Stress, Motivation, and Turnover Intention

INTRODUCTION

Turnovers is problem main in something organization Because Ifis not managed well then it can prevent organizational goals and achievement objective. Because amount employee reduce, work No done well and right. However as is *turnover intention* This is problem Which very important for company. *Turnover intention* will have a negative impact on the organization Because create instability in condition Work And lowerproductivity employee, atmosphere Work Which not enough Good And Also influentialon increase internal costs source the human. *Turnover* is possible form dismissal, leaving the organizational unit, resignation or death member organization of a member of the organization (Anshori 2019)

Study This focused on employee Which Work in PT. "X" which is a company that operates in field Textiles like Fashion Muslim (Equipment prayer Man And Woman).Company This own employee as much 78 Employee still in year 2023At the moment. After conducting an exploration of the phenomenon with one of the leaders in this company, the researchers concluded that *turnover* occurred in this company. The occurrence of this phenomenon is supported by existing data presented by the company, the table below will show that Relatively

high employee *turnover . The following is turnover* data employee PT "X" on 2020-2022.

Table 1 Data *Turnovers* Employee PT "X"

Year	Number of employees				Turnovers(%)
	Beginning Year	Enter	Go out	End Year	
2020	72	5	9	68	12.8%
2021	68	7	5	70	7.2%
2022	70	6	4	72	5.6%

Source : PT. "X", 2020-2022

Based on table 1, it can be seen that in every year there are the number of employees who leave is not equal to the employees who enter. This can be seen in 2020 that the number of employees leaving more Lots than year next. As well as on year 2021 & 2022The intensity of incoming employees has increased and the number of employees came out lower when compared to 2020. According to Putra and Utama (2018) employee *turnover standards* in a company It is said that normal is 10%, this statement is also supported by Satwari *et al* (2016) in Tampubolon and Sagala (2020) said Generally, *turnover intention* stated in one year is not allowed more than 10%. With a fairly high *turnover rate, it will* impact negative for company. Impact negative This can make a loss for company so that happen instability condition Work, decline productivity power Work And atmosphere Work Which not enough conducive.

There are several factors that can influence *turnover intention* can is known based on study previous Which Already done. Found that *turnover intention* influenced by burden Work (Fitriantini,Agusdin & Nurmayanti, 2020; Khomaryah, Paauthor & Hadi A, 2020), stressWork (Sustainable & Mujiati, 2018; Waskito & Daughter, 2021), Compensation (Yuliane& Budi H, 2018; Winoto Tj, 2019), job satisfaction (Mawadati & Saputra, 2020; Dewi & Agustina, 2021), career development (Marcella & Ie, 2022), Organizational Commitment (Indriati, 2021; Putra & Suwandana, 2020), environmentwork (Khomaryah, Paauthor and Hadi A, 2020; Asriani & Riyanto, 2020), Personality (Rinaldy & Parwoto, 2021), Motivation Work (Apthioman & Not only influence company, *turnover* Also can influence employee Which Still Work in company. When a numberbig employee in a way volunteer leave company, matter That cancause employee Which remaining consider return workthey And ask is they can follow footsteps colleague they Forgo out or they Still can endure And try increase performancethey. If performance they worsened so can resultcompany must stop they. For minimize *turnover*

Which tall, important For analyze And show more details factor What just which affects *turnover intention* .

Several studies that have researched the topic have been conducted by (1) Rini Fitriantini, Agusdin, Siti Nurmayanti (2020) regarding the Influence of Workload, Job Satisfaction, Job Stress on *Turnover Intention of* Health Workers with Contract Status at Mataram City Regional Hospital; (2) Hery Winoto Tj (2019) concerning the Influence of Work Motivation and Compensation on Turnover Intention at PT. NBK; (3) Ani Muttaqiyat hun, Dita Ayu Rosita (2020) about *The Effect of Work Satisfaction and Work Stress on Employees' Turnover Intention in* PT. Telkom Indonesia Yogyakarta; (4) Rudy Pramono (2021) regarding *Motivation of Employees of the Investment Banking Division of PT. XYZ During the Implementation of Work From Home on Turnover Intention* ; (5) Inayat Hanum Indriati (2021) concerning the Influence of Work Stress, Workload, Organizational Commitment and Job Satisfaction on Employee Turnover Intention. Of the several studies that have been reviewed related to this research problem and to the best of the researcher's knowledge, there has not been a similar topic that examines the Effect of Workload, Work Stress and Motivation on Turnover Intention. (Study of employees of PT. "X").

