



## RESEARCH ARTICLE

# The Effect Of Work Stress, Workload, And Work Environment On Turnover Rates At Pt Pesona Lazuardi Agung

Riski Eko Ardianto <sup>1)</sup>, Wachid Hasyim <sup>2)</sup>, Rika Nurhidayah <sup>3)</sup>, Indra Permana <sup>4)</sup>

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## Abstract

High employee turnover remains a strategic challenge for many organizations, including PT Pesona Lazuardi Agung, a company operating in the international trade sector. This study aims to analyze the influence of job stress, workload, and work environment on employee turnover. Adopting a quantitative approach, the research employed the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method, with data collected through structured questionnaires distributed to 44 employees. The findings indicate that all three independent variables positively affect turnover, with workload emerging as the most dominant factor significantly contributing to employees' intention to leave. Job stress shows a smaller yet significant effect, while the work environment has a moderate impact, particularly when physical conditions and psychosocial relationships are not conducive. This study underscores the importance of managing workload and creating a healthy work environment as essential strategies to improve employee retention. The research is limited by its scope, focusing solely on a single company, and by the use of a quantitative method that does not fully capture the subjective experiences of employees. Future research is recommended to integrate qualitative methods and broaden the organizational scope to gain a more comprehensive and representative understanding of turnover drivers in various industrial contexts.

**Keyword:** Work Stress, Workload, Work Environment, Turnover.

## Introduction

In an era of globalization and increasingly fierce competition, companies require qualified and loyal employees. One of the biggest challenges for many companies is high employee turnover. High turnover rates not only impact productivity and operational efficiency but can also add significant costs to recruiting and training new employees. The phenomenon of employee turnover not only results in increased recruitment and training costs for new employees but also has the potential to reduce productivity, disrupt business operations, and affect the morale of remaining employees (Brison & Caesens, 2023). They examined how workplace ostracism is related to organizational dehumanization and its impact on employee well-being, job satisfaction, and behaviors such as intention to leave the organization. PT Pesona Lazuardi Agung, a company engaged in international trade, is no exception to this issue. The company has experienced significant fluctuations in employee numbers in recent years, indicating issues that require further investigation. (Üngüren, Onur, Demirel, & Tekin, 2024). Job stress, excessive workload, and an unsupportive work environment are some of the factors often associated with an employee's decision to leave a company. For example, work stress can be caused by various factors, including pressure from superiors, high job demands, and lack of social support in the workplace. Excessive workload can lead to fatigue and low motivation, which ultimately affect job satisfaction. A physically and mentally unhealthy work environment can lead to employee dissatisfaction and high turnover. Therefore, it is important to understand how these three factors interact and influence the turnover rate at PT Pesona Lazuardi Agung. The purpose of this study is to identify the impact of work stress, workload, and the work environment on turnover and to provide recommendations that managers can implement to reduce turnover and increase employee retention.

Based on the background above, the problem formulation that will be studied in this research is:

- How does work stress affect employee turnover rates at PT Pesona Lazuardi Agung?
- To what extent does workload contribute to an employee's decision to leave the company?
- What is the role of the work environment in influencing the turnover rate at PT Pesona Lazuardi Agung?
- Is there an interactive relationship between work stress, workload, and work environment in influencing employee turnover?
- This problem formulation will be the main focus of the research and will be the basis for data collection and analysis.

Research on employee turnover has been extensively conducted across various industrial sectors, with varying focuses. High turnover rates indicate an imbalance between employee expectations and the working conditions they face. In the context of modern organizations, several factors often associated with high turnover rates are job stress, excessive workload, and an unfavorable work environment. Several studies have shown that job stress significantly impacts employees' decisions to stay or leave a company. (Salama, Abdou, Mohamed, & Shehata, 2022) revealed that job stress and burnout have a significant positive impact on turnover intentions in the hospitality industry. Excessive workload and a stressful work environment are identified as key factors driving employees to consider leaving their jobs. For example, research by (Dewi & Wahjono, 2018) found that employees experiencing high levels of stress tend to think about resigning more frequently than those in better working conditions.

