

# Workload, Job Stress, and Employee Turnover Intention

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## Abstract

This study employs a quantitative design to examine the impact of job stress and workload on employee turnover intention, the relationship between workload and job stress, and the mediating effect of job stress on the association between workload and this intention. The population comprises the employees of Company X in West Java, specifically in the southern region, totaling 898. Furthermore, the Issac and Michael formula counts the representative samples, i.e., 270. After distributing the questionnaire, this study received only 238 responses. Then, their responses are analyzed using the covariance-based structural equation model. Finally, this investigation reveals a positive effect of job stress and workload on turnover intention, a positive association between workload and job stress, and job stress acting as the mediation. Based on this evidence, this study provides guidelines for the company to develop a comprehensive retention strategy that aligns with this intention, thereby preventing the loss of productive employees.

Keywords: Employees, Job Stress, Turnover Intention, Workload

## Abstrak

Penelitian ini menggunakan desain kuantitatif untuk menguji pengaruh stres kerja dan beban kerja terhadap keinginan berpindah, hubungan antara beban dan stres kerja, maupun pengaruh mediasi stres kerja terhadap hubungan antara beban kerja dan keinginan berpindah. Populasi dalam penelitian ini terdiri dari karyawan dan karyawan Perusahaan X di Jawa Barat bagian selatan dengan jumlah 898. Selanjutnya, rumus Issac dan Michael digunakan untuk menghitung jumlah sampel yang mewakili, yaitu 270. Setelah mendistribusikan kuesioner, studi ini hanya mendapatkan 238 respon. Respon mereka kemudian dianalisis menggunakan model persamaan struktural berbasis kovarians. Akhirnya, studi ini menyimpulkan pengaruh positif dari stres dan beban kerja terhadap keinginan berpindah, hubungan positif antara beban dan stres kerja dan stress kerja berperan sebagai pemediasi. Berdasarkan bukti-bukti tersebut, penelitian ini menawarkan pedoman bagi perusahaan untuk merumuskan strategi retensi yang komprehensif untuk menghindari keinginan berpindah yang dapat mencegah hilangnya karyawan dan karyawan yang produktif.

Kata kunci: beban kerja. Karyawan, stres kerja, keinginan berpindah

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How to cite: Constantio S., F., & Bangun, W. (2025). Workload, Job Stress, and Employee Turnover Intention. *Journal of Management and Digital Business*, 5(2), 435–448. <https://doi.org/10.53088/jmdb.v5i2.1554>

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## 1. Introduction

As a profit-oriented institution, the company has targets established by shareholders and top managers to reach its business growth (George et al., 2023). Then, these targets are derived to be measurable objectives, for example, the increase in sales and total assets and equity at the specific level (Wheelen et al., 2023). Moreover, to be reachable, these objectives must become employee focus (Islami et al., 2018). For workaholic and engaged employees, these high objective levels will be attainable through solid effort, whether with or without enjoyment (Van Beek et al., 2011).



However, not all employees are workaholic and engaged. For them, the excessive targets will likely stimulate them to consider resigning from work (Hulu, 2023).

If employees realize the intention to quit, the company will suffer the consequences. Firstly, it must operate with employees left, resulting in decreased productivity. Secondly, it loses employees; therefore, it must recruit, select, and train candidates and these activities are not inexpensive. Thirdly, it needs to wait for the new employees to be productive in their adjustment period (Al-Suraihi et al., 2021). Indeed, firm targets are often unattainable, as evidenced by unfulfilled work deadlines, poor product quality, and reduced profits (Kwame et al., 2022).

Based on reality, Company X, the producer of fast-moving goods for daily necessities in West Java's southern region, experienced significant involuntary employee turnover from 2008 to November 2024. During this period, employees resigned due to health issues (641 cases), the distance from home to the workplace (42 cases), family problems (658 cases), taking new jobs in different firms (3,153 cases), and starting their businesses (1,012 cases). Based on this information, getting a new job in a different firm is the most common case. Therefore, to prevent most cases in the future, Company X should evaluate some determinants of turnover intention.

