

The Influence of Interpersonal Conflict and Workload on Turnover Intention with Job Stress as an Intervening Variable

Chandra Dimas Aji¹⁾ & Mulyana²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: merdekacakrawalaunggul@gmail.com

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: Mulyana@unissula.ac.id

Abstract. *The background of this research is motivated by the high level of turnover intention in employees of PT. Merdeka Cakrawala Unggul, which is affected by interpersonal conflicts, excessive workload, and work stress. This study aims to analyze the influence of interpersonal conflict and workload on turnover intention with work stress as an intervening variable in employees of PT. Merdeka Cakrawala Superior. The research method used is explanatory research with a quantitative approach. This study collected data from the entire employee population of PT. Merdeka Cakrawala Unggul which totals 55 people. The sampling technique used saturation sampling. The measurement tool used consisted of a questionnaire that measured variables of interpersonal conflict, workload, work stress, and turnover intention. Statistical tests are carried out to test the validity, reliability, and influence between variables. The results of the study show that interpersonal conflicts have a significant effect on work stress and turnover intention. In addition, workload has also been shown to affect work stress and increase turnover intention. Work stress acts as a mediator that strengthens the influence of these two variables on turnover intention. These findings suggest that both interpersonal conflict and high workloads can trigger work stress which ultimately increases employees' intention to quit. Based on the results of this study, it is recommended that companies carry out more effective conflict management, manage workloads more evenly, and provide psychological support for employees. Proper interventions can help create a more harmonious work environment and reduce turnover intention. This research makes an important contribution to human resource management in healthcare companies by focusing on the psychological well-being of employees.*

Keywords: *Conflict; Interpersonal; Management; Psychological.*

1. Introduction

Human resources (HR) are the most important element in achieving a company's goals. Achieving a company's goals depends on the people who play an active and dominant role in all organizational activities. Because humans are the planners, implementers, and determinants of achieving company goals. A company's human resources must be managed

professionally to balance employee needs with the company's needs and capabilities. Human resource management refers to the management and utilization of existing resources for individuals (employees). To manage HR, all executives and managers, as well as departments responsible for HR, must have a sound understanding of HR management topics. (Suherman et al., 2021).

Turnover is the permanent resignation of employees, either voluntarily or involuntarily (Robbins & Judge, 2007). Turnover can also be defined as the number of employees who leave divided by the number of employees who leave and enter in one year, multiplied by one hundred percent (Faida, 2010). Turnover is divided into two types, voluntary turnover, which is employee departure due to the individual's own will, while involuntary turnover is employee departure due to organizational factors or resignation due to urgent matters (Judge & Robbins, 2011). Turnover begins with turnover intention, which is the employee's desire to leave the job. Turnover leads to the final reality faced by the organization in the form of employees leaving the organization, while turnover intention leads to the results of individual evaluations (Witasari, 2009).

Based on reports from former employees who have resigned, they said that this is what makes conflict, excessive workload and work stress prone to occur between individuals or employees outside of working hours. Interpersonal conflict, workload and work stress are often continued into the work environment so that the work atmosphere becomes less conducive and results in a negative impact on company goals, many employees choose to resign, the employee turnover process in a short period of time, it adds to the workload itself as an employee due to the lack of the number of Human Resources according to their competencies to give rise to high absenteeism rates accompanied by other health complaints that also occur recorded.

Interpersonal conflicts that arise between employees and coworkers, or between employees and company management, are not only caused by differences of opinion, but also by rude behavior received from other employees, or when the employee may have committed inappropriate actions. This can also make employees' work less than optimal. (Endang et al., 2018).

2. Research Methods

The type of research used is "Explanatory Research" or research that is explanatory in nature. According to Sugiyono (2017), explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another. The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, so it is hoped that this study can explain the relationship and influence between

the independent and dependent variables in the hypothesis. The variables used are the Influence of Internal Conflict, Workload on Turnover Intention with Job Stress as an Intervening Variable on Employees of PT. Merdeka Cakrawala Unggul.