On the other hand, workload is also a significant factor influencing job satisfaction and turnover. Research by Pantouw (2022) found that job stress influences turnover. Intention, Work Stress affects Worklife Balance and Worklife Balance affects Turnover Intention. Research by (Dwi Novita Sari, Husnaiti, & Tristiarto, 2022) shows that excessive workload is directly related to fatigue levels, which in turn can reduce employee motivation and commitment to the company.

(Krekel, Ward, & De Neve, 2019) The work environment is also important. A positive and supportive work environment can increase job satisfaction and reduce turnover rates. Conversely, an

Universitas Pelita Bangsa

*\*) corresponding author*

Riski Eko Ardianto

Email: [riskiekoardianto1@pelitabangsa.ac.id](mailto:riskiekoardianto1@pelitabangsa.ac.id)

unhealthy environment can lead to dissatisfaction and encourage employees to seek other opportunities.

Research conducted by (Angelisa, Nuraeni, & Irawati, 2023) examined the influence of work environment, workload, and work stress on turnover intention of employees of PT. Bank Central Asia, Tbk. The results of this study indicate that these three variables have a significant influence on turnover. However, this study was conducted in the banking sector, which has different characteristics from the international trade sector where PT Pesona Lazuardi Agung operates. Similarly, a study by (Rahman & Wasiman, 2023) analyzed the factors influencing turnover intention in the manufacturing industry found that job stress and work environment have a significant effect on turnover intention, but this study did not consider the workload variable in its model.

By combining these findings, this study seeks to provide a novel contribution to the literature on employee turnover, with a specific focus on PT Pesona Lazuardi Agung. It is hoped that the results of this study will not only provide insights for the company but also serve as a reference for further research on the factors influencing turnover in various organizational contexts.

The existence of this gap in the literature indicates the need to conduct more comprehensive research that integrates all three factors – job stress, workload, and work environment – in one model to analyze their influence on employee turnover, particularly in the context of PT Pesona Lazuardi Agung. The novelty of this research lies in the holistic approach that analyzes the simultaneous interaction between the three variables in influencing turnover rates, which has not been widely explored in previous studies, especially in the context of international trading companies in Indonesia.

Furthermore, this study also considers the unique dynamics faced by PT Pesona Lazuardi Agung as a company operating in the international trade sector, which has distinct characteristics and challenges compared to other sectors. The novelty of this study also lies in the use of a methodological approach that combines quantitative analysis with a human resource management perspective to generate practical recommendations that can be implemented by the company. The urgency of this research is based on the fact that high turnover rates can result in serious consequences for companies, including increased recruitment and training costs, decreased productivity, and the potential loss of valuable knowledge and experience possessed by employees who leave the organization. By understanding the factors that influence turnover, the management of PT Pesona Lazuardi Agung can develop more effective strategies to improve employee retention and create a more conducive work environment. Thus, this study aims to fill the existing gap in understanding the influence of work stress, workload, and work environment on turnover rates, as well as provide concrete solutions for the management of PT Pesona Lazuardi Agung to increase employee retention and create a better work environment.

## Method

### Basic Research Framework

This study adopted a quantitative approach with a correlational design to analyze the influence of job stress, workload, and work environment on employee turnover rates at PT Pesona Lazuardi Agung. The quantitative approach was chosen because it allows researchers to measure research variables objectively, identify causal relationships between these variables, and generalize findings based on a representative sample (Creswell & Creswell, 2018). The correlational design was used to determine the direction and strength of the relationship between the independent variables (job stress, workload, and work environment) and the dependent variable (turnover rate). This study used the Partial Regression (PR) method. Least Square - Structural Equation Modeling (PLS-SEM) via software SmartPLS 3.0. The research sample consisted of 44 employees at PT Pesona Lazuardi Agung. The independent variables in this study include Job Stress (X1), Workload (X2), and Work Environment (X3), while the dependent variable is Turnover Rate (Y). The testing was conducted in two stages, namely evaluation of the measurement model and evaluation of the structural model. Data collection was carried out using a structured questionnaire consisting of five parts:

(1) respondent demographic information, (2) job stress scale, (3) workload scale, (4) work environment scale, and (5) turnover

intention scale. All items in the questionnaire, except the demographic section, were measured using a 5-point Likert scale, where 1 indicates "strongly disagree" and 5 indicates "strongly agree".