RESEARCH METHODS

In this research, the author examines the relationship between three independent variables, namely workload (X1), work stress (X2) and compensation (X3), with one dependent variable, namely Turnover Intention (Y) in permanent employees of PT. "X".

In this research, the variables are divided into two groups, namely independent variables and dependent variables. The definition of each variable can be explained as follows:

a) **Independent Variable (*Independent*)**

According to Sugiyono (2013), this variable is often referred to as a stimulus, predictor and antecedent variable. In Indonesian it is often referred to as an independent variable. Independent variables are variables that influence or cause changes or occurrence of the dependent variable. The independent variables used by researchers in this research are workload (X1), work stress (X2) and compensation (X3).

b) *Dependent* **Variable**

Sugiyono (2013) states that this variable is often called the output, criterion, and consequent variable. In Indonesian it is often referred to as a dependent variable. The dependent variable is a variable that is influenced or a result of the independent variable.

The dependent variable used by the author in this research is Turnover Intention (Y). The operational definition of variables in this research is as follows:

1) **Workload**

Workload is a collection of activities that must be carried out by an employee or organizational unit within a certain time. Every employee has a different perception about their work. The heavier the workload, the greater the possibility that employees will have a negative attitude towards the workload they bear.

2) **Job stress**

Work stress is an imbalance with the physical and psychological abilities of work in a company organization so that it affects various emotions, thoughts, actions and other aspects of the individual. This imbalance affects each person differently.

3) **Motivation**

Work Motivation Indicators according to Anwar Prabu Mangkunegara (2016) are as follows:

1) Responsibility; Has high personal responsibility for his work.

2) Work Performance; Do something or work as well as possible.

3) Opportunities for Advancement; The desire to get fair wages commensurate with the work.

4) Recognition of Performance; The desire to earn higher wages than usual.

5) Challenging work; Desire to learn to master their work in their field.

4) ***Turnover Intention***

Turnover intention is an employee's desire or intention to leave the company or change companies for a number of reasons, but one of which often occurs is to get a better job. When an employee experiences a high level of satisfaction with his organization. So, the employee as an employee has a high level of engagement and thus the turnover rate decreases.

In this research, the form of answer and scoring that can be used is based on a Likert scale using 5 (five) levels of answers which can be seen in table 2 as follows:

Table 2 Tiers Scale Likert

Answer	Score
Very Agree	5
Agree	4
Neutral	3

| No Agree | 2 |
| Very No Agree | 1 |

Source: Sugiyono (2018:135)

The population used in this research are permanent employees who work at PT. "X" with a total of 78 employees. Because the population was no more than 100 respondents, the researchers decided to use Saturation Sampling (saturated sample or census). Data collection using questionnaires was distributed directly to each employee before the company started operating, and the researcher himself answered them after the company's operations. Data were analyzed using the Part Least Square (Smart-PLS) program version 3.0.

RESULTS AND DISCUSSION

1. Measurement Model Test Results (*Outer Model*)

Outer model analysis is carried out to ensure that the measurements used are suitable for measurement (*valid and reliable*). *The outer model* is their measurement model for each factor. Outer model analysis can be seen from the following indicators:

