

## THE EFFECT OF WORKLOAD, WORK STRESS AND JOB SATISFACTION ON TURNOVER INTENTION IN FLORIST GROUP FLORIST EMPLOYEES

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### ABSTRAK

Niat berhenti kerja karyawan merupakan tantangan signifikan yang dapat memengaruhi stabilitas tenaga kerja dan kinerja organisasi. Studi ini bertujuan untuk meneliti pengaruh beban kerja, stres kerja, dan kepuasan kerja terhadap niat berhenti kerja di kalangan karyawan Bintang Florist Group. Pendekatan kuantitatif dengan desain penelitian asosiatif diterapkan. Data primer dikumpulkan melalui kuesioner yang dibagikan kepada seluruh karyawan menggunakan teknik sampling jenuh. Data dianalisis menggunakan regresi linier berganda dengan perangkat lunak SPSS. Hasil menunjukkan bahwa beban kerja tidak berpengaruh signifikan terhadap niat berhenti kerja ( $p = 0,948 > 0,05$ ). Sebaliknya, stres kerja berpengaruh positif dan signifikan terhadap niat berhenti kerja ( $p = 0,003 < 0,05$ ), sedangkan kepuasan kerja berpengaruh negatif dan signifikan terhadap niat berhenti kerja ( $p = 0,046 < 0,05$ ). Secara simultan, beban kerja, stres kerja, dan kepuasan kerja berpengaruh signifikan terhadap niat berhenti kerja ( $p = 0,000 < 0,05$ ). Koefisien determinasi yang disesuaikan (Adjusted R Square) sebesar 0,544 menunjukkan bahwa 54,4% variasi dalam niat berhenti kerja dijelaskan oleh tiga variabel independen, sedangkan 45,6% dipengaruhi oleh faktor lain di luar model penelitian. Temuan ini menunjukkan bahwa mengurangi stres kerja dan meningkatkan kepuasan kerja merupakan strategi penting untuk meminimalkan niat berhenti kerja karyawan di industri toko bunga.

**Kata kunci:** beban kerja, stres kerja, kepuasan kerja, niat berhenti kerja, manajemen sumber daya manusia.

### ABSTRACT

Employee turnover intention is a significant challenge that can affect workforce stability and organizational performance. This study aims to examine the effects of workload, work stress, and job satisfaction on turnover intention among employees of Bintang Florist Group. A quantitative approach with associative research design was applied. Primary data was collected through questionnaires distributed to all employees using a saturated sampling technique. The data were analyzed using multiple linear regression with SPSS software. The results indicate that workload has no significant effect on turnover intention ( $p = 0.948 > 0.05$ ). In contrast, work stress has a positive and significant effect on turnover intention ( $p = 0.003 < 0.05$ ), while job satisfaction has a negative and significant effect on turnover intention ( $p = 0.046 < 0.05$ ). Simultaneously, workload, work stress, and job satisfaction significantly influence turnover intention ( $p = 0.000 < 0.05$ ). The adjusted coefficient of determination (Adjusted R Square) of 0.544 indicates that 54.4% of the variation in turnover intention is explained by the three independent variables, while 45.6% is influenced by other factors outside the research model. These findings suggest that reducing work stress and improving job satisfaction are essential strategies for minimizing employee turnover intention in the florist industry.

**Keywords:** workload, work stress, job satisfaction, turnover intention, human resource management.

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**INTRODUCTION**

In an increasingly competitive business environment, organizations are required to retain qualified human resources as strategic assets that support organizational sustainability and performance. The success of a company depends not only on financial and technological resources but also on employee motivation, commitment, and workforce stability. One of the major challenges faced by organizations is employee turnover intention, which refers to an employee's desire or intention to leave the organization. High turnover intention can negatively affect organizational productivity, increase recruitment and training costs, and reduce service quality.

According to Maslow's Hierarchy of Needs Theory, employees work not only to fulfill their physiological needs but also to achieve security, social belonging, recognition, and self-actualization. When these needs are not adequately fulfilled, employees tend to experience dissatisfaction and seek alternative workplaces that can better accommodate their expectations. Therefore, understanding the factors that influence turnover intention is essential for maintaining employee loyalty and organizational stability.

