
THE EFFECT OF WORKLOAD AND WORK STRESS ON EMPLOYEES' TURNOVER INTENTION IN THE PRODUCTION DEPARTMENT AT PT YUNI INTERNASIONAL BOGOR REGENCY

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pnanda416@gmail.com, dosen02246@unpam.ac.id**ABSTRACT**

The purpose of this study is to analyze the Effect of Workload and Job Stress on Turnover Intention of Production Employees at PT Yuni International, Bogor Regency, both partially and simultaneously. The method used in this study is quantitative research. The population used in this study were Production Employees at PT Yuni International, Bogor Regency. The sampling technique applied by the author is the saturated sample method, where the entire population of the Production department, amounting to 71 people, was used as a sample. Data collection was carried out through primary data, namely data obtained directly from respondents through distributing questionnaires to 71 Production employees. The results of this study indicate that Workload has a partial effect on Turnover Intention of Production employees at PT Yuni International, Bogor Regency, as evidenced by the t-count value $> t\text{-table}$ ($4.726 > 1.668$). This is also strengthened by the Sig value being smaller than 0.05 ($0.001 < 0.05$). Job stress has a partial effect on the turnover intention of production employees at PT Yuni International, Bogor Regency, as evidenced by the calculated t value $> t\text{ table}$ ($4.939 > 1.688$). This is also reinforced by the Sig value ($0.001 < 0.05$). Workload and work stress have a simultaneous effect on the turnover intention of production employees at PT Yuni International, Bogor Regency, as evidenced by the calculated F value $> F\text{ table}$ ($22.153 > 3.132$), this is also reinforced by the Sig value. smaller than 0.05 ($0.001 < 0.05$).

Keywords: Workload, Job Stress, Turnover Intention**ABSTRACT**

The purpose of this study was to analyze the effect of workload and work stress on turnover intention of production employees at PT Yuni International Bogor Regency both partially and simultaneously. The method used in this research is quantitative research, the population used in this study are employees of the Production section of PT Yuni International, Bogor Regency. The sampling technique applied by the author is the saturated sample method, in which the entire population of the Production section totaling 71 people is used as a sample. Data collection is done through primary data, namely data obtained directly from respondents through distributing questionnaires to 71 employees of the Production section. The results of this study indicate that Workload partially affects Turnover Intention of Production employees at PT Yuni International Bogor Regency as evidenced by the $t\text{count} > t\text{table value}$ ($4.726 > 1.668$). This is also corroborated by the Sig value smaller than 0.05 ($0.001 < 0.05$). Job Stress partially affects Turnover Intention of production employees at PT Yuni International Bogor Regency as evidenced by the $t\text{count} > t\text{table value}$ ($4.939 > 1.688$) This is also reinforced by the Sig value ($0.001 < 0.05$). Workload and Job Stress simultaneously affect Turnover Intention of Production Employees at PT Yuni International Bogor Regency as evidenced by the $F\text{count} >$

Ftable value (22.153 > 3.132), this is also reinforced by the Sig. value smaller than 0.05 (0.001 < 0.05).

Keywords: *Workload, Job Stress, Turnover Intention*

INTRODUCTION

In the midst of ever-evolving organizational dynamics, attention to employee loyalty aspects is becoming increasingly important. Turnover Intention is an important indicator in workforce dynamics that describes the extent to which employees want to leave the Company. If an employee has a strong desire to leave their job, this usually indicates an internal problem that affects the level of employee satisfaction and engagement. Employees who are considering leaving the Company usually feel that their professional or personal needs are not being met. Both in the form of career development opportunities. The balance between work and personal life, as well as the support provided by management, employees who have the intention to leave the Company are often less motivated and less focused on their tasks, resulting in decreased productivity and work quality. At PT Yuni International, it is important to identify the factors that contribute to Turnover Intention in order to take appropriate steps to increase employee engagement.

The following is the Employee Turnover Intention Level of PT Yuni International Bogor Regency.