a. *Convergent Validity*

Convergent Validity testing is tested for each construct indicator. According to Chin in Ghozali (2014), an indicator is said to be valid if its value is greater than 0.70, while *a loading factor of* 0.50 to 0.60 can be considered sufficient. Based on this criterion, if there is *a loading factor* below 0.5, it will be dropped from the model.
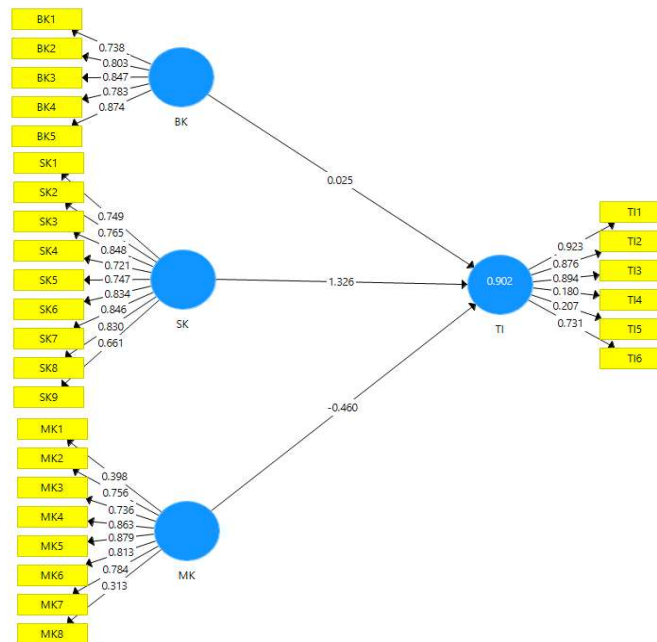
Image before modification 1

PLS Olgarithm Results (Before Modification)

Table 3.Convergent Validity Test Results

Variable	BK	SK	MK	IT	Information
Workload (X1)	0.738				Valid
	0.803				Valid
	0.847				Valid
	0.783				Valid
	0.874				Valid
Work Stress (X2)		0.749			Valid
		0.765			Valid
		0.848			Valid
		0.721			Valid
		0.747			Valid
		0.834			Valid
		0.846			Valid
		0.830			Valid
		0.661			Invalid
Work Motivation (X3)			0.398		Invalid
			0.756		Valid
			0.736		Valid
			0.863		Valid
			0.879		Valid
			0.813		Valid

			0.784		Valid
			0.313		Invalid
Turnover Intention (Y)				0.923	Valid
				0.876	Valid
				0.894	Valid
				0.180	Invalid
				0.207	Invalid
				0.731	Valid

Based on table 3 and figure 1 above, it can be seen that the indicators MK1, MK8, SK9, TI1, and TI5 have a loading factor value of less than 0.50 which is declared invalid and not significant. Therefore the indicator will be dropped from the model. The following are the output results of the indicators and recalculations, by eliminating invalid indicators.

Figure 4.PLS Olgarithm Results (After Modification)
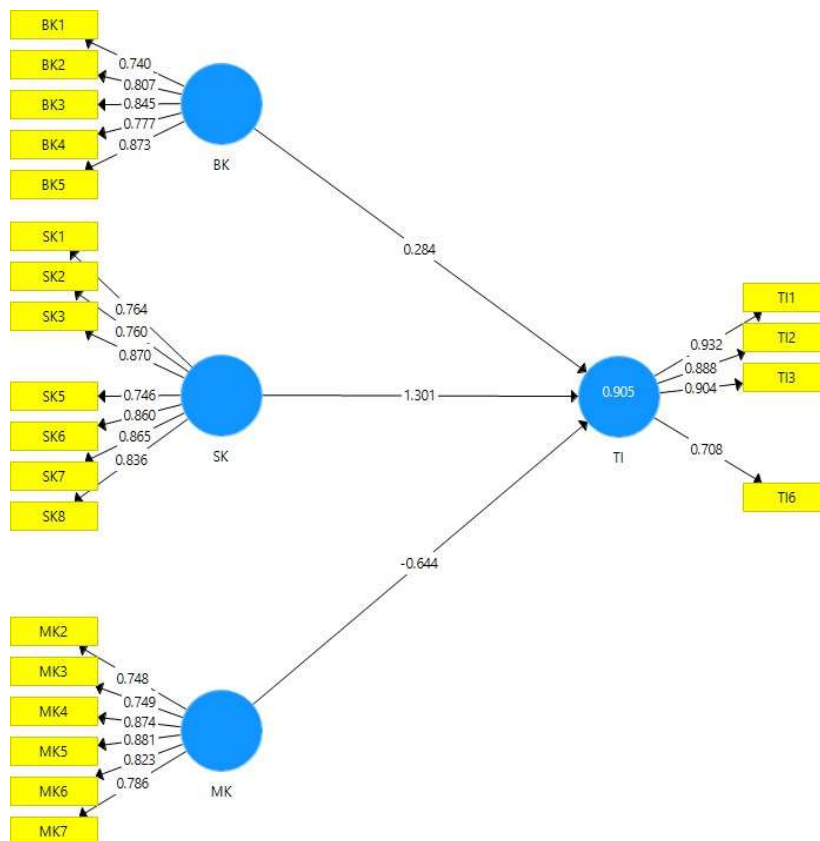
The results of the modified convergent validity test in table 4.10 and figure 4.2 above show that all indicators have met the convergent validity requirements because they have a loading factor value above 0.50 so it can be said that these indicators are valid.