One of the factors of employee turnover intention is job stress, as proven by earlier scholars (Alblihed & Alzghaibi, 2022; Anees et al., 2021; Hadi & Surya, 2023; Imaroh et al., 2023; Nurul & Yuniawan, 2024; Pravitasari, 2024; Rahman, 2024). Employees under high job pressure struggle to concentrate on their tasks with the available resources (Rahman, 2024). Instead, they will not accomplish their tasks and seek other companies to apply (Gautam & Gautam, 2024). Unfortunately, Wachidah et al. (2023) and Wahidin and Heryjanto (2024) document the insignificant relationship between job stress and turnover intention.

Another factor influencing turnover intention is workload, as confirmed by previous researchers (Abbas et al., 2021; Anees et al., 2021; Gautam & Gautam, 2024; Hadi & Surya, 2023; Hariyanto et al., 2022; Imaroh et al., 2023; Omar et al., 2020). According to Gautam and Gautam (2024), occupational stress is often attributed to excessive workloads. However, Sudirman et al. (2023) demonstrate the meaningless association between workload and turnover intention.

Additionally, some scholars attempt to examine the workload and job stress, but the results are incoherent. In their research, Kokoroko and Sanda (2019), Hadi and Surya (2023), Imaroh et al. (2023), Saedpanah et al. (2023), Belizario et al. (2024), Gautam and Gautam (2024), Shofi et al. (2024), and Surya and Rihayana (2024) document a positive relationship. According to Gautam and Gautam (2024), workload refers to the unmanageable occupational expectations placed on an employee within a specific time frame. It occurs because the job demands exceed normal conditions, resulting in physical and mental exhaustion and stress. On the other hand, Omar et al. (2020) and Sukesu et al. (2024) illustrate a worthless association between workload and occupational stress.

By highlighting these various facts, this research aims to reexamine the impact of job stress and workload on turnover intention, as well as the influence of job stress on workload. After considering this purpose, the opportunity to examine JS to mediate the association between workload and turnover intention is also open by referring to Wibowo et al. (2021), Hadi and Surya (2023), and Imaroh et al. (2023), Gautam and Gautam (2024). Indeed, this research will enrich the literature review on human resource management if the mediating impact confirmation exists.

## **2. Literature Review**

### **Turnover**

Turnover refers to the process by which employees leave their jobs. This turnover can be involuntary or voluntary. This involuntary action occurs when employees are underperforming or violating the company's established working rules. On the other hand, voluntary action occurs because of their willingness to leave the company (Valentine et al., 2025). Turnover intention typically occurs before employees plan to quit their jobs. This intention refers to the likelihood of employees voluntarily leaving their workplace, as provided by their current employer (Alblihed & Alzghaibi, 2022). It appears that their thoughts and feelings are influenced by the objectionable work circumstances (Robbins & Judge, 2024).

### **Job stress and turnover intention**

Job stress occurs when employees are given heavy assignments that are unsuitable for their competence and comprehension, leading to underperforming results (Kanellakis et al., 2018). It is due to tension, which creates physical and psychological imbalances in employees, influencing their emotions and thoughts (Zainal et al., 2018). Using correlation analysis, Alblihed and Alzghaibi (2022) found a positive correlation between the workload of healthcare workers and job stress in Saudi Arabia. Equally, Anees et al. (2021) and Rahman (2024) affirm this positive tendency of workload toward job stress when examining professors, senior and junior lecturers, tutors, and administrative staff members in Malaysia, as well as front-line employees from manufacturing, service, and marketing industries in Bangladesh, to some extent. From Indonesia, Wibowo et al. (2021), Imaroh et al. (2023), Nurul and Yuniawan (2024), and Pravitasaro (2024) demonstrate a similar tendency after studying employees in Bentoel Prima as a manufacturing company in Malang, village-owned enterprises in Malang, Gen-Z employees in private firms, and workers in outsourcing companies, respectively. Using marketing staff members in the bank in Indonesia, Hadi and Surya (2023) confirm the same propensity. By mentioning this evidence, hypothesis one is as follows.