After obtaining permission from the management of PT Pesona Lazuardi Agung, the researcher distributed questionnaires to the selected employees. To maximize the response rate, the questionnaires were distributed directly by the researcher with the assistance of the company's human resources department. Respondents were given one week to complete the questionnaires, and the researcher followed up to ensure a high questionnaire return rate. Before completing the questionnaire, respondents were given an explanation of the research objectives, guaranteed data confidentiality, and the right to participate voluntarily or withdraw from the study at any time without negative consequences. The questionnaire was completed anonymously to maintain confidentiality and encourage honest responses. The collected data were analyzed using SmartPLS 3.0. To analyze the complex relationships between latent variables (job stress, workload, work environment, and turnover), PLS-SEM was used with the help of software. SmartPLS 3.0. PLS-SEM analysis involves two stages: (1) evaluation of the measurement model (outer model) which includes tests of convergent validity, discriminant validity, and composite reliability, and (2) evaluation of the structural model (inner model) which includes calculations of path coefficients, R-squared values, and significance tests using bootstrapping.

**Table 1. Demographic Characteristics of Respondents**

Characteristics	Category	Frequency	percentage
Gender	Man	25	56.8%
	Woman	19	43.2%
Age	20-30 years	25	56.8%
	31-40 years	12	27.3%
	41-50 years	7	15.9%
Years of service	<1 year	24	54.5%
	1-3 years	10	22.7%
	4-6 years	10	22.7%
education	High School / Vocational School	16	36.4%
	Diploma	10	22.7%
	Bachelor	12	27.3%
	Postgraduate	6	13.6%

Based on Table 1, this study collected data from 44 respondents who were employees of PT Pesona Lazuardi Agung. The demographic characteristics reviewed included gender, age, length of service, and education level. A description of each characteristic is outlined below:

#### 1. Gender

The majority of respondents in this study were male (25 people), representing 56.8% of the total. Meanwhile, 19 respondents were female, or 43.2%. This indicates that the

- distribution of employees in this company tends to be dominated by men, although the difference is not significant.
2. **Age**  
The majority of respondents were in the 20–30 age range, amounting to 25 people, or 56.8%. Twelve (27.3%) were in the 31–40 age group, while only seven (15.9%) were in the 41–50 age group. This data indicates that the company's workforce is dominated by young individuals, who are likely in the early and mid-career stages.
  3. **Working Period**  
In terms of tenure, respondents with less than one year of tenure constituted the largest group, at 24 (54.5%). Meanwhile, 10 (22.7%) were in the 1–3 and 4–6 year tenure groups, respectively. These findings indicate that most respondents are new employees, likely still adapting to the company's work environment and organizational culture.
  4. **Education Level**  
In terms of educational background, respondents with high school/vocational school (SMA/SMK) degrees dominated, accounting for 16 respondents (36.4%). Twelve (27.3%) had bachelor's degrees, followed by 10 (22.7%) with diplomas, and only six (13.6%) with postgraduates. This pattern indicates that the majority of employees have secondary to higher education backgrounds.

This demographic distribution reflects the actual composition of PT Pesona Lazuardi Agung employees, which indicates that the sample used in this study is relatively representative of the population.