b. Discriminant Validity

Indicator	Workload	Work stress	Work motivation	Turnover Intention
BK1	0.740	0.631	0.681	0.549
BK2	0.807	0.592	0.570	0.693
BK3	0.845	0.532	0.650	0.533
BK4	0.777	0.467	0.635	0.387
BK5	0.873	0.548	0.662	0.509
SK1	0.821	0.764	0.748	0.554
SK2	0.572	0.760	0.749	0.481
SK3	0.675	0.870	0.874	0.583
SK5	0.674	0.746	0.881	0.577
SK6	0.586	0.860	0.823	0.587
SK7	0.533	0.865	0.786	0.791
SK8	0.586	0.836	0.823	0.587
MK2	0.675	0.760	0.748	0.583
MK3	0.527	0.870	0.749	0.896
MK4	0.674	0.746	0.874	0.577
MK5	0.533	0.860	0.881	0.791
MK6	0.544	0.865	0.823	0.888
MK7	0.532	0.836	0.786	0.801
TI1	0.558	0.887	0.726	0.932
TI2	0.544	0.865	0.651	0.888
TI3	0.562	0.805	0.678	0.904
TI6	0.743	0.572	0.525	0.708

Based on table 4.11 above, it shows that the cross loading value also shows good discriminant validity because the correlation value of the indicator with the construct is higher than the

correlation value with other constructs. As an illustration, the loading factor for BK1 is 0.740, which is higher than the loading factor for other constructs, namely work stress (0.631), work motivation (0.748), and turnover intention (0.583). Latent constructs predict indicators in their block better than indicators in other blocks. Thus, it can be concluded from the cross loading results that there are no problems with discriminant validity.

Another method to see discriminant validity is to look at the square root of average variance extracted (AVE) value for each construct with the correlation between the construct and other constructs in the model, so it can be said to have good discriminant validity values.

Table 5 Average Variance Extracted (AVE) Test Results

Variable	Average variance extracted (AVE)
Work Free	0.656
Work stress	0.659
Work motivation	0.666
Turnover Intention	0.744

Table 6 Discriminant Validity Test Results (Fornell Larcker Criterion)

	Workload	Work motivation	Work stress	Turnover Intention
Workload	**0.875**			
Work motivation	0.777	**0.812**		
Work stress	0.750	0.901	**0.816**	
Turnover Intention	0.791	0.753	0.919	**0.862**

Based on tables 5 and 6 above, it can be seen that the square root of the average variance extracted ($\sqrt{AVE}$) for each construct is greater than the correlation between one construct and the other constructs in the model. Based on the square root of average variance extracted ($\sqrt{AV}$) value above, the construct in the estimated model meets the discriminant validity criteria.

c. Composite Reliability and Cronbach's Alpha

Composite reliability and Cronbach alpha testing aims to test the reliability of instruments in a research model, if all latent variable values have composite reliability or Cronbach alpha values ≥ 0.7, this shows that the construct has good reliability or the questionnaire used as a tool in this research has consistent. The following are the composite reliability and Cronbach alpha values.

Table 7. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Workload (X1)	0.870	0.905	Reliable
Work Stress (X2)	0.896	0.920	Reliable
Work Motivation (X3)	0.917	0.933	Reliable
Turnover Intention (Y)	0.882	0.920	Reliable

Based on Table 7. above, it can be seen that the composite reliability and Cronbach's alpha test results show good values, namely that all latent variables are reliable because all latent variable values have composite reliability values and Cronbach's alpha ≥ 0.70. So it can be concluded that the questionnaire used as a research tool is reliable or consistent.