Workload is one of the factors frequently associated with turnover intention. Excessive workload may result in physical and mental exhaustion, lower job performance, and reduced work comfort. Hartono et al. (2022) argued that excessive job demands increase work pressure and dissatisfaction, which may encourage employees to seek more balanced employment opportunities. In addition, work stress is another important factor influencing turnover intention. According to Khairani (2024), work stress occurs when job demands exceed an individual's ability to cope with them, leading to decreased productivity, job dissatisfaction, and a greater likelihood of leaving the organization. Unclear job responsibilities, insufficient organizational support, and high work pressure are among the primary sources of work stress.

Job satisfaction also plays a significant role in determining employee retention. Employees who experience higher levels of job satisfaction tend to demonstrate stronger organizational commitment and lower turnover intention. Conversely, dissatisfaction with work conditions, compensation, or organizational support may increase employees' intentions to seek employment elsewhere (Abdillah, 2020).

These issues are also evident at Bintang Florist Group, a growing florist business that faces dynamic operational demands. During peak periods such as holidays, weddings, and special events, employees are exposed to increased workloads and time pressures. Company records indicate that employee turnover reached 37.50% in 2024 and remained relatively high at 27.40% in 2025. Such figures exceed the turnover level generally considered healthy for organizational sustainability and suggest the existence of underlying managerial and psychological challenges.

The florist industry is characterized by work that requires creativity, precision, and speed. Employees must complete orders within limited timeframes while maintaining the aesthetic quality and freshness of perishable flower products. Furthermore, Bintang Florist Group implements a compensation system based on employees' experience and technical expertise. While this policy aims to reward competence, compensation differences may create perceptions of inequity when employees with similar workloads receive different rewards. Such conditions may reduce job satisfaction and strengthen turnover intention. Therefore, this study aims to empirically examine the effects of workload, work stress, and job satisfaction on turnover intention among employees of

**RESEARCH METHODS**

This study employed a quantitative approach with an associative research design to examine the effects of workload, work stress, and job satisfaction on employees' turnover intention. The research relied on primary data collected directly from respondents through a structured questionnaire distributed to employees of Bintang Florist Group.

Data were measured using a five-point Likert scale and treated as interval data for statistical purposes. To evaluate the relationships between the independent variables and turnover intention, multiple linear regression analysis was applied as the primary analytical technique. This method was selected to determine both the individual and simultaneous effects of workload, work stress, and job satisfaction on employees' intention to leave the organization.

**RESULTS OF RESEARCH AND DISCUSSION**

**A. Research Results**

**1. Test Instruments**

The validity test was carried out to determine the ability of the research instrument to measure the variables being studied precisely. The test results showed that all statement items on the variables of workload (11 items), work stress (10 items), job satisfaction (12 items), and turnover intention (11 items) had a greater r-count value than the r-table of 0.388. Thus, all statement items are declared valid and suitable for use as research instruments. This shows that each question item is able to accurately represent the construct of the measured variable.

Furthermore, a reliability test was carried out to measure the level of consistency of the research instrument. The test results showed that the Cronbach's Alpha value on the workload variable was 0.771, work stress was 0.759, job satisfaction was 0.755, and turnover intention was 0.775. All of these values are above the minimum limit of reliability, so it can be concluded that the research instrument has a good level of consistency and can be used reliably in the collection of research data.