H<sub>1</sub>: Job stress positively affects turnover intention.

### **Workload and turnover intention**

Workload ensues when a company's request to accomplish tasks exceeds an employee's capabilities. Indeed, the company always requires that the employee do them quickly (Omar et al., 2020). In their investigation, Omar et al. (2020) found that the higher the workload, the higher the turnover intention, as perceived by insurance

employees in Malaysia. Likewise, Abbas et al. (2021) and Annes et al. (2021) demonstrate this positive effect when surveying female doctors and nurses in Pakistan and university employees in Malaysia, respectively. From Indonesia, Imaroh et al. (2023), Ong et al. (2023), and Hariyanto et al. (2022) support this proof after investigating employees of the village-owned company of Sumber Sejahtera in Malang, millennial employees in Batam City and the workers of Baitul Mal Wat Tamwil of Nuansa Umat in Madura, separately. Using marketing employees in the bank, Hadi and Surya (2023) confirm the same propensity. By pointing out this evidence, hypothesis two is like this.

H<sub>2</sub>: Workload positively affects turnover intention.

### **Workload and job stress**

The company's demand to accomplish tasks within a short period, often exceeding employee capabilities, creates an excessive workload in the workplace (Omar et al., 2020). After investigating outpatient nurses in Ghana, Kokoroko and Sanda (2019) demonstrate that the lesser the workload, the lower the job stress. Similarly, Saedpanah et al. (2023) and Belizario et al. (2024) confirm this evidence by utilizing the perspectives of teachers in Peru and nurses in Iran, respectively. Wibowo et al. (2021), Imaroh et al. (2023), and Shofi et al. (2024) verified this positive sign after learning about the perception of manufacturing employees, village-owned enterprise workers, public civil servants, and banking employees in Indonesia, respectively. Using employees from banks in Indonesia, Hadi and Surya (2023) and Surya and Rihayana (2024) confirm the same propensity. By referring to this evidence, hypothesis three is like this.

H<sub>3</sub>: Workload positively affects job stress.

### **The mediating effect of job stress on the association between workload and turnover intention**

Wibowo et al. (2021) find that job stress (JS) fully mediates the effect of workload (WKL) and turnover intention (TI), where the meaningful impact of WKL on JS and JS on TI exists, supported by the trivial relationship between WKL and TI. Meanwhile, Hadi and Surya (2023) successfully demonstrated that job stress (JS) partially mediates the impact of workload (WKL) on turnover intention (TI), as explained by the expressive effect of WKL on JS, the impact of JS on TI, and the relationship between WKL and TI. Similarly, the partial mediating gets support from Imaroh et al. (2023) and Gautam and Gautam (2024). Hence, hypothesis four is like this after referring to partial and complete mediating verification:

H<sub>4</sub>. Job stress mediates the relationship between workload and turnover intention.

### **Research Paradigm**

The research paradigm, as described by the first, second, third, and fourth hypotheses, is illustrated in Figure 1. Outlining Ong et al. (2023) and Ollii et al. (2024), a dotted line describes the mediating effect.

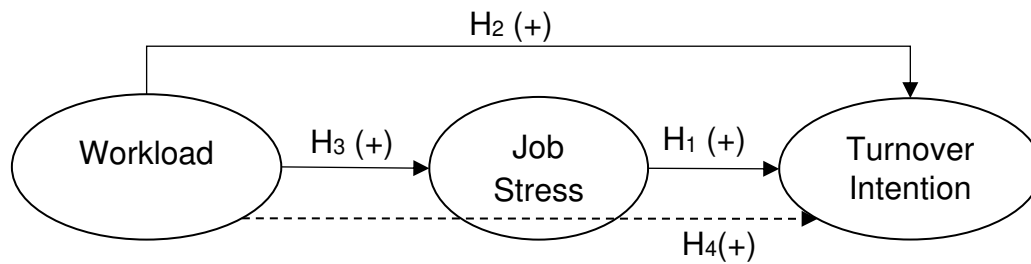


Figure 1. Research Paradigm

### 3. Research Method

The variable position of workload (WKL) is exogenous. However, job stress (JS) and turnover intention (TI) are endogenous. The workload and turnover intention indicators are from Sidhu et al. (2020) and Skelton et al. (2020). Moreover, measuring job stress, as defined by Rahman (2024), involves the dimensions and their indicators (Table 1).