2. Structural Model Testing (Inner Model)

After the estimated model meets the Outer Model criteria, the next structural model (Inner Model) is tested. Inner model testing is the development of a concept and theory based model in order to analyze the relationship between exogenous and endogenous variables which have been described in a conceptual framework. The testing stages of the structural model (Inner Model) are carried out in the following steps.

Table 8. R-Square Value Test Results (R2)

Variable	*R-Square* (R2)
Turnover Intention (Y)	0.905

From the data above, it can be concluded that the R-Square value is 0.905, which means that the variability of work discipline can be explained by the three independent variables in the model, namely Work Load, Work Stress, and Work Motivation, which is 90.5% and the remaining 9.5% (100 - 90.5) is explained by the variables others not examined in this research model.

b. Q-Square (Goodness of Fit Model)

Testing the Goodness of Fit structural model on the inner model uses the predictive relevance value (Q2). A Q-Square value greater than 0 (zero) indicates that the model has a Predictive relevance value. The R-Square value for each endogenous variable in this research can be seen in the following calculation:

Table 9.Q-Square Value Test Results (R2)

Variable	Q2
Turnover Intention (Y)	0.655

In table 9, the calculation results above take into account the predictive relevance value of the purchasing decision variable of 0.695>0. Therefore, the model can be said to be worthy of having relevant predictive value.

c. Hypothesis Testing Results

The estimated value for the path relationship in the structural model must be significant. This significant value can be obtained by boostrapping procedures. Look at the significance of the hypothesis by looking at the parameter coefficient values and the significant t-statistic values in the boostrapping report algorithm. To find out whether it is significant or not significant, look at the t-table at alpha 0.05(5%) = 1.96. Then the t-table is compared with the t-count (t-statistics).

Table 10.Boostrapping Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
BK -> IT	0.284	0.276	0.066	4,289	0,000	Positive-Significant
MK -> IT	-0.644	-0.620	0.111	5,806	0,000	Negative-Significant
SK -> IT	1,301	1,288	0.099	13,145	0,000	Positive-Significant

Figure 4.Boostrapping Test Results
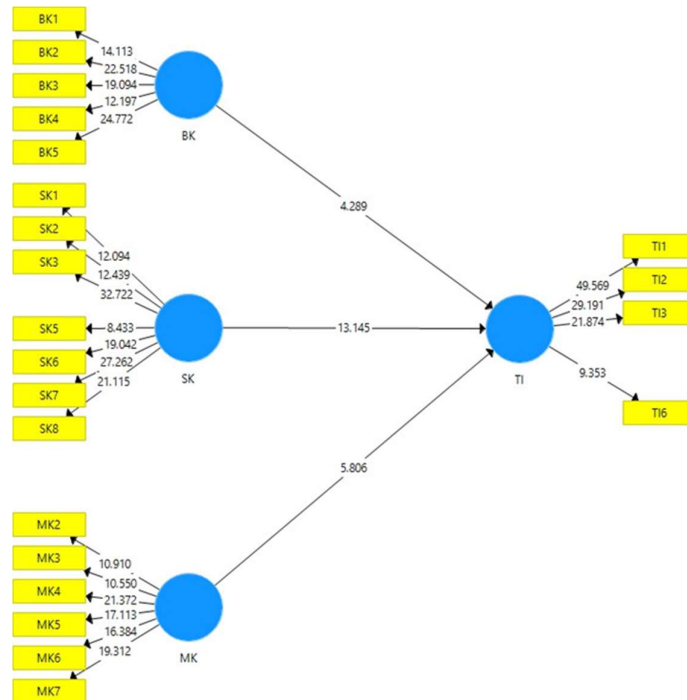
Based on the boostraping results in table 4.16 and figure 4.3 above, it can be said that workload and work stress have a positive and significant influence because the original sample value shows a positive value and the P Values show a value of less than 0.05, while work motivation has a negative and significant influence because The original sample value shows a negative value and the P Values show a value less than 0.05.

