

The Influence Of Workload And Organizational Climate On Turnover Intention Through Job Stress As An Intervening Variable In Sales Employees Of Auto 2000 Medan-Binjai

Daud Arifin

Fakultas Sosial Sains, Manajemen

Universitas Pembangunan Panca Budi, Sumatera Utara, Indonesia

Email : daud_arifin@pancabudi.ac.id

Abstract. *The purpose of this study was to determine the effect of workload and organizational climate on turnover intention through job stress as an intervening variable in Auto 2000 Medan-Binjai Sales employees. This research is a type of associative research with data analysis techniques using path analysis with SmartPLS software. The data collection technique used in this research is a questionnaire. The results showed that workload has a significant positive effect on job stress in Sales Auto 2000 Medan-Binjai employees, organizational climate has a negative and insignificant effect on job stress in Sales Auto 2000 Medan-Binjai employees. Workload has a significant positive effect on turnover intention of Sales Auto 2000 Medan-Binjai employees. Organizational climate has a negative and insignificant effect on turnover intention of Sales Auto 2000 Medan-Binjai employees. Job stress has a significant positive effect on employee turnover intention of Sales Auto 2000 Medan-Binjai. Workload has a significant positive effect on turnover intention mediated by job stress in Sales Auto 2000 Medan-Binjai employees. Organizational climate has a negative and insignificant effect on turnover intention mediated by job stress in Sales Auto 2000 Medan-Binjai employees.*

Keywords: *Job Stress, Organizational Climate, Workload*

INTRODUCTION

In this age of globalization, a number of people work together to ensure that every individual has equal access to the resources available to them. At this time the demands of development in business are not measured by the products and services alone, whatever aspects are internally and externally as well so that the company continues to exist in the current era of business progress. To achieve company goals, a company must maintain and maintain its human resources properly, so that competent employees do not have the desire to move or choose to leave the company (turnover intention) because they feel they are not taken care of by the company, such as the feeling that their needs and desires cannot be met while working in the company. Companies in carrying out their activities must deal with a number of problems, some of which are related to human resources, problems related to human resources in the company include intention to leave. Varshney (2014) states that turnover intention is the personal point of view of organizational members to leave their current position to seek new opportunities. Many factors can cause employee intention in the organization to turnover, one of which is work stress caused by heavy workload and non-physical work environment (Wijono, 2010: 148), organizational climate and non-physical work environment are usually

often equated. According to Davis and Neustrom in Yasa and Dewi (2019), work stress means that a person faces various types of problems that can affect thinking patterns and emotional levels. Through effective stress management and in accordance with the circumstances and factors that can cause work stress, work stress can be avoided and its development can be prevented. Prawaty (2020) states that work stress has a significant positive effect on turnover intention. Cashmere (2016: 40) defines workload as a comparison between the total time used in work and the standard work time. The workload given by the company must be in accordance with the efficiency and effectiveness of the company's operations. According to Ramadhani (2022), workload has a significant positive effect on turnover intention. Workload cannot be eliminated, at least workload can be reduced so that the level of desire to move can be reduced. Another factor that is a variable in this study is organizational climate. Fey and Beamish in Suhanto (2009) state that the organizational climate aims to show at a glance all the conditions in the organization within a certain period of time. Anditayanuar (2021) states that organizational climate has a significant negative effect on turnover intention. Based on the results of the Pricewaterhouse Coopers (PwC) Indonesia survey (Fatihah, 2021), it shows that the entry and exit of employees in the banking sector is 15%, while in the non-banking industry it is only 8%, which means that turnover intention in the banking sector is 2 times that of other sectors. Turnover intention itself has a detrimental impact on a company. There are several problems that can cause turnover intention to occur in employees in the service sector, including the problem of work stress that can be felt by anyone and from any field. This does not rule out the possibility that it can also be felt by employees at Auto 2000 Medan-Binjai Sales. Sales employees are very vulnerable to stress due to competition in the organizational environment, internal conditions in the organizational environment and the workload in the form of demands to provide excellent service to consumers and must meet the targets set by the company, plus the lack of cooperation between superiors and employees. At Auto 2000, there is a workload felt by employees in the form of high demands and achievement of targets from the division, such as operational division employees who must complete their work targets that must be completed in every one working day, as well as marketing divisions that are assigned to find new customers and make billing to consumers per month, not to mention the existence of certain dates in the current month which are busy days for employees in serving consumers, which are usually found at the end of each month. Based on data obtained from initial observations, Auto 2000 Medan-Binjai Sales customers reached 2,509 for the 2022 period, which is a large number that can also affect the high level of employee work activity in