The population consists of 898 employees of Company X in West Java, specifically in the southern region. Furthermore, this study counts total samples (TS) based on the Issac and Michael formula in Sugiyono (2022) utilizing the degree of freedom = 1 and 5% significance level to get chi-square ( $\chi^2$ ) statistic = 3.841, the true and false likelihood (P and Q) of 0.5 and 0.5, and the difference between average population and sample (d) of 0.05 (see Equation 1).

$$TS = \frac{\chi^2 \text{ statistic} \cdot N \cdot P \cdot Q}{d^2(PS - 1) + \chi^2 \text{ statistic}(0.5)(0.5)}$$

$$TS = \frac{\chi^2 \text{ statistic} \cdot N \cdot (0.5)(0.5)}{0.05^2(PS - 1) + 3.841(0.5)(0.5)} \quad (1)$$

After employing this formula, this study obtained  $269.26 = 270$  (rounded). Then, a simple random sampling technique is used to select samples.

This research uses a covariance-based structural equation model (CBSEM) to analyze the responses. This circumstance is due to the confirmation of the theory through the formulated hypotheses. Therefore, the total sample size is at least 200 (Ghozali, 2021b). Likewise, Ghozali (2017) states that CBSEM combines factor and path analyses based on the maximum likelihood estimation technique, and the analysis of moment structure (AMOS) program helps to analyze data. In this study context, the model is in Equations 2 and 3:

$$TI = \beta_1 JS + \gamma_1 \cdot WKL + \xi_1 \quad (2)$$

$$JS = \gamma_1 \cdot WKL + \xi_1 \quad (3)$$

Moreover, this research utilizes a questionnaire distribution survey to get the respondents, as Sugiyono (2022) explained. Following Ollii et al. (2024), this investigation employs a seven-point Likert scale to measure disagreement and agreement. According to Joshi et al. (2015), these seven points enable respondents to select various options, unlike the five-point scale, which offers only five possibilities.

Table 1. Measurement Items for Workload, Job Stress, and Turnover Intention

Variable	Dimension	Indicator	Source
Workload	-	WKL1: My workload is too heavy.	Sidhu et al. (2020)
		WKL2: My job description and its outcome are imprecise and inadequate.	
		WKL3: I tend to feel my failure.	
		WKL4: I have a poor interactive system.	
		WKL5: I have a short time to accomplish my tasks.	
		WKL6: I only have a little time with my family.	
		WKL7: I get a lower salary, although I accomplish tasks.	
		WKL8: I am required to work on weekends and holidays.	
		WKL9: I work under a stressful timetable to finish tasks	
		WKL10: I am frustrated because of the number of phone calls I have to attend to.	
		WKL11: I get assigned without adequate resources.	
		WKL12: My job has conflicting demands.	
		WKL13: This job makes my life cumbersome.	
Job stress	Cognitive Irritation	JSC11: I ponder problems at work, although I am at home.	Rahman et al. (2024)
		JSC12: I still ponder problems at work, even though I am on holiday.	
	Emotional Irritation	JSE11: Although I do not want this to happen, I get angry quickly.	
		JSE12: Although I do not want this to happen, I get irritated easily.	
Turnover Intention	-	TI1: I will ponder quitting this company.	Skelton et al. (2020)
		TI2: I plan to search for a new job the following year.	
		TI3: I will not work for this company if I get the opportunity to work in another one.	