Table 1.1 Turnover Intention Data of Production Employees at PT. Yuni International, Bogor Regency, 2021-2024

NO	YEAR	NUMBER OF EMPLOYEES	EMPLOYEES ENTER	EMPLOYEE LEAVING	PERCENTAGE OF EMPLOYEES LEAVING (%)
1	2020	70	21	20	28.5%
2	2021	69	36	29	42%
3	2022	76	18	26	34.2%
4	2023	68	24	19	27.9%
5	2024	73	27	29	39.7%

Source: Employee Turnover Intention Data of PT Yuni International, Bogor Regency

Based on the data above, over the past five years, the company has experienced a dynamic number of employee departures, with a fairly high turnover rate that fluctuates annually. In 2020, 20 employees left the company out of a total of 70, resulting in a turnover rate of 28.5%. This figure continued to increase until it peaked in 2021 with 69 employees, equivalent to 42%. Although there was a slight decrease in 2022 and 2023, namely 34.2% and 27.9%, respectively, these figures still indicate a high level of workforce turnover. Then in 2024, the trend increased again to 39.7%, indicating the Company's unstable efforts to retain its employees.

To strengthen the data for this study, researchers conducted a pre-survey of 70 employees in the cutting and operator departments at PT Yuni International in Bogor Regency, using three main indicators to measure intention to leave: thinking about leaving, searching for alternative employment, and intention to leave. The following are the pre-survey results.

Table 1.2 Pre-Survey Data on Turnover Intention of Production Employees at PT. Yuni International, Bogor Regency, 2021-2024

No	Statement	Answer		Amount
		Yes	No	
Thinking About Leaving				
1	Have you ever imagined what it would be like to work somewhere other than PT Yuni International?	14	6	20
Alternative Job Search				
2	Have you ever just browsed a job site or asked a colleague about other career opportunities?	15	5	20
Intention to Leave				
3	If a career opportunity arose elsewhere under similar conditions, would you consider resigning?	13	27	20

Source: Pre-Survey of Turnover Intention of PT Yuni International Employees, Bogor Regency.

Based on the results of a pre-survey conducted on 70 respondents of cutting and operator employees at PT Yuni International, it was found that the majority of employees showed a tendency to leave the company. A total of 14 respondents admitted to having imagined what it would be like to work elsewhere, indicating dissatisfaction or a desire to seek a different work environment. In addition, 15 respondents stated that they had simply browsed job vacancy websites or asked colleagues about career opportunities elsewhere. Furthermore, 13 respondents stated that they would consider submitting their resignation if there were career opportunities elsewhere with similar working conditions.

The Turnover Intention problem at PT Yuni International is not a spontaneous issue, but rather the result of an accumulation of working conditions perceived as unfavorable by employees. This is evident in the high Turnover Rate over the past five years, with a peak occurring in 2021. During that period, the company experienced a wage decrease that caused many employees to choose to leave or be terminated, as confirmed by pre-survey data. Some of the main causes include the pressure of high work targets every day with overtime systems, coworkers who are reluctant to help because they are more focused on their respective tasks due to concerns about errors such as cutting excess thread that could cause defects in the product, and superiors who only give repeated orders every day. These conditions make employees feel like production machines. This is ultimately considered excessive and encourages them to consider leaving the company. Employees will then begin to look for other employment alternatives by comparing working conditions at other companies, both in terms of workload, working hours, and work atmosphere, especially if better opportunities are available.

In today's competitive workplace, understanding productivity is crucial. One often overlooked aspect is workload, which encompasses the number of tasks, responsibilities, and how those tasks are managed and perceived by employees. Workload can be measured in terms of the number of tasks to be completed or their

complexity. Good workload management is essential for maintaining a balance between operational efficiency and employee well-being. A balanced workload will impact motivation and productivity, while an unbalanced workload can lead to stress and decreased performance. At PT Yuni International, high demands and tight deadlines create stress for employees, making it a challenge for management to manage the workload, which impacts team productivity. Workload data at PT Yuni International Garment in Bogor Regency consists of several indicators, as can be seen in Table 1.3 below.

Table 1.3 Workload Data of PT. Yuni International, Bogor Regency

indicator	Sub - Indicators	Percentage (%)	Description of Indicator Determination
Workload	Physical Load	60%	Measuring the intensity of physical work such as standing duration, lifting weights, or repetitive movements.
	Mental Burden	75%	Measuring levels of stress, concentration, and work-related pressure.
	Time Burden	70%	Measure the density of work schedules, the amount of overtime and the speed at which tasks must be completed.
	Social Burden	50%	Measuring interactions with coworkers and their impact on productivity.

Source: Workload Data of PT Yuni International, Bogor Regency.