the workplace. The existence of problems regarding workload and high competition in the work environment triggers the emergence of work stress and can even cause employees' desire to find a new workplace. Based on the survey results and the problems that occurred in the employees of Sales Auto 2000 Medan-Binjai, this research was conducted "The Effect of Workload on Work Stress of Employees of Sales Auto 2000 Medan-Binjai".

The purpose of this study was to determine the effect of:

1. Workload on Job Stress of Auto 2000 Medan-Binjai Sales employees
2. Organizational Climate on Job Stress of Auto 2000 Medan-Binjai Sales employees
3. Workload on Turnover Intention of employees of Sales Auto 2000 Medan-Binjai
4. Organizational Climate on Turnover Intention of employees of Sales Auto 2000 Medan-Binjai
5. Job Stress on Turnover Intention of Sales Employees of Auto 2000 Medan-Binjai
6. Workload on Turnover Intention mediated by Work Stress in Sales Auto 2000 Medan-Binjai employees

Organizational climate on Turnover Intention which is mediated by Job Stress in Sales Auto 2000 Medan-Binjai employees.

RESEARCH METHODS

Research Approach Quantitative research was used in this study, and quantitative association is a research strategy, in accordance with the objectives and form of the conceptual framework. According to Rusiadi, Subiantoro, and Hidayat (2016: 12), associative quantitative research is research used to determine the relationship between two or more variables.

LITERATURE REVIEW

A. Human Resource Management

According to Farida and Hartono (2015: 1), human resource management is management that specializes in the field of personnel or the field of science to study how to manage the process of utilizing human resources efficiently and effectively to achieve certain goals and can provide satisfaction for all parties.

B. Turnover Intention

Sopiah and Sangadji (2018: 208) argue that Turnover intention is an employee's intention to leave one company for another. Indicators of turnover intention are high absenteeism, laziness at work, increasing frequency of violating company rules, tending to confront superiors with complaints about company policies and reduced dedication to completing work.

C. Work Stress

Rivai in Bawawa, Lengkong, and Taroreh (2021) said that work stress is a condition of tension that causes an imbalance in physical and psychological conditions that affect the emotions, thought processes, and conditions of an employee. Indicators of work stress are physiological symptoms such as changes in body metabolism, headaches and so on, psychological symptoms where they feel anxious and their emotions change quickly, behavioral symptoms or changes in employee attitudes at work. Workload Workload, as defined by Mahawati (2021: 5), is the amount of physical and mental work that employees are responsible for. Indicators in measuring work stress in this study are: 1. Role ambiguity, is the confusion felt by employees about the role that is the responsibility that must be done. 2. Role conflict, occurs when individual employees are given many roles that are all beyond the employee's ability, 3. Role overload, occurs when individual employees feel the demands in the work given have a heavy intensity that has never been done.

D. Organizational Climate

Wirawan in Lompoliu, Nelwan, and Lengkong (2020) defines organizational climate as the perception of organizational members and those who are in permanent contact with the organization regarding what exists or occurs in the internal environment of the organization on a regular basis which affects the attitudes and behavior of the organization and the performance of organizational members which then determines organizational performance.