Furthermore, examining validity and reliability is vital in CBSEM. Accurate responses exist if the loading factor and average variance extracted (AVE) exceed 0.5 (Ghozali, 2017). The consistent answers happen if composite reliability is beyond 0.7 (Ghozali, 2017), and so is Cronbach Alpha (Ghozali, 2021a). Next, CBSEM must accomplish its fitness, mirrored by a relative fit index (RFI) above 0.9 (Junaidi, 2021), norm fit, Tucker-Lewis, and comparative fit indexes (NFI, TLI, and CFI) more advanced than 0.9 (Dash & Paul, 2021), and root mean square error approximation (RMSEA) below 0.08 (Dash & Paul, 2021). Finally, following Hadiano et al. (2023), the one-tailed probability of the critical ratio is employed to examine each hypothesis. The hypothesis is supportable if it is inferior to a 5% significance point ( $\alpha$ ).

## 4. Results and Discussion

### 4.1. Results

Table 2 presents the profile of 238 employees who participated in the survey between December 2024 and January 2025. Hence, the response rate is  $238/270 \times 100\% = 88.14\%$ . The majority are male (54.62%), between 21 and 25 years old (41.18%), and have an academic undergraduate background based on their last schooling level (65.55%). They are employed in business management and human resource departments (12.61% each). Conversely, the minority are female (45.38%), between 46 and 50 years old (0.42%), from vocational senior high school (0.84%), and in the legal and sales departments (0.84% each).

Table 2. Employee Characteristics

Features	Description	Total	Percentage
Gender	Male	130	54.62%
	Female	108	45.38%
Age Group	17–20 years	21	8.82%
	21–25 years	98	41.18%
	26–30 years	61	25.63%
	31–35 years	36	15.13%
	36–40 years	15	6.30%
	41–45 years	6	2.52%
	46–50 years	1	0.42%
Last Education Level	Senior high school	79	33.19%
	Vocational senior high school	1	0.42%
	Vocational higher institution	2	0.84%
	Academic undergraduate	156	65.55%
Department	Workshop and vehicle	13	5.46%
	Business development	15	6.30%
	Business management	30	12.61%
	Driver of goods distribution	5	2.10%
	Electronic data processing	10	4.20%
	Human resource	30	12.61%
	Internal auditor	14	5.88%
	Finance	19	7.98%
	Legal	2	0.84%
	Logistic	11	4.62%
	Merchandise staff	3	1.26%
	Operational administration	16	6.72%
	Accounting	11	4.62%
	Sales taking order	29	12.18%
	Merchandiser manager	3	1.26%
	Canvasser	8	3.36%
	Sales Pareto	2	0.84%
Sales data analyst	11	4.62%	
Warehouse	6	2.52%	

Table 3 presents the examination results for the validity and reliability of workload and turnover intention.

- a. For validity testing result, the loading factor of WKL1, WKL2, WKL3, WKL4, WKL5, WKL6, WKL7, WKL8, WKL9, WKL10, WKL11, WKL12, WKL13, TI1, T2, and TI3 is more prominent than 0.5: 0.770, 0.874, 0.868, 0.831, 0.749, 0.691, 0.823, 0.750, 0.837, 0.870, 0.850, 0.845, 0.888, 0.905, 0.895, and 0.864. Therefore, valid responses exist for workload and turnover intention, as confirmed by AVE greater than 0.5: 0.674 for WKL and 0.789 for TI.
- b. For reliability testing results, the composite reliability (CR) and Cronbach's Alpha (CA) for the workload are 0.964 and 0.963, respectively. For turnover intention, their value is 0.918 and 0.918. Because they are above 0.7, a reliable response happens.