3. Results and Discussion

Data was collected on respondent characteristics by gender through questionnaires, with the aim of analyzing the proportion of respondents based on the ratio between men and women. This allows us to identify the most dominant gender among the respondents.

Respondent Distribution Table Based on Gender

No	Gender	Amount	Percentage (%)
1	Man	24	43.63%
2	Woman	31	56.36%
Amount		55	100%

Source: Author's data processing, 2025

Based on the table, it is known that the majority of respondents were female, namely 31 people (56.36%), while 24 people were male (43.63%). This distribution indicates that the composition of the workforce at PT. Merdeka Cakrawala Unggul is dominated by female employees. This condition can have its own implications in the context of research, considering the differences in perception and response to conflict, workload, and work stress between men and women. Female employees, in several studies, tend to be more sensitive to interpersonal dynamics and work pressure, which can ultimately influence turnover intention. Therefore, gender is relevant for further analysis in assessing the influence of variables on turnover intention.

Based on the classical assumption test, the data in this study are normally distributed and there is no heteroscedasticity. Therefore, the available data meet the requirements for using a multiple regression model to determine the extent of the relationship between the independent variables and the dependent variable, as shown in the following table:

Partial Test Results Table (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,296	.889		.333	.741
	Interpersonal Conflict	.187	.048	.082	1,822	.000
	Workload	.937	.044	.937	21,113	.000
	Work Stress	.101	.043	.001	1,112	.000

a. Dependent Variable: Turnover Intentions

Source: (Author, 2025)

The partial test results table (t-test) presented illustrates the regression coefficients and significance values for each tested variable. The following explains the t-test results and the meaning of the resulting regression equation:

- 1) Interpersonal Conflict has a regression coefficient value of 0.187, with a t-value of 1.822 and a significance level (Sig.) of 0.000. A significance value less than 0.05 indicates that interpersonal conflict has a significant effect on turnover intention. The positive direction of the coefficient indicates that the higher the interpersonal conflict experienced by employees, the higher their desire to leave the company.
- 2) The Workload regression coefficient value is 0.937, with a t-value of 21.113 and a Sig. of 0.000. This indicates that workload has a very significant influence on turnover intention. A high coefficient value indicates that workload is the most dominant factor in encouraging employees to consider leaving the company.
- 3) Job stress has a regression coefficient of 0.101, a t-value of 1.112, and a Sig. of 0.000. Although the t-value is not as significant as workload, a significance value below 0.05 indicates that job stress also has a significant effect on turnover intention. A positive coefficient indicates that the higher the level of stress an employee feels, the higher the likelihood of their intention to leave their job.

Based on the results of the t-test and regression coefficients, the resulting regression equation leads to the following hypothesis:

- a. H1: Interpersonal Conflict has an effect on Work Stress. The results of the analysis show that interpersonal conflict has a positive effect on work stress, although this relationship is more related to a direct effect on turnover intention, meaning H1 is accepted.
- b. H2: Workload has an effect on Job Stress. High workload has the potential to increase job stress, which ultimately also contributes to high turnover intention, meaning H2 is accepted.
- c. H3: Interpersonal conflict has an effect on turnover intention. High interpersonal conflict is directly related to increased employee intention to leave the company, meaning H3 is accepted.
- d. H4: Workload has an effect on Turnover Intention. High workload plays an important role in increasing employee turnover intention, meaning H4 is accepted.
- e. H5: Work stress has an effect on turnover intention. High work stress plays an important role in increasing employee turnover intention, meaning H5 is accepted.

Job stress is measured using three main indicators: task demands, role demands, and personal demands. Data shows that the majority of respondents experience anxiety due to the inability to complete tasks effectively and the perceived burden of responsibility. Furthermore,

conflicts with coworkers also increase negative emotions such as anger and frustration, which exacerbate stress.