Indicators in measuring organizational climate in this study are: 1. Quality of leadership, basically emphasizes the attitude of superiors in treating subordinates or members well, 2. Trust, the emergence of a trust between superiors and subordinates and fellow coworkers shows a pleasant climate at work, 3. Communication, the creation of a good communication will create a good relationship as well where communication is the process of conveying information from the communicator 4. Work pressure work pressure within normal limits can spur employee morale, 5. Fair rewards, the rewards provided by the company are in accordance

with the work that has been done by employees, 6. Employee participation, employees must always participate in all activities in the organization or company, including in making decisions for problem solving and determining regulations..

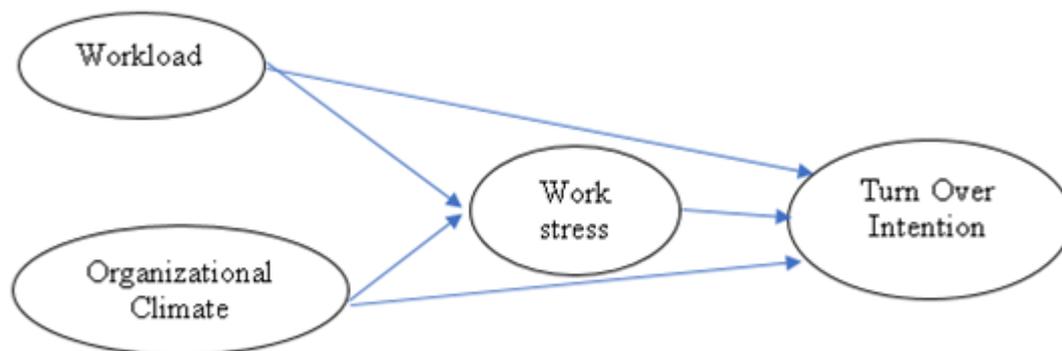
E. Previous Research

Didik Hariyanto's research (2019) aims to determine the effect of workload, job stress, and organizational climate through job satisfaction on the desire to move in the millennial generation. The sample used in the study were 130 permanent millennial generation employees who work in the banking sector in Jakarta. The data collection technique in this study uses primary data by distributing questionnaires to permanent employees of the millennial generation who work in the banking sector in Jakarta with data collected from 130 respondents using Structural Equation Modeling (SEM) analysis supported by SPSS 21 and AMOS 22 applications. The results show that performance has a significant positive effect on Turnover Intention. Job stress has a significant positive effect on Turnover Intention. Organizational climate has a significant negative effect on Turnover Intention. Workload has a significant positive effect on Job Satisfaction. Job stress has a significant negative effect on Job Satisfaction. Organizational climate has a significant positive effect on Job Satisfaction. Job Satisfaction has a negative but insignificant effect on Turnover Intention. Workload indirectly affects Turnover Intention through Job Satisfaction. Job Stress indirectly affects Turnover Intention through Job Satisfaction. Organizational Climate indirectly affects Turnover Intention through Job Satisfaction.

Amelia's research (2020) aims to determine and analyze the effect of workload and non-physical work environment through work stress on employee turnover intention in the Processing Section of PT Mitratani Dua Tujuh Jember. The population in this study were employees of the Processing Section of PT Mitratani Dua Tujuh Jember totaling 1000 people. Sampling was done with simple random sampling technique of 100 people which is 10% of the total population. The data analysis method used is path analysis with independent variables of workload and non-physical work environment, dependent variable turnover intention and intervening variable of job stress. The results showed that workload directly has a positive and significant effect on job stress while the non-physical work environment directly has no significant effect on job stress. Furthermore, workload directly has no significant effect on turnover intention while the non-physical work environment directly has a significant effect on turnover intention. However, workload has an indirect effect on turnover intention through job

stress. When analyzed further, the indirect effect is smaller in percentage than the direct effect, this indicates that the mediating variable has less influence. Research by Djamil, Sutawijaya and Irawan (2018) aims to analyze the effect of organizational climate and job satisfaction on Turnover Intention through job stress. The fact that the high turnover rate of PT APL Logistics DC Cakung in 2013-2015. The research method used is path analysis with Partial Least

Square (PLS) analysis tool. Respondents totaled 125 people. The results of this study indicate that Organizational Climate has a significant effect on Turnover Intention, Job Satisfaction has a significant effect on Turnover Intention, Job Stress has a significant effect on Turnover Intention, Organizational Climate has a significant effect on Turnover Intention through Job Stress, Job Satisfaction has no significant effect on Turnover Intention through Job Stress.