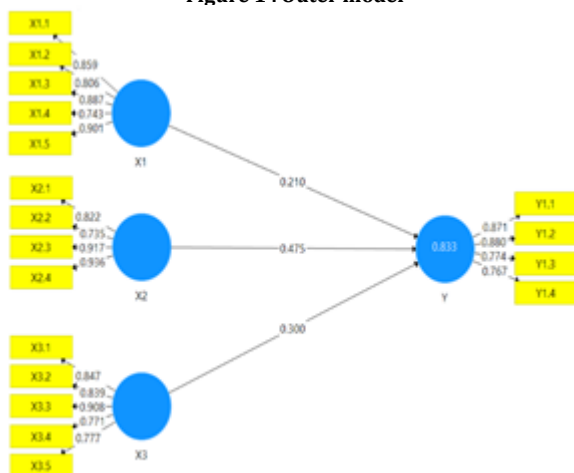
**Table 2. 2024 Employee Data of PT Pesona Lazuardi Agung**

N o	Employee Name	Gender	Age	Years of service	Education	Final Status
1	Andi Pratama	Man	25	<1 year	SENIOR HIGH SCHOOL	Active
2	Budi Santoso	Man	28	>4 years	Vocational School	Active
3	Image of the Goddess	Woman	31	<1 year	Bachelor	Go out
4	Dian Lestari	Woman	29	<1 year	Diploma	Active
5	Eko Ramadhan	Man	35	>4 years	Diploma	Active
6	Fitriani Ayu	Woman	24	<1 year	SENIOR HIGH SCHOOL	Active
7	Guntur Wibowo	Man	27	<1 year	SENIOR HIGH SCHOOL	Active
8	Hendra Setiawan	Man	30	1-3 years	Bachelor	Active
9	Beautiful Sari	Woman	22	<1 year	Bachelor	Go out
10	Joko Susilo	Man	41	>4 years	Bachelor	Active
11	Andi Pratama	Man	25	<1 year	SENIOR HIGH	Active
12	Budi Santoso	Man	28	<1 year	SENIOR HIGH SCHOOL	Go out
13	Image of the Goddess	Woman	31	<1 year	Bachelor	Active
14	Dian Lestari	Woman	29	<1 year	Diploma	Go out
15	Octavian Adi	Man	36	>4 years	Postgraduate	Active
16	Princess Anjani	Woman	30	1-3 years	Diploma	Active
17	Reciters of Maulida	Woman	25	<1 year	SENIOR HIGH SCHOOL	Active
18	Rendi Saputra	Man	28	<1 year	Vocational School	Go out
19	Siska Mariani	Woman	26	<1 year	Diploma	Active
20	Taufik Hidayat	Man	42	1-3 years	Bachelor	Active
21	Ujang Rahmat	Man	45	>4 years	SENIOR HIGH SCHOOL	Active
22	Vera Lestari	Woman	23	<1 year	SENIOR HIGH SCHOOL	Active
23	Revelation Gunawan	Man	41	>4 years	Diploma	Active
24	Yani Oktaviani	Woman	37	1-3 years	Bachelor	Active
25	Zulfikar Hakim	Man	32	1-3 years	Diploma	Active
26	Anita Dewi	Woman	34	>4 years	Postgraduate	Active
27	Bambang Irawan	Man	29	<1 year	Vocational School	Active
28	Clara Setiani	Woman	27	<1 year	Diploma	Active
29	Dedi Firmansyah	Man	41	>4 years	Bachelor	Active
30	Evi Nuraini	Woman	24	<1 year	SENIOR HIGH SCHOOL	Active
31	Farhan Abdillah	Man	35	1-3 years	Postgraduate	Active
32	Gina Salim	Woman	28	<1 year	Diploma	Active

33	Hadi Kusuma	Man	39	>4 years	Diploma	Active
34	Ines Marlina	Woman	27	<1 year	SENIOR HIGH SCHOOL	Go out
35	Jajang Hidayat	Man	30	<1 year	SENIOR HIGH SCHOOL	Active
36	Kiki Pratama	Man	41	<1 year	SENIOR HIGH SCHOOL	Go out
37	Lila Anindya	Woman	25	<1 year	Bachelor	Active
38	Lutfi	Man	43	>4 years	Postgraduate	Active
39	Nani Sulistyono	Woman	26	1-3 years	Bachelor	Active
40	Oka Ariyanto	Man	31	1-3 years	Bachelor	Active
41	Puspita Sari	Woman	38	<1 year	Postgraduate	Active
42	Qomaruddin Fauzi	Man	29	1-3 years	Postgraduate	Active
43	Maulana Yusuf	Man	31	1-3 years	Bachelor	Active
44	Satria Nugraha	Man	27	<1 year	SENIOR HIGH SCHOOL	Go out