**2. Classic Assumption Test**

**a. Normality test**

**NPar Tests**

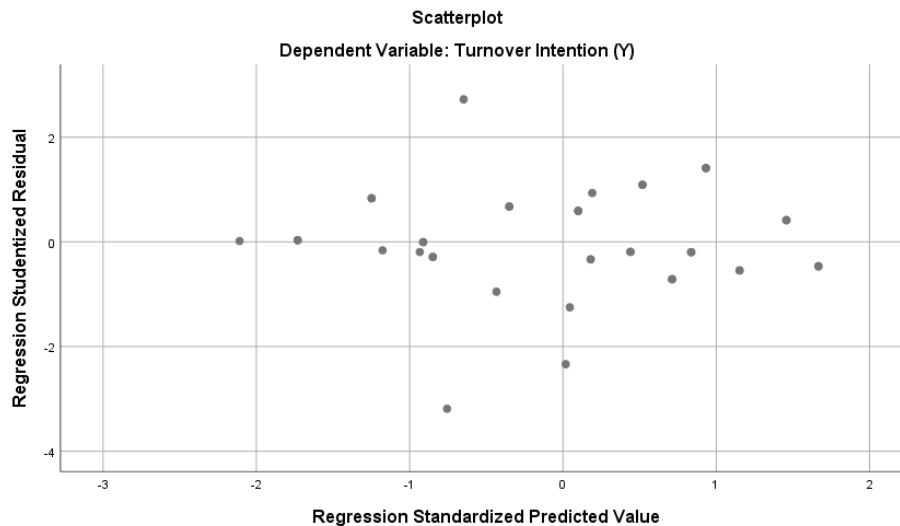
**One-Sample Kolmogorov-Smirnov Test**

		Beban Kerja (X1)	Stres Kerja (X2)	Kepuasan Kerja (X3)	Turnover Intention (Y)
N		39	39	39	39
Normal Parameters <sup>a,b</sup>	Mean	32,95	24,69	43,03	29,67
	Std. Deviation	6,909	5,366	6,479	6,903
Most Extreme Differences	Absolute	,118	,102	,121	,096
	Positive	,071	,069	,117	,084
	Negative	-,118	-,102	-,121	-,096
Test Statistic		,118	,102	,121	,096
Asymp. Sig. (2-tailed)		,183 <sup>c</sup>	,200 <sup>c,d</sup>	,159 <sup>e</sup>	,200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The normality test is carried out to find out whether the research data is distributed normally or not. The test results showed that all research variables had a significance value greater than 0.05. Thus, it can be concluded that the research data is normally distributed so that it meets one of the basic assumptions in multiple linear regression analysis.

b. Heteroscedasticity test



The heteroscedasticity test results indicate that the residuals are randomly distributed above and below the zero line on the scatterplot without forming any discernible pattern. This distribution suggests the absence of heteroscedasticity within the regression model.

Therefore, the assumption of homoscedasticity is satisfied, implying that the variance of the residuals remains relatively constant across all levels of the independent variables. As a result, the regression model can be considered statistically reliable and appropriate for further hypothesis testing and interpretation of the estimated relationships among the study variables.

c. Multicollinearity test

The results of the multicollinearity test showed that all independent variables had a Tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value of less than 10.00. These results show that there is no high correlation between independent variables in the study model, so there are no symptoms of multicollinearity and the regression model is eligible for use in further analysis.

**3. Multiple Linear Regression Analysis**

Based on the results of multiple linear regression analysis, the following equations were obtained:

$$Y = 26.952 - 0.011X_1 + 0.681X_2 - 0.320X_3 + e$$

The equation shows that Turnover Intention is affected by Workload ( $X_1$ ), Work Stress ( $X_2$ ), and Job Satisfaction ( $X_3$ ). A positive regression coefficient indicates a unidirectional relationship, while a negative coefficient indicates an opposite relationship.

#### 4. T test (Partial)

##### a. Effect of Workload on Turnover Intention

The regression analysis revealed that workload has a coefficient value of -0.011, with a t-statistic of -0.066 and a significance level of 0.948. Since the significance value exceeds the accepted threshold of 0.05 ( $p > 0.05$ ), workload does not have a statistically significant effect on turnover intention. Therefore, the proposed hypothesis regarding the positive influence of workload on turnover intention is not supported.

This finding suggests that the workload experienced by employees is not a primary determinant of their intention to leave the organization. Although workload is often considered a factor that contributes to employee turnover, the results indicate that employees at Bintang Florist Group do not perceive their workload as a sufficient reason to seek alternative employment. This may imply that other factors, such as psychological stress, organizational support, or job satisfaction, play a more substantial role in influencing employees' decisions to remain with or leave the company.

##### b. Effect of Work Stress on Turnover Intention

The regression analysis indicates that work stress has a coefficient value of 0.681, with a t-statistic of 3.192 and a significance level of 0.003. Since the significance value is below the accepted threshold of 0.05 ( $p < 0.05$ ), work stress is found to have a positive and statistically significant effect on turnover intention. Therefore, the proposed hypothesis is supported.