Based on data related to the workload of PT Yuni International Kabupaten, measurements were conducted through four main aspects, namely physical load, mental load, time load, and social load. The measurement results show that mental load has the highest figure of 75%, which reflects the high pressure and stress felt by employees due to work demands. Time load is felt at 70%, which reflects the density of work schedules, tasks that must be completed, and the amount of overtime. Physical load was recorded at 60%, reflecting the intensity of work involving physical activities such as standing for too long and lifting weights. Meanwhile, social load was recorded at 50%, which shows that interactions with coworkers also affect employee productivity, both in the form of less harmonious cooperation and lack of social support.

The problem of employee workload is divided into three related aspects, namely targets to be achieved, work conditions, and use of working time. First, in terms of targets to be achieved, high work targets are often not in accordance with the capabilities and facilities available, for example in the section on cutting leftover thread, there are scissors that are not sharp enough to be an obstacle, thus slowing the work process and reducing the quality of work results. Second, in terms of work conditions, many employees face high physical demands such as standing for long periods, repetitive movements, and pressure due to fast rhythms, resulting in physical and mental fatigue. Third, in terms of the use of working time on employees, busy

work schedules, frequent overtime, and lack of time management make it difficult for employees to complete tasks on time.

In addition to workload, job stress is also a psychological condition that arises when an employee faces an imbalance between the workload demanded and the available abilities, time, and resources. This stress can be complex because it is influenced not only by the goal situation, but also by how a person assesses and responds to that pressure. In the short term, stress may encourage increased performance, but if it continues unchecked, stress will decrease productivity, increase work errors, and negatively impact employee mental and physical health. In organizations such as the garment industry at PT Yuni International, working conditions that demand speed, precision, and consistency to meet standards make job stress one of the main challenges that must be managed strategically. Therefore, appropriate management of job stress, such as workload management and social support from the work environment, is an important step in improving employee well-being while simultaneously encouraging the achievement of company targets in a sustainable manner.

The following is the level of work stress of employees at PT Yuni International, Bogor Regency.

Table 1.4 Job Stress Pre-Survey Data Production Department of PT. Yuni International, Bogor Regency

No	Statement	Answer		Amount
		Yes	No	
Task Demands				
1	The daily production targets given often make you feel physically and mentally stressed?	15	5	20
Role Demands				
2	Have you ever received different instructions from two superiors that left you unsure which one to follow?	5	15	20
Interpersonal Demands				
3	Coworkers often act uncooperatively, hindering the completion of tasks?	14	6	20
Organizational structure				
4	Does the lack of clarity about your career path make you feel unmotivated at work?	9	11	20
Organizational Leadership				
5	Do you feel that your boss's leadership style is too strict or authoritarian, making you work under pressure?	13	7	70

Source: Results of the Pre-survey of Employee Work Stress at PT Yuni International

Based on the results of a pre-survey of 70 employees of PT Yuni International, it was found that employee work stress is influenced by several factors. A total of 15 respondents felt physically and mentally stressed due to high daily production targets. In addition, 5 respondents experienced confusion due to different instructions from two superiors. 14 employees found it difficult to work effectively because their

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,455	4,664		5,458	.000
	Work Stress	.307	.135	.264	2,270	.026

a. Dependent Variable: Turnover Intention

Source: SPSS Version 27 Output Results.

A simple linear regression test was conducted to identify the effect of job stress on turnover intention. The results of the regression equation are as follows:

$$\text{Turnover Intention} = 25.455 + 0.307 \text{ Job Stress}$$

- 1) The constant value of 25.455 indicates that if there is no work stress (work stress value = 0), then turnover intention has a value of 25.455.
- 2) Meanwhile, the regression coefficient of the work stress variable of 0.307 indicates that every one unit increase in work stress will increase turnover intention by 0.307 units.

2. Multiple Linear Regression Analysis

Data processing using the multiple linear regression method was carried out through a series of analytical stages to identify and measure the relationship between the independent and dependent variables. In this case, the analysis focused on the influence of Workload and Job Stress on Turnover Intention. The results of the multiple linear regression test are presented in the following table.

Table 4. Multiple Regression of Workload and Job Stress on Turnover Intention Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,927	6,965		1,856	.068
	Workload	.349	.148	.266	2,363	.021
	Work Stress	.324	.131	.278	2,470	.016

a. Dependent Variable: Turnover Intention

Source: SPSS Version 27 Output Results.