Pic. Conceptual Framework

Research Hypothesis

- H1: It is suspected that workload has a significant positive effect on Job Stress of Auto 2000 Medan-Binjai Sales Employees.
- H2: It is suspected that organizational climate has a significant negative effect on Job Stress of Auto 2000 Medan-Binjai Sales Employees.
- H3: It is suspected that Workload has a significant positive effect on Turnover Intention of Auto 2000 Medan-Binjai Sales Employees.
- H4: It is suspected that organizational climate has a significant negative effect on turnover intention of Auto 2000 Medan-Binjai Sales Employees.
- H5: It is suspected that Job Stress has a significant positive effect on Turnover Intention of Auto 2000 Medan-Binjai Sales Employees.
- H6: It is suspected that Job Stress has a significant positive effect on the relationship between Workload and Turnover Intention in Auto 2000 Medan-Binjai Sales Employees.

H7: It is suspected that Job Stress has a negative and insignificant effect on the relationship between Organizational Climate and Turnover Intention in Auto 2000 Medan-Binjai Sales Employees.

RESULTS AND DISCUSSION

Research Results

Model Evaluation

Measurement (Outer Model)

Convergent Validity

Convergent validity relates to the principle that the manifest variables of a construct should be highly correlated, convergent validity is assessed based on the loading factor and Average Variance Extracted (AVE) value. The rule of thumb used in the convergent validity test is the loading factor value > 0.5 and the AVE value > 0.5 (Ghozali & Latan, 2015). Table 1 shows that all variables have above 0.5 so that all indicators in this study are declared valid.

Tabel 1. AVE (Average Variant Extracted)

Variabel/konstruk	Average Variant Extracted (AVE)	Hasil Uji
Beban Kerja (X1)	0,752	Valid
Iklim Organisasi (X2)	0,759	Valid
Stres Kerja (Z)	0,798	Valid
Turnover Intention (Y)	0,748	Valid

Sumber: SmartPLS 4.0, 2023

Discriminant Validity

Discriminant validity relates to the principle that the measures (manifest variables) of different constructs should not be highly correlated, discriminant validity is assessed based on cross loading. The rule of thumb used in the discriminant validity test is that the cross loading value is greater than 0.7. If the correlation of constructs with measurement items is greater than the size of other constructs, it shows that their block size is better than other blocks. Based on the research results, it is known that each indicator on the research variable has a higher cross loading value on the variable it forms with the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good Discriminant Validity in compiling their respective variables.

Reliability Test

Reliability test to measure the internal consistency of measuring instruments. Reliability shows the accuracy, consistency, and accuracy of a measuring instrument in making measurements. The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct while composite reliability measures the true value of the reliability of a construct. The rule of thumb used for the composite reliability value is greater than 0.6 and the Cronbach's alpha value is greater than 0.6. With this measurement, if the value achieved is > 0.60 , it can be said that the construct has a composite reliability value greater than 0.6. it can be said that the construct has high reliability.

Table 2 . Reliability test

Variabel /konstruk	Cronbach's alpha	Reliabilitas composi	Hasil uji
Beban Kerja	0,930	0,934	Valid
Iklm Organisasi	0,960	0,966	Valid
Stress Kerja	0,935	0,950	Valid
Turn Over Intention	0,932	0,946	Valid

Based on the data in table 3, it can be seen that each research variable has a Cronbach's alpha value and composite reliability > 0.60 . Based on the results obtained, it can be stated that the variables used in the study are declared reliable.