Table 3. Accuracy and consistency results for workload and turnover intention

Variable	Item	Loading factor	AVE	Composite reliability	Cronbach Alpha
Workload	WKL1	0.770	0.674	0.964	0.963
	WKL2	0.874			
	WKL3	0.868			
	WKL4	0.831			
	WKL5	0.749			
	WKL6	0.691			
	WKL7	0.823			
	WKL8	0.750			
	WKL9	0.837			
	WKL10	0.870			
	WKL11	0.850			
	WKL12	0.845			
	WKL13	0.888			
Turnover Intention	TI1	0.905	0.789	0.918	0.918
	TI2	0.895			
	TI3	0.864			

Table 4. Accuracy and Consistency Examination Results for Job Stress

Item	Loading factor	AVE	Composite Reliability	Cronbach Alpha
CI1	0.754	0.640	0.780	0.777
CI2	0.843			
EI1	0.880	0.815	0.898	0.897
EI2	0.925			
CI	0.923	0.851	0.920	0.886
EI	0.922			

Table 4 depicts the examination results for the validity and reliability of job stress dimensions: cognitive irritation (CI) and emotional irritation (EI) and their indicators:

- a. For indicators, the loading factor for CI1, CI2, EI1, and EI2 is higher than 0.5: 0.754, 0.843, 0.880, and 0.925. Hence, valid responses exist for workload and turnover intention, as confirmed by AVE greater than 0.5: 0.674 for WKL and 0.789 for TI. Additionally, CR and CA for CI are higher than 0.7, at 0.780 and 0.777, respectively. For EI, they are more significant than 0.7: 0.898 and 0.897. Thus, reliable responses happen.

- b. For dimensions, the loading factor of CI and EI is higher than 0.5: 0.923 and 0.922. Hence, these dimensions are valid, as affirmed by AVE, with a value greater than 0.5: 0.851. CR and CA for job stress are also higher than 0.7, at 0.920 and 0.886, respectively. Thus, the dimensions are reliable.

Table 5. Model Fit Results

Quantification	Value
RFI	0.914
NFI	0.925
TLI	0.951
CFI	0.957
RMSEA	0.072

Table 5 depicts the model fitness result of covariance-based SEM: RFI = 0.914, above 0.9 as the benchmark by Junaidi (2021), NFI = 0.925, TLI = 0.951, CFI = 0.657, beyond 0.9 as Dash and Paul (2021) suggest; RMSEA = 0.072, beneath 0.08, as demanded by Dash and Paul (2021). Because these values achieve this required circumstance, the data adequately support the model.

Table 6. Testing Results for Hypotheses One, Two, and Three

Hypothesis	Relationship	Unstandardized Path Coefficient (UPC)	Standard Error	Critical ratio	Probability	
					Two-tailed	One-tailed
One	JS → TI	1.463	0.115	12.717	0.000	0.000
Two	WKL → TI	0.887	0.396	2.242	0.025	0.013
Three	WKL → JS	0.639	0.049	13.107	0.000	0.000

Table 6 demonstrates the model estimation results, i.e., one-tailed probability of the critical ratio of JS → TI, WKL → TI, and WKL → JS of 0.000, 0.013, and 0.000 with positive path coefficient. Because this probability is under 5%, hypotheses one, two, and three are accepted.

Table 7. Testing Results of the Mediating Role of Job Stress Using the Sobel Test

Mediating relation	Related Association	UPC	Standard Error	Indirect Effect	Sobel test		
					Standard Error	Z-statistic	Probability (2-tailed)
WKL → JS → TI	WKL → JS	0.887	0.049	0.933	0.103	9.086	0.000
JS → TI	JS → TI	1.463	0.115				

Table 7 provides the Sobel examination result, i.e., the two-tailed probability of Z-statistic for the indirect effect based on unstandardized path coefficients: 0.000. Because this value is less than 5%, hypothesis four is acceptable: Job stress mediates the impact of workload on turnover intention.

## 4.2. Discussion

### The Effect of Job Stress on Turnover Intention

This investigation admits the first hypothesis, announcing a positive relationship between job stress and turnover intention. This situation indicates that occupational stress renders employees physiologically unsafe, leading them to resign from their current workplace and seek another offering of uncomplicated tasks. Therefore, this positive outcome aligns with Alblihed and Alzghaibi (2022), Anees et al. (2021), and

Rahman (2024), who utilized Saudi Arabian, Malaysian, and Bangladeshi employees as their samples, respectively, and found that higher job stress is associated with higher turnover intention.