These findings suggest that employees who experience higher levels of work-related stress are more likely to develop intentions to leave the organization. The positive relationship indicates that increasing psychological pressure, emotional strain, and work-related demands can contribute to employees' withdrawal intentions. Among the variables examined in this study, work stress emerged as the strongest predictor of turnover intention, highlighting its critical role in influencing employees' decisions to remain with or leave Bintang Florist Group.

##### c. The Effect of Job Satisfaction on Turnover Intention

The regression analysis revealed that job satisfaction has a coefficient value of -0.320, with a t-statistic of -2.073 and a significance level of 0.046. Since the significance value is below the threshold of 0.05 ( $p < 0.05$ ), job satisfaction is found to have a negative and statistically significant effect on turnover intention. Therefore, the proposed hypothesis is supported.

This finding indicates that employees who experience higher levels of job satisfaction are less likely to consider leaving the organization. Conversely, lower levels of job satisfaction increase the likelihood of employees seeking alternative employment opportunities. The result suggests that job satisfaction serves as an important retention factor, highlighting the role of positive work experiences, fair treatment, and supportive organizational conditions in reducing employees' intentions to leave the company.

#### 5. Test F (Silmultan)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	984,290	3	328,097	13,896	,000 <sup>b</sup>
	Residual	826,376	35	23,611		
	Total	1810,667	38			

a. Dependent Variable: Turnover Intention (Y)

b. Predictors: (Constant), Kepuasan Kerja (X3), Beban Kerja (X1), Stres Kerja (X2)

The F-test was conducted to examine the combined influence of workload, work stress, and job satisfaction on employees' turnover intention. The ANOVA results revealed an F-statistic of 13.896 with a significance value of 0.000, which is below the accepted significance threshold of 0.05. Therefore, the fourth hypothesis was supported, indicating that the independent variables jointly exert a significant effect on turnover intention.

These findings suggest that employees' intentions to leave the organization are shaped by the combined impact of multiple workplace factors rather than by a single variable. In the context of Bintang Florist Group, turnover intention is influenced by the interaction between job demands, psychological pressures, and employees' overall level of satisfaction with their work. This result highlights the importance of adopting a comprehensive human resource management approach that simultaneously addresses workload management, stress reduction, and job satisfaction enhancement in order to improve employee retention and organizational stability.

## 6. Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination analysis produced an Adjusted R Square value of 0.544, indicating that 54.4% of the variation in employees' turnover intention can be explained by the combined effects of workload, work stress, and job satisfaction. The remaining 45.6% is attributable to other variables not included in the research model, such as compensation, work environment, leadership style, organizational culture, career development opportunities, and individual employee characteristics.

The obtained Adjusted R Square value demonstrates that the proposed model possesses a moderate to strong explanatory capacity in predicting turnover intention among employees of Bintang Florist Group. This finding suggests that workload, work stress, and job satisfaction collectively represent important determinants of employees' intentions to leave the organization. However, the unexplained proportion of variance also indicates that turnover intention is a multifaceted phenomenon influenced by additional organizational and personal factors beyond those examined in this study. Therefore, future research is encouraged to incorporate broader variables to provide a more comprehensive understanding of employee turnover behavior.

## B. Discussion

### 1. The Effect of Workload on Employee Intent Turnover of Bintang Florist

The findings indicate that workload has a negative and non-significant effect on turnover intention among employees of Bintang Florist Group. Therefore, the hypothesis proposing a positive relationship between workload and turnover intention is not supported. This result suggests that increased workload does not necessarily encourage employees to leave the organization. Such findings differ from many previous studies that

identified excessive workload as a major contributor to employee withdrawal intentions due to its association with physical and psychological exhaustion.

One possible explanation is that employees do not perceive workload solely as a source of pressure. Within Bintang Florist Group, fluctuations in workload are considered a natural consequence of the florist business, particularly during periods of high customer demand. As a result, employees appear to evaluate not only the amount of work assigned to them but also how effectively the organization manages these demands. This finding suggests that organizational support may play a more important role than workload intensity itself in shaping turnover intention.

The result can also be linked to management initiatives implemented following the substantial turnover rate recorded in 2024. To address operational challenges during peak periods, the company increased the use of freelance workers to support permanent staff. This strategy helped distribute tasks more effectively, allowing employees to focus on their core responsibilities and reducing the perception of excessive work pressure. Consequently, high order volumes were viewed as indicators of business growth rather than sources of dissatisfaction.