**Source :** employee data processed by researchers  
 Total Employees: 44 people  
 Employee Turnover : 8 people

**Figure 1 . Outer model**



**Source :** SmartPLS 3.0,

Figure 1. Average Value Variance The AVE for each construct also showed good results, with all constructs having AVE values above 0.5. Based on the data displayed, the AVE value for construct Y is 0.688, X1 is 0.708, X2 is 0.733, and X3 is 0.688. This indicates that more than 50% of the indicator variance can be explained by the related constructs.

### Structural Model Evaluation (Inner Model) Coefficient Determination ( $R^2$ )

From the results analysis, obtained  $R^2$  value for variable Y is 0.833 ( $R^2$  Adjusted = 0.821). This shows that 83.3% of the variation variable Y can explained by variables X1, X2, and X3, while the remaining 16.7% influenced by other outside factors study this. This  $R^2$  value classified as significant ( $>0.75$ ), indicating that this model own level very good prediction.

#### Path Coefficient and Testing Hypothesis

Path coefficient analysis shows relation between latent variables in the model:

1.  $X1 \rightarrow Y$ : Coefficient track reached 0.210

Variable X1 gives impact positive against Y.

2.  $X2 \rightarrow Y$ : Coefficient track reached 0.475

The variable X2 gives impact the biggest positive against Y.

3.  $X3 \rightarrow Y$ : Coefficient track reach 0.300

Variable X3 gives impact positive against Y.

#### Analysis Correlation Between Variables

Based on f-square table, found that:

Correlation between X1 and Y is 0.087 (effect small)

Correlation between X2 and Y is 0.481 (effect big)

Correlation between X3 and Y is 0.160 (effect medium)

Findings This show that X2 has the strongest influence against Y, followed by X3, while X1 has relative influence small.

#### The effect of X1 on Y

Analysis show that X1 gives impact positive on Y with coefficient track of 0.210. Although its influence significant, power the impact of X1 on Y is relative small If compared to with other variables. This means that improvement on X1 only will give effect small positive to increase Y. Construct X1 has indicator with the highest loading factor on X1. 5 (0.901) and X1. 3 (0.887), which indicates that second indicator the is the most powerful gauge from construct X1. Attempts to increasing Y through X1 must focused on the aspects assessed by both indicator This.

#### The effect of X2 on Y

X2 shows impact the strongest positive against Y with coefficient track of 0.475 and the value correlation large (0.481). Findings This indicates that X2 is factor important in increase Y. Indicator X2. 4 (0.936) and X2. 3 (0.917) is gauge strongest from construct X2, so that improvements in aspects This will impact significant to increase Y.

#### The effect of X3 on Y

X3 provides impact positive against Y with coefficient track of 0.300 and the value correlation medium (0.160). Indicator X3. 3 (0.908) becomes gauge strongest from construct X3, followed by X3. 1 (0.847) and X3. 2 (0.839). Directing attention to improvement aspects measured by indicators This will bring impact positive enough significant against Y.

**Table 3. Results of the Reliability and Construct Validity Tests**

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Stres Work (X1)	0.896	0.912	0.923	0.708
Workload (X2)	0.876	0.896	0.916	0.733
Environment Work (X3)	0.886	0.893	0.917	0.688
Turnover (Y)	0.841	0.847	0.894	0.680

**Source :** Output SmartPLS, 2025

Based on Table 3 above, all construct fulfil mark threshold:

1. Cronbach's Alpha and rho\_A  $