C. Discussion

1. Effect of Workload on Turnover Intention

Based on the hypothesis test in this study, the T-statistic result was 4.289, the original sample value was 0.284, and the P values were 0.000. The T-statistic value is greater than the T-table value of 1.98, the original sample value shows a positive value, and the P values show a value less than 0.05. These results show that workload has a positive and significant effect on turnover intention. Too much workload given by the company to employees can sometimes have a bad impact on employees, even too much workload can make employees burdened, which can lead to a desire to leave (turnover intention) from the company. This can be interpreted as meaning that the higher the workload given by the company, the higher the turnover intention rate in the company. The most dominant indicator in measuring the workload variable is that I feel the company gives full attention to employees in completing their work. This shows that employees feel happy because the company gives full attention to employees

in completing their work because every employee certainly wants to get understanding from the company where he works. This can overcome and influence the company's high turnover intention rate. The results of this research also strengthen research conducted by Indriati (2021) which states that workload has a positive and significant influence on turnover intention .

2. The Effect of Job Stress on Turnover Intention

Based on the hypothesis test in this study, the T-statistic result was 13,145, the original sample value was 1,301, and the P values were 0.000. The T-statistic value is greater than the T-table value of 1.98, the original sample value shows a positive value, and the P values show a value less than 0.05. These results show that work stress has a positive and significant effect on turnover intention. According to Hasibuan (2017), stress arises in employees because job satisfaction is not realized in their work. It is necessary to overcome work stress so that things that are detrimental to the company can be resolved. In this case, it shows that the work stress of employees must be fully paid attention to

The company should not have a negative impact on the company, such as a high turnover intention rate. Therefore, it can be interpreted that the higher the work stress experienced by employees, the higher the turnover intention rate in the company. The most dominant indicator in measuring the work stress variable is that I can adapt to technological changes. This shows that employees can adapt to changes in technology because the company always provides and facilitates the latest technology to its employees. This can overcome and influence the company's high turnover intention rate. The results of this research also strengthen research conducted by Mawadati & Saputra (2020) which states that work stress has a positive and significant influence on turnover intention .

3. The Influence of Work Motivation on Turnover Intention

Based on the hypothesis test in this research, the T-statistic result was 5.806, the original sample value was - 0.644, and the P value was 0.000. The T-statistic value is greater than the T-table value of 1.98, the original sample value shows a negative value, and the P values show a value less than 0.05. These results indicate that work motivation has a negative and significant effect on turnover intention.

According to Rinaldy and Parwoto (2021) work motivation is defined as any form of recognition given to employees as a reward for their contribution to the organization. Work motivation has a very important meaning because work motivation reflects the company's

efforts to maintain and improve the welfare of its employees. Inadequate work motivation causes employee turnover and can even lead to high turnover intention rates.

Therefore, it can be interpreted that low work motivation can lead to high turnover intention rates in companies. The most dominant indicator in measuring the work motivation variable is that I feel the company gives bonuses to employees whose performance increases. In this case, it can be interpreted that the employees feel happy because the company gives bonuses to employees whose performance increases. So this can overcome and reduce the number of turnover intentions in the company. The results of this research also strengthen research conducted by Yuliane & Budi (2018) which states that work motivation has a negative and significant influence on turnover intention .

CONCLUSIONS AND RECOMMENDATIONS

Based on the data analysis and discussion presented previously, several research conclusions can be concluded, namely:

1. Workload has a positive and significant effect on Turnover Intention. This can be interpreted as meaning that the higher the workload given by the company, the higher the turnover intention rate in the company. The most dominant indicator is that the company continues to give full attention to employees in completing work so that the level of turnover intention can be reduced.

2. Job stress has a positive and significant effect on Turnover Intention, which means that the higher the employee's job stress, the higher the turnover intention rate in the company. The most dominant indicator in measuring work stress variables is adaptation to technological changes. This shows that it continues to facilitate the latest technology to its employees so that employees can adapt to technological changes.

3. Motivation has a negative and significant effect on Turnover Intention, that low work motivation can lead to high turnover intention rates in companies. The most dominant indicator is giving bonuses to employees whose performance increases. This means that the company needs to maintain giving bonuses to employees whose performance increases.

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