Structural Model Evaluation (Inner Model)

Table 3. Value R-Square and Adjusted R-Square

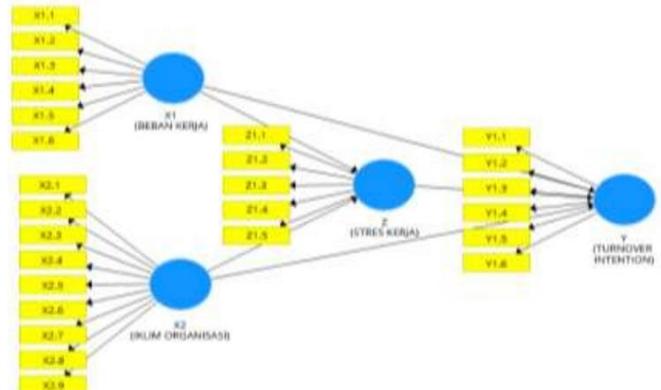
Variabel /konstruk	R Square	Adjusted R Square
Stress Kerja	0,877	0,857
Turn Over Intention	0,949	0,944

Based on the table above, it is known that variable X (workload and organizational climate) affects work stress by 0.877 or 87.70% and the remaining 12.30% is influenced by other factors not studied. Then the Turnover intention variable shows the influence of variable X of 0.949 or 94.90% and the remaining 5.10% is influenced by other variables not examined.

Hypothesis Test

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. Hypothesis testing in this study is divided into direct influence and indirect influence. Based on data processing that has been carried out using the smartPLS 4.0 program, the image of the results of the direct and indirect effect hypothesis testing can be seen in the following path coefficient image.

Pic.1. Path Analysis



Hypothesis Testing of Direct Influence

Table.4 Path coefisien

Variabel/konstruk	Sampl e Asli	Rata-rata Sample	Standart Deviasi	T Statistik	P Value
Beban Kerja > Stres Kerja	0,709	0,745	0,201	3,521	0,000
Iklm Organisasi > Stres Kerja	-0,205	-0,204	0,210	1,130	0,204
Beban Kerja > TOI	0,660	0,687	0,168	3,935	0,000
Iklm Organisasi > TOI	-0,280	0,268	0,175	1,677	0,102
Stress Kerja > TOI	0,752	0,748	0,125	6,049	0,000

Based on table 4, the results of hypothesis testing can be stated as follows:

1. The effect of workload on work stress has a path coefficient of 0.709. Indicates a positive direction if the workload increases by one unit, the work stress will increase by 0.709 units. The effect has a probability value (P-Values) of 0.000 < 0.05, meaning that workload has a significant positive effect on work stress in Sales Auto 2000 Medan-Binjai employees. So, hypothesis 1 which states that workload has a significant positive effect > work stress is accepted..

2. The effect of organizational climate on work stress has a path coefficient of -0.205. Indicates a negative direction if the organizational climate in the organization is good one unit, then work stress will decrease by -0.205 units. This effect has a probability value (P-Values) of $0.204 > 0.05$, meaning that the organizational climate has a negative and insignificant effect on job stress in Auto 2000 Medan-Binjai Sales employees. So, hypothesis 2 which states that organizational climate has a significant negative effect on job stress is rejected.
3. The effect of workload on turnover intention has a path coefficient of 0.660. Indicates a positive direction if the workload increases by one unit, the turnover intention will increase by 0.660 units. This effect has a probability value (P-Values) of $0.000 < 0.05$, meaning that workload has a significant positive effect on turnover intention in Auto 2000 Medan-Binjai Sales employees. So, hypothesis 3 which states that workload has a significant positive effect on turnover intention is accepted.
4. The effect of organizational climate on turnover intention has a path coefficient of -0.280. Indicates a negative direction if the organizational climate in the organization is good one unit then turnover intention will decrease by -0.280 units. This effect has a probability value (P-Values) of $0.102 > 0.05$, meaning that the organizational climate has a negative and insignificant effect on turnover intention in Auto 2000 Medan-Binjai Sales employees. So, hypothesis 4 which states that organizational climate has a significant negative effect on turnover intention is rejected.
5. The effect of job stress on turnover intention has a path coefficient of 0.750. Indicates a positive direction if job stress increases by one unit then turnover intention will increase by 0.752 units. The effect has a probability value (P-Values) of $0.000 < 0.05$, meaning that job stress has a significant positive effect on turnover intention in Auto 2000 Medan-Binjai Sales employees. So, hypothesis 5 which states that job stress has a significant positive effect on turnover intention is accepted.