The regression test results indicate that interpersonal conflict has a positive and significant effect on work stress, with a regression coefficient of 0.201 and a significance level of 0.004 (<0.05). This means that every one-unit increase in interpersonal conflict will increase employee work stress by 0.201 units. This value indicates that interpersonal conflict not only triggers emotional tension but also significantly contributes to creating a stressful work environment.

The results of this study have important implications for company management. First, it is crucial for management to establish an open communication system and encourage constructive conflict resolution, such as through mediation or effective communication training. Second, differences in perspective and personality among employees must be managed positively by fostering an inclusive and tolerant work culture.

Furthermore, high workloads and expectations also need to be balanced with psychological support to prevent employees from feeling isolated when facing work pressures. Given that high work stress can trigger turnover intentions, addressing interpersonal conflict is a strategic step in retaining a competent workforce.

From a theoretical perspective, poorly managed workloads can lead to an imbalance between individual capacity and job demands. When employees feel unable to meet job demands with the resources or time available, negative psychological responses such as stress can arise. If this condition persists long-term, it not only decreases productivity but can also lead to burnout and increase intentions to leave the company.

Validity and reliability analysis of the workload measurement instrument showed that all questionnaire items had a calculated r value > 0.30 , and a Cronbach's Alpha value of 0.688, indicating that this instrument is valid and reliable in measuring employee perceptions of workload. Thus, the results of the regression analysis showing a significant relationship between workload and job stress are statistically reliable.

The company also conducted classical assumption tests such as normality, multicollinearity, and heteroscedasticity, and the results showed that the regression model used was feasible. No multicollinearity issues were found (VIF value <10), and the data was normally distributed (Asymp. Sig. Kolmogorov-Smirnov of $0.211 > 0.05$), which strengthens the validity of the prediction model.

In terms of instrument validity and reliability, the interpersonal conflict indicator has been proven valid (with R count $> R$ table 0.30) and reliable (Cronbach's Alpha value = 0.546). Although the alpha value is still below the ideal 0.6, it is still acceptable in exploratory research. This indicates that the instrument used is quite representative in measuring interpersonal conflict as a psychosocial variable in the workplace.

The subsequent impact of interpersonal conflict is the creation of a non-conductive work environment, decreased job satisfaction, and minimal emotional bonds between employees and the organization. When conflict is left unresolved, the accumulation of dissatisfaction will increase the intention to leave, as evidenced by high scores on turnover intention indicators such as intention to leave, search for alternative employment, and thoughts of resignation. In this case, interpersonal conflict acts as a primary trigger in increasing the potential for voluntary employee turnover.

Overall, the results of this study conclude that interpersonal conflict is not merely a difference in perception that can be ignored, but rather a significant factor influencing employees' decisions to stay or leave the company. Therefore, the management of PT. Merdeka Cakrawala Unggul needs to pay serious attention to this aspect by creating effective conflict resolution mechanisms, improving interpersonal communication skills, and building an inclusive and collaborative work culture.

This is in line with research conducted by (Aini, 2019) This study reveals that interpersonal conflict significantly contributes to turnover intention among bank employees in Pakistan. These findings highlight the importance of effective communication and conflict management in reducing employee turnover intentions. This research also aligns with research conducted by (Hartini et al., 2024) This study revealed that work-family conflict has a significant positive correlation with turnover intention in female employees, with a correlation coefficient of 0.552 and a significance value of 0.000. Another study conducted by (Wijaya & Samsudin, 2023) This study shows that work conflict does not significantly influence turnover intention partially. However, simultaneously, commitment, compensation, and conflict significantly influence employee turnover intention.

Theoretically, excessive workload can lead to physical and mental exhaustion, which in the long term contributes to decreased job satisfaction, increased stress, and ultimately drives employees to seek alternative employment. In the context of this study, the workload indicators observed included targets to be achieved, working conditions, and company-set work standards.