These findings are consistent with the Job Demand–Resources (JD-R) Theory, which argues that high job demands do not necessarily lead to negative outcomes when accompanied by adequate organizational resources. In this case, freelance workforce support functioned as an important job resource that helped employees manage demanding workloads and maintain their performance. Therefore, the study highlights that the effectiveness of workload management, rather than workload quantity alone, plays a crucial role in minimizing turnover intention within the dynamic and demand-driven florist industry.

## **2. The Effect of Work Stress on Employee Turnover of Florist Star Employees**

The results indicate that work stress has a positive and significant effect on turnover intention among employees of Bintang Florist Group. This finding suggests that employees experiencing higher levels of work-related stress are more likely to consider leaving the organization. Therefore, the hypothesis proposing a positive relationship between work stress and turnover intention is supported. These results highlight the importance of employees' psychological well-being in influencing their decision to remain with or withdraw from an organization.

The findings are consistent with Robbins' perspective (2001), which states that work stress emerges when job demands exceed an individual's capacity to cope effectively. Prolonged exposure to work pressure may lead to emotional exhaustion, reduced motivation, and weakened organizational attachment. As a result, turnover intention can be viewed as a coping response through which employees seek to escape stressful working conditions that threaten their well-being.

Within the context of Bintang Florist Group, work stress is largely associated with the unique characteristics of the florist industry. Employees are required to manage perishable products while maintaining high standards of quality, creativity, and customer satisfaction. During peak periods such as holidays, weddings, and special events, the volume of orders increases substantially, creating additional time pressure and psychological demands. Any errors in handling orders may directly affect customer satisfaction and the company's reputation, thereby intensifying employee stress levels.

Another contributing factor is role ambiguity. Employees are expected not only to possess artistic skills in flower arrangement but also to perform operational and logistical tasks efficiently. This dual responsibility creates continuous emotional strain, as employees must balance product quality with speed of execution. Over time, such conditions may generate psychological fatigue and strengthen employees' intentions to leave the organization.

These findings further support the Job Demand–Resources (JD-R) Theory, which argues that excessive job demands can increase stress and burnout when not balanced by adequate organizational resources. In this study, work stress emerged as the most influential predictor of turnover intention, suggesting that psychological pressure rather than workload quantity is the primary factor driving employees' withdrawal intentions. Consequently, Bintang Florist Group should prioritize stress management initiatives, including clearer task allocation, stronger supervisory support, and the development of a more supportive work environment to reduce turnover intention and improve employee retention.

### **3. The Effect of Job Satisfaction on Employee Turnover Intention of Bintang Florist Group**

The findings reveal that job satisfaction has a negative and significant effect on turnover intention among employees of Bintang Florist Group. This result indicates that employees who experience higher levels of job satisfaction are less likely to consider leaving the organization, whereas lower levels of satisfaction increase the likelihood of turnover intention. These findings are consistent with previous studies suggesting that job satisfaction is a key determinant of employee retention and organizational commitment.

Within the context of Bintang Florist Group, job satisfaction is influenced by several workplace factors, particularly compensation practices and relationships with supervisors. Differences in salary levels based on employees' prior experience and technical expertise may shape perceptions of fairness, while increasing work demands during peak business periods may further affect employees' overall work experience. The interaction between compensation, managerial support, and workload conditions plays an important role in determining employees' satisfaction levels.

These findings can be interpreted through Maslow's Hierarchy of Needs Theory, which emphasizes that employees seek not only financial rewards but also security, recognition, social belonging, and opportunities for self-development. When employees perceive that their efforts are not adequately recognized or rewarded, their higher-order needs may remain unmet, resulting in reduced job satisfaction and a greater tendency to seek alternative employment opportunities.

The results also support Equity Theory, which proposes that employees evaluate fairness by comparing their contributions and rewards with those of their colleagues. In situations where employees perform similar tasks under comparable levels of pressure but receive different compensation, perceptions of inequity may emerge. Such perceptions can weaken job satisfaction and increase employees' intentions to leave the organization.