Equally, this first hypothesis testing result confirms Wibowo et al. (2021), Hadi and Surya (2023), Imaroh et al. (2023), Nurul and Yuniawan (2024), and Pravitasari (2024) applying the Indonesian employees and Gautam and Gautam (2024) based on the viewpoint of employees in Nepal, with a positive direct connection: The employees with higher job stress will intend to quit their company.

### **The Effect of Workload on turnover intention**

This investigation accepts the second hypothesis, indicating a positive relationship between workload and turnover intention. With several substantial things to do in their current workplace, the employees will search for similar or different jobs outside, offering lighter loading with comparable compensation. Therefore, this positive outcome supports the findings of Omar et al. (2020), using Malaysian employees, as well as those of Abbas et al. (2021) and Annes et al. (2021), which utilized Pakistani and Malaysian participants.

Similarly, this second hypothesis verification supports Hariyanto et al. (2022), Hadi and Surya (2023), Imaroh et al. (2023), and Ong et al. (2023) based on the perspective of Indonesian employees, and Gautam and Gautam (2024) based on the viewpoint of employees in Nepal, declaring the more advanced the workload, the more advanced turnover intention.

### **The Effect of Workload on job stress**

This investigation supports the third hypothesis, which posits a positive relationship between workload and job stress. Employees with too much everything to do in their workplace will have a heavy responsibility to accomplish it on time. If they cannot do it well, they will be stressed. Thus, this positive outcome aligns with the findings of Kokoroko and Sanda (2019) from Ghana, Saedpanah et al. (2023) from Peru, and Belizario et al. (2024) from Iran.

Likewise, the third hypothesis verification supports Wibowo et al. (2021), Hadi and Surya (2023), Imaroh et al. (2023), Shofi et al. (2024), and Surya and Rihayana (2024) based on the viewpoints of Indonesian employees, and Gautam and Gautam (2024) after studying the employees in Nepal, declaring the employees with enormous workload tend to have the immense job stress.

### **The Role of Job Stress in Linking Workload to Turnover Intention**

This investigation accepts the fourth hypothesis, demonstrating that job stress mediates the relationship between workload and turnover intention. This mediation of job stress is partially due to the significant direct effect of workload on turnover intention, which is reinforced by the substantial indirect impact of job stress. Therefore, this finding confirms Hadi and Surya (2023) and Imaroh et al. (2023), who investigated 116 marketing staff members of the BRI Branch Office and 126 employees of the village-owned enterprise separately.

Correspondingly, this fourth hypothesis testing result is confirmed by Gautam and Gautam (2024), who used a sample of 408 bank employees in Nepal and affirmed this partial mediation by demonstrating that the higher the workload, the higher the job stress. The higher the occupational stress, the higher the turnover intention, supported by the positive tendency of workload toward the turnover intention.

This study finds that the workload triggers stress in employees, leading to an intention to leave the company. By acknowledging this evidence, firm management must reduce job stress to decrease turnover intention by providing sufficient resources, flexible time, and fair compensation to enable task completion. Suppose the company has carried out these efforts to reduce workload. In that case, occupational stress will decrease, reflected in personal comfort about work when they are no longer at the office and are no longer furious and irritated. If they are in these situations, they will not decide to quit the company.

## 5. Conclusion

The findings of this investigation demonstrate that workload and job stress are positively correlated with turnover intention. Similarly, workload and job stress are positively connected. Besides, the partial mediating role of job stress is confirmed. This partial mediation enriches the previous related studies in human resource management. Although it demonstrates significant direct and indirect effects, the determinant of job stress is only one: workload. Hence, other scholars may employ working environment, job insecurity, role conflict, coworker support, work-life balance, role ambiguity, job tenure, and leader support as additional factors.

## Acknowledgments

We are grateful to Maranatha Christian University for funding the article processing charge of this publication.

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