Based on the analysis results, the following regression equation was obtained:

$$\text{Turnover Intention} = 12.927 + 0.349 \text{ Workload} + 0.324 \text{ Job Stress}$$

- a. The constant value of 12,927 indicates that if there is no workload and work stress (zero value), then turnover intention is estimated at 12,927.
- b. The regression coefficient of the workload variable is 0.349, indicating that every one unit increase in workload will have an impact on increasing turnover intention by 0.349, assuming other variables remain constant.
- c. Similarly, the work stress regression coefficient of 0.324 indicates that every one unit increase in work stress will increase turnover intention by 0.324.

Correlation and Determination Coefficient Test

1. Correlation Coefficient Test

The purpose of correlation coefficient analysis is to identify the strength of the relationship between the independent variables, workload and job stress, and turnover intention. The following are the results of the correlation coefficient calculation.

Table 4.1
Correlation Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.628a	.395	.377	4.11645

- a. Predictors: (Constant), Job Stress, Workload
b. Dependent Variable: Turnover Intention

Source: SPSS

Version 27

Output Results

Referring to the Model Summary table, the correlation coefficient (R) value was 0.628. This value proves that there is a strong relationship between the variables of work stress and workload and employee performance.

2. Coefficient of Determination Test

The coefficient of determination (R^2) is used to assess how much an independent variable can explain the variation in the dependent variable. R^2 values range from 0 to 1, with values closer to 1 indicating the model's ability to explain the dependent variable. Conversely, R^2 values indicate a limited contribution of the independent variable in predicting the dependent variable. The results of the coefficient of determination (R^2) test are presented below.

Table 4. Results of the Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.628a	.395	.377	4.11645

- a. Predictors: (Constant), Job Stress, Workload
b. Dependent Variable: Turnover Intention

Source: SPSS Version 27 Output Results

The coefficient of determination (R Square) of 0.395 indicates that 39.5% of the variation in employee performance can be explained simultaneously by the two independent variables, namely work stress and workload. Meanwhile, the remaining 60.5% is influenced by other factors outside the variables studied in this model.

Hypothesis Testing

1. Partial Hypothesis Test (t-Test)

The t-test is used to assess the partial impact of independent variables on the dependent variable by comparing the significance value (Sig.) to the 0.05 significance level. If Sig. < 0.05 then H_a is accepted, conversely if Sig. > 0.05 then H_a is rejected. With a sample size of 71, degrees of freedom (df) of 68, and a significance level of 0.05, the t-table value used is 1.668.

Table 4. t-Test Results (Partial)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,927	3,482		3,712	.001
	Workload	.349	.074	.447	4,726	.001
	Work Stress	.324	.066	.467	4,939	.001

a. Dependent Variable: Turnover Intention

Source: SPSS Version 27 Output Results

a. The Effect of Workload on Employee Turnover Intention

The hypothesis developed in the regression model concerns the influence of workload on employee turnover intention.

Ho1: It is suspected that workload does not have a partial effect on *turnover intention*.

Ha1: It is suspected that workload has a partial effect on employee performance.

Based on the t-test results displayed in the Coefficients table, it is known that the calculated t-value for the Workload variable of 4.726 is greater than the table value of 1.668 ($4.726 > 1.668$). In addition, the significance value of 0.001 is smaller than 0.05 ($0.001 < 0.05$). This means that the conclusion is, H_0 is rejected and H_a is accepted, which means that workload has a partial effect on the turnover intention variable.

b. The Influence of Job Stress on Employee Turnover Intention

The hypothesis developed in the regression model of the influence of workload on turnover intention:

Ho2: It is suspected that workload does not have a partial effect on *turnover intention*.

Ha2: It is suspected that workload has a partial effect on *turnover intention*.

Based on the t-test results displayed in the coefficients table, it is known that the calculated t-value for the work stress variable is 4.939, which is greater than the table value of 1.668 ($4.939 > 1.688$). In addition, the significance value of 0.001 is smaller than 0.05 ($0.001 < 0.05$). Thus, H_0 is rejected and H_a is accepted, which means that work stress has a partial effect on the turnover intention variable.

2. Simultaneous Hypothesis Test (f-Test)

The F statistical test is used to assess whether the independent variables simultaneously influence the dependent variable. If $F_{count} > F_{table}$ and the significance value is less than 0.05, it can be said that there is a significant influence between the independent and dependent variables simultaneously. To determine the value of F_{table} , it is searched using the condition $df = (nk-1)$, then obtained $(71-2-1) = 68$, so $F_{table} = 3.132$. The criteria are said to be significant if the F_{count} value $> F_{table}$ or the Sig. value < 0.05 .