Based on the results of the coefficient of determination (R^2) test, it was found that the regression model used could explain 54.3% of the variation in turnover intention at PT. Merdeka Cakrawala Unggul. This indicates that factors such as interpersonal conflict, workload, and job stress have a significant influence on employee intention to leave the company. However, other factors not included in this study also play a role in explaining the remaining variation.

Previous research by (Dewi & Sriathi, 2019) Studies have shown that prolonged stress can lead to burnout and decreased work motivation, ultimately increasing turnover intention. In this context, job stress acts as a connecting mechanism explaining how interpersonal conflict and workload can make employees more likely to leave the company.

From the results of this study, it can be concluded that work stress plays a significant role in influencing employee turnover intention. Interpersonal conflict and high workload are two factors that increase work stress levels, which in turn worsens employees' intentions to leave the company. Therefore, companies need to pay attention to and properly manage workloads and resolve interpersonal conflicts effectively to create a healthy work environment. In this way, companies can reduce turnover intention and retain employees who have the potential to make positive contributions to the company.

As a recommendation, companies can conduct training on managing work stress, improve communication between coworkers and superiors, and develop fairer and more realistic workload policies. This can help create a more conducive work environment and reduce turnover rates.

4. Conclusion

Based on the results of the data analysis that has been conducted, the following conclusions were obtained: Interpersonal conflict has a positive and significant effect on work stress. Employees involved in conflict with coworkers or superiors tend to feel higher stress, which in turn increases their desire to leave their jobs. Workload has also been shown to be a major factor influencing work stress. Employees who feel burdened by high job demands experience increased stress, which then contributes to increased turnover intention. Interpersonal conflict and workload have also been shown to have a strong relationship with employee turnover intention, with interpersonal conflict serving as a trigger for work stress, which in turn encourages employees to consider looking for a new job. The tension from conflict and the pressure of a high workload create an unhealthy work environment, worsen job satisfaction, and accelerate employee turnover intention.

5. References

- Abdullah, R., & Aril Ahri, R. (2019). THE EFFECT OF WORKLOAD AND INTERPERSONAL CONFLICT ON NURSES' PERFORMANCE AT ISLAMIC FAISAL HOSPITAL MAKASSAR IN 2018. In *Jurnal Ilmiah Kesehatan Diagnosis* (Vol. 14).
- Aini. (2019). The Influence of Interpersonal Conflict on Job Depression and Turnover Intention in the Work Environment.
- Asike, A. (2021). The Influence of Leadership and Work Stress on the Performance of Denpom X Personnel. 8(1).
- Ayu, G., Desy, A., Dewi, A., Made, I., & Wibawa, A. (2016). THE EFFECT OF INTERPERSONAL CONFLICT AND WORKLOAD ON WORK STRESS IN THE DENPASAR CITY REGIONAL SECRETARIAT OFFICE. 5(8), 4865–4891.