Furthermore, these findings reinforce Social Exchange Theory, which suggests that employees are more likely to maintain a long-term relationship with an organization when they perceive fair treatment, adequate support, and meaningful rewards. Therefore,

enhancing compensation transparency, strengthening supervisory support, and fostering a positive work environment may contribute significantly to improving job satisfaction and reducing turnover intention among employees.

#### **4. The Effect of Workload, Work Stress, and Job Satisfaction on Turnover Intention of Bintang Florist Group Employees**

The findings indicate that workload, work stress, and job satisfaction collectively exert a significant influence on turnover intention among employees of Bintang Florist Group. The acceptance of the fourth hypothesis confirms that employees' intentions to leave the organization are not driven by a single factor but rather by the combined effects of work-related demands, psychological pressures, and workplace experiences. These results suggest that turnover intention emerges from the interaction between employees' perceptions of workload, their levels of work-related stress, and the degree of satisfaction they derive from their jobs.

Although workload was not found to have a significant individual effect on turnover intention, it remains an important component when examined alongside work stress and job satisfaction. This finding implies that workload may indirectly contribute to turnover intention by affecting employees' psychological well-being. Excessive job demands that are not supported by adequate organizational resources may increase stress levels and reduce job satisfaction, thereby encouraging employees to consider leaving the organization.

These findings are consistent with the Job Demand-Resources (JD-R) Theory, which emphasizes that employee outcomes are shaped by the balance between job demands and organizational resources. In the context of Bintang Florist Group, demanding workloads, time constraints, and the risk associated with handling perishable products represent significant job demands. However, supportive organizational resources, including the use of freelance workers during peak periods, supervisory support, and fair recognition systems, can help mitigate the adverse effects of these pressures. When such resources are insufficient, employees are more likely to develop turnover intentions.

The results also support Maslow's Hierarchy of Needs Theory and Social Exchange Theory. Employees are more likely to remain with an organization when their economic, social, and psychological needs are fulfilled and when they perceive fair treatment and reciprocal support from the organization. Conversely, unmet needs, persistent stress, and low job satisfaction can weaken organizational attachment and increase the likelihood of employee withdrawal.

From a managerial perspective, the findings highlight the importance of adopting a comprehensive employee retention strategy. Organizations should not focus solely on reducing workload but should also address work stress and enhance job satisfaction through equitable compensation practices, supportive leadership, and effective communication. Such an integrated approach is expected to strengthen employee commitment, reduce turnover intention, and support long-term organizational sustainability.

## **CONCLUSION**

The findings of this study indicate that workload does not significantly affect turnover intention among employees of Bintang Florist Group. This suggests that a high workload alone is not a primary factor driving employees to leave the organization, particularly

when management provides adequate support through workforce adjustments, such as the use of freelance workers during peak demand periods. In contrast, work stress was found to have a positive and significant effect on turnover intention, while job satisfaction demonstrated a negative and significant effect. These results highlight that employees' psychological well-being and level of job satisfaction play a more influential role in shaping turnover intention than workload itself.

Furthermore, workload, work stress, and job satisfaction were found to simultaneously exert a significant influence on turnover intention, accounting for 54.4% of the observed variation. This finding suggests that turnover intention is a multidimensional phenomenon shaped by the interaction of job demands, workplace experiences, and employee perceptions of organizational support and fairness. The results support the Job Demand–Resources Theory, Maslow's Hierarchy of Needs Theory, and Equity Theory, emphasizing that the balance between work demands, organizational resources, fulfillment of employee needs, and perceived fairness is crucial in determining employees' decisions to remain with or leave an organization.

#### **ADVICE**

Based on the findings of this study, Bintang Florist Group is encouraged to enhance its human resource management practices by strengthening organizational support, implementing effective work stress management strategies, and developing a more transparent and equitable compensation system. While the current practice of utilizing freelance workers during peak demand periods should be maintained, management is also advised to foster better communication between supervisors and employees and create a supportive work environment that promotes higher levels of job satisfaction and employee retention.

For future research, scholars are encouraged to explore additional factors that may influence turnover intention, such as leadership style, work environment, organizational culture, or organizational commitment. Furthermore, the adoption of a mixed-methods approach that combines quantitative and qualitative techniques may provide deeper insights into employees' perceptions and experiences, thereby contributing to a more comprehensive understanding of the determinants of turnover intention.

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