Indirect Hypothesis Testing

Table 5. *Indirect effect*

Variabel/konstruk	Sample Asli	Rata-rata Sample	Standart Deviasi	T Statistik	P Value
Beban Kerja > Stres Kerja > TOI	0,522	0545	0,154	3,321	0,001
Iklim Organisasi > Stres Kerja > TOI	-0,178	-0,156	0,158	1,028	0,282

Based on table 5, the results of hypothesis testing can be stated as follows:

1. 1. The effect of workload on turnover intention mediated by work stress has a path coefficient of 0.522. The effect has a probability value (P-Values) of $0.001 < 0.05$, it means that it can be concluded that work stress mediates significantly positively on the relationship between workload and turnover intention in Auto 2000 Medan-Binjai Sales employees. So, hypothesis 6 which states that workload has a significant positive effect on turnover intention mediated by job stress is accepted.
2. 2. The effect of organizational climate on turnover intention mediated by job stress has a path coefficient of -0.178. The effect has a probability value (P-Values) of $0.282 > 0.05$, meaning that it can be concluded that job stress mediates negatively insignificant to the relationship between organizational climate turnover intention in employees of Sales Auto 2000 Medan-Binjai. So, hypothesis 7 which states that organizational climate has a significant effect on turnover intention mediated by job stress is rejected.

DISCUSSION

Effect of Workload on Job Stress

From the results of the hypothesis testing analysis, it is known that the load has a significant effect on job stress, which is assessed by the path coefficient of 0.709. The probability value obtained is $0.000 < 0.05$, with a calculated t_{value} of 3.353, and a value t_{table} of 1.96, thus the t_{count} is greater than the t_{table} ($3.353 > 1.96$).

This means that workload has a significant positive effect on work stress in Auto 2000 Medan-Binjai Sales employees. The results of this study are in line with those conducted by Amelia (2020) which shows that workload has a positive and significant effect on work stress. The results of the above analysis indicate that there is a high workload resulting in the onset of work stress felt by employees of Sales Auto 2000 Medan-Binjai in order to pay attention to the job responsibilities given to employees to match the abilities and capacities of employees.

Effect of Organizational Climate on Job Stress

From the results of the hypothesis testing analysis, it is known that organizational climate does not have a significant effect on job stress, which is assessed by the path coefficient of -0.205. The probability value obtained is $0.205 > 0.05$, with a value of $0.205 > 0.05$. t_{count} is 1.124, and the t_{table} value is 1.96, thus t_{count} is smaller than t_{table} ($1.124 < 1.96$). This means

that organizational climate has no significant effect on job stress in Auto 2000 Medan-Binjai Sales employees. The results of this study are not in line with those conducted by Simanjuntak (2021) who found that organizational climate has a significant negative effect on employee work stress, which in this study organizational climate has a negative but insignificant effect on work stress. The results of the above research indicate that the relationship between employees, the relationship between employees and superiors, support within the organization, and other factors in the organizational climate of Auto 2000 Medan-Binjai sales employees are well maintained so as not to trigger employees to experience stress at work.