- Aziz, A. (2020). The Influence of Job Stress and Leadership Behavior on Nurses' Job Satisfaction. *Journal of Public Health Sciences*, 9(01), 48–52. <https://doi.org/10.33221/jikm.v9i01.484>
- Benua, MGN, Lengkong, VPK, & Pandowo....., M. (2019). THE EFFECT OF LEADERSHIP STYLE, INTERPERSONAL CONFLICT AND WORK MUTATION ON WORK STRESS AT PT. PEGADAIAN (PERSERO) REGIONAL OFFICE V MANADO INFLUENCE OF LEADERSHIP, INTERPERSONAL CONFLICT AND WORK MUTATION ON WORK STRESS AT PT. PEGADAIAN (PERSERO) REGIONAL OFFICE V MANADO. In 3698 *Jurnal EMBA* (Vol. 7, Issue 3).
- Danuarta, M., & Ade Prianti, I. (2025). THE EFFECT OF WORK PERIOD, WORKLOAD, AND SOCIAL SUPPORT ON WORK STRESS OF PT PELINDO TERMINAL PETI KEMAS KENDARI EMPLOYEES IN 2024. In *Journal of Health Science Leksia (JHSL)* (Vol. 3). <https://jhsljournal.com/index.php/ojs/>
- Dedy, A., Mubarak, A., Futri, DE, & Sukajie, B. (2022). THE EFFECT OF PROMOTIONAL PRICE AND SERVICE QUALITY ON THE DECISION TO USE GRAB-FOOD SERVICES IN BANDUNG. *Journal of Service Management*, 4(1). <http://ejurnal.ars.ac.id/index.php/jsj>
- Dewi, P., Efendi, I., & Afriani, M. (2022). The Influence of Interpersonal Conflict and Workload on Inpatient Nurses' Work Stress at Gunungtua RSUD in Padang Lawas District in 2021. In *Journal of Healthcare Technology and Medicine* (Vol. 8, Issue 1).
- Dewi, & Sriathi. (2019). THE EFFECT OF WORK STRESS ON TURNOVER INTENTION MEDIATED BY JOB SATISFACTION. *E-Journal of Management*, Udayana University, 8(6), 3646. <https://doi.org/10.24843/EJMUNUD.2019.v08.i06.p13>
- Diniyah, A., Pekanbaru, P., Wahyuni, R., & Faruq, U. (nd). Conflict Management Styles in Solving Interpersonal Conflicts of Educators at Madrasah Aliyah Diniyah Puteri Pekanbaru. In *Journal of Educational Administration & Educational Counseling: JAPKP* (Vol. 4).
- Lecturer of the Faculty of Islamic Education and Teacher Training, UIN Maulana Malik Ibrahim Malang, Mp. (2017). PRESENTATION OF QUALITATIVE RESEARCH METHODS.
- Endang, E., Lestari, D., & Ratnasari, L. (2018). THE EFFECT OF INTERPERSONAL CONFLICT, WORKLOAD, AND COMMUNICATION ON EMPLOYEE STRESS AT PT. VIKING ENGINEERING BATAM. *Trias Politika Journal*, 2(2), 163–177.
- Fahamsyah, D. (2017). ANALYSIS OF THE RELATIONSHIP BETWEEN MENTAL WORKLOAD AND WORK STRESS IN THE CSSD INSTALLATION OF THE HAJI GENERAL HOSPITAL IN SURABAYA. *The Indonesian Journal of Occupational Safety and Health*, 6(1), 107. <https://doi.org/10.20473/ijosh.v6i1.2017.107-115>

- Ghozali. (2021). Multivariate Analysis Application with IBM SPSS 26 Program. 10th Edition. Diponegoro University Publishing Agency.
- Harini, S., & Sudarijati, D. (nd). THE EFFECT OF WORK STRESS AND LEADERSHIP ON EMPLOYEE PERFORMANCE A Septiana 1a.
- Hartini, S., Ratna Cempaka, R., Fariz Lufthiansyah, M., Karo Sekali, O., Elvinawanty, R., & Simatupang, M. (2024). Jurnal Diversita. Jurnal Diversita, 10(1). <https://doi.org/10.31289/diversita.v10i1.11717>
- Judge, & Robbins. (2017). Essentials of organizational behavior (Vol. 3). Pearson Education (us).
- Kabiba, Arfin, & Junaidin. (2021). FACTORS CAUSING ROLE CONFLICT IN THE LEARNING PROCESS OF STUDENT ORGANIZATIONAL ADMINISTRATORS. In Journal of Education and Science (Vol. 21, Issue 1).
- Kurniati, A., & Mardianti, Y. (2021). The Effect of Workload and Leadership on Job Stress and Its Impact on Employee Productivity in the Production Division of PT. Pupuk Kujang. In Jurnal Manajemen FE-UB (Vol. 9, Issue 1).