Table 4. F Test Results (Simultaneous)

ANOVA						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	750,757	2	375,378	22,153	.001b
	Residual	1152,269	68	16,945		
	Total	1903.025	70			

a. Dependent Variable: Y1

b. Predictors: (Constant), Job Stress, Workload

Source: SPSS Version 27 Output Results

The following is a hypothesis developed in this study regarding the influence of workload and work stress on turnover intention:

Ho3: It is suspected that workload and work stress do not have a simultaneous effect on *turnover intention*.

Ha3: It is suspected that workload and work stress have a simultaneous effect on *turnover intention*

Referring to the F test results in the ANOVA table, the calculated F value is 22.153 with a significance value of 0.001. Because the calculated F value is greater than the F table ($22.153 > 3.132$) and the significance value is smaller than 0.05 ($0.001 < 0.05$), so the regression model is simultaneously significant to the dependent variable turnover intention. Therefore, the hypothesis concluded is that Ho is rejected and Ha is accepted.

DISCUSSION

The Effect of Workload on Employee Turnover Intention

Based on the results of the t-test displayed in the coefficients table, it was obtained that the calculated t-value for the workload variable was 4.726, while the t-table value at a significance level of 0.05 with degrees of freedom (df) of 68 was 1.668. Because the calculated t-value was greater than the t-table ($4.726 > 1.668$), then H_0 and H_a were accepted. This finding was strengthened by a significance value of 0.001 which was smaller than 0.05 ($0.001 < 0.05$), which confirmed that the test results were statistically significant. In conclusion, it was proven to have a partial effect on turnover intention, meaning that the high workload felt by employees would have an impact on increasing turnover intention. These results demonstrate the importance of management in paying attention to workload distribution so as not to cause excessive pressure that negatively impacts employee retention.

The Influence of Job Stress on Employee Turnover Intention

Referring to Based on the t-test results listed in the coefficients table, the calculated t-value for the work stress variable is 4.939, while the t-table value at a significance level of 0.05 and degrees of freedom (df) of 68 is 1.668. Because the calculated t-value is greater than the t-table ($4.939 > 1.668$), the decision taken is to reject H_0 and accept H_a . This is reinforced by the significance value of 0.001 which is smaller than 0.05 ($0.001 < 0.05$), so it can be concluded that the work stress variable has a partial and significant effect on turnover intention. This means that the higher the level of work stress experienced by employees, the greater their tendency to have the intention to leave the company. These findings emphasize the importance of the organization's role in creating a healthy and supportive work environment, so that work stress can be minimized and employee loyalty can be maintained.

The Influence of Workload and Job Stress on Employee Turnover Intention

Referring to the F test results listed in the ANOVA table, the calculated F value was 22.153 with a significance value of 0.001. This value was then compared with the F table at a significance level of 0.05 and degrees of freedom ($df_1 = 71 - 2 - 1 = 68$), which was known to be 3.132. Because the calculated F value was greater than the F table

(22.153 > 3.132) and the significance value was smaller than 0.05 ($0.001 < 0.05$), it can be concluded that the regression model is feasible and simultaneously significant. In other words, the variables of work stress and workload together have a significant influence on turnover intention. This test proves that when both factors increase simultaneously, the tendency of employees to have the intention to change jobs will also increase. This finding indicates the importance of managerial attention to the management of workload and stress in order to reduce the level of employee turnover intention in the long term. Therefore, the hypothesis stating that there is a simultaneous influence between workload and work stress on turnover intention is declared accepted.

CONCLUSION

1. Organizational Culture has a significant impact on employee performance with a regression equation Workload has a partial influence on employee turnover intention at PT Yuni International, Bogor Regency, as evidenced by the calculated t value > t table ($4.726 > 1.688$) with a Sig value smaller than 0.05 ($0.001 < 0.05$).
2. Job stress has a partial influence on employee turnover intention at PT Yuni International Bogor Regency, as evidenced by the calculated t value > t table ($4.939 > 1.688$). With a Sig value ($0.001 < 0.05$).
3. Workload and work stress have a simultaneous influence on employee turnover intention at PT Yuni International, Bogor Regency, as evidenced by the F count value > F table ($22.153 > 3.132$), with a Sig. value smaller than 0.05 ($0.001 < 0.05$).
4. on employee performance is 47.4%, while the remaining 52.6% is influenced by other factors.

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