Effect of Workload on Turnover Intention

From the results of the hypothesis testing analysis, it is known that the load has a significant effect on job stress, which is assessed by the path coefficient of 0.660. The probability value obtained is $0.000 < 0.05$, with a t_{count} value of 3.845, and a t_{table} value of 1.96, thus the t_{count} is greater than the t_{table} ($3.845 > 1.96$). This means that workload has a significant effect on turnover intention in Auto 2000 Medan-Binjai Sales employees. The results of this study are in line with those conducted by Nursanti et al (2022) where workload has a positive effect on turnover intention. The results of the above research indicate that the high workload raises the intention of employees to find a new job or workplace. It is expected that the Auto 2000 Medan Binjai Company can adjust the amount of workload given to employees with the abilities they have, so as not to trigger employee turnover caused by high workload.

Effect of Organizational Climate on Turnover Intention

From the results of the hypothesis testing analysis, it is known that organizational climate has no significant effect on turnover intention, which is assessed by the path coefficient of -0.280. The probability value obtained is $0.102 > 0.05$, with a calculated t_{value} of 1.134, and a t_{table} value of 1.96, thus the t_{count} is smaller than the t_{table} ($1.134 < 1.96$). This means that organizational climate has no significant effect on turnover intention in Auto 2000 Medan-Binjai Sales employees. The results of this study are not in line with research conducted by Wibowo (2021), organizational climate has a negative and significant effect on employee turnover intention, which in this study organizational climate has a negative but insignificant effect on turnover intention. The results of the above research indicate that the intention to change workplaces in Auto 2000 sales employees is not caused by unhealthy organizational climate conditions within the company.

The Effect of Workload on Turnover Intention mediated by Job Stress

The effect of workload on turnover intention mediated by job stress has a path coefficient of 0.522. The effect has a probability value (P-Values) of $0.001 < 0.05$, with a t_{count} value of 3.342 and a t_{table} value of 1.96, thus t_{count} is greater than t_{table} ($3.342 > 1.96$). So it can be concluded that workload has a significant effect on turnover intention mediated by job stress in Auto 2000 Medan-Binjai Sales employees. The results of this study are in line with Hasanah (2022) showing that workload has a significant positive effect on turnover intention through work stress as a mediating variable.

The Effect of Organizational Climate on Turnover Intention mediated by Job Stress

The effect of organizational climate on turnover intention mediated by job stress has a path coefficient of -0.178. The effect has a probability value (P-Values) of $0.285 > 0.05$, with a t_{count} value of 1.072 and a t_{table} value of 1.96, thus the t_{count} is smaller than the t_{table} ($1.072 < 1.96$). This means that it can be concluded that organizational climate has no significant effect on turnover intention mediated by job stress in Auto 2000 Medan-Binjai Sales employees. Based on the results of the above analysis, it shows that the organizational climate at Sales Auto 2000 Medan-BINJAI does not have a significant influence on employees' desire to reside and look for a new job, which is caused by an undesirable organizational climate for employees which can cause work stress in employees which leads to employee intention to look for another job.

CONCLUSIONS AND SUGGESTIONS

The conclusions in this study are:

1. Workload has a significant positive effect on the work stress of Auto 2000 Medan-Binjai Sales employees.
2. Organizational climate has a negative and insignificant effect on the work stress of employees of Sales Auto 2000 Medan-Binjai.
3. Workload has a significant positive effect on turnover intention of employees of Sales Auto 2000 Medan-Binjai.
4. Organizational climate has a negative and insignificant effect on employee turnover intention of Sales Auto 2000 Medan-Binjai.
5. Work stress has a significant effect on employee turnover intention of Sales Auto 2000 Medan-Binjai.

6. Work stress mediates significantly positively on the relationship between workload and turnover intention in employees of Sales Auto 2000 Medan-Binjai.
7. Work stress negatively mediates insignificantly on the relationship between organizational climate and turnover intention in Sales Auto 2000 Medan-Binjai employees.

Suggestions that can be given:

1. Sales Auto 2000 Medan-Binjai to pay attention to the job responsibilities given to employees so that they are in accordance with the abilities and capacities of employees and pay attention to employee working time so that there is no work outside of working time for employees so as to reduce the high work stress of employees.

Future researchers should develop this research with a wider range of variables and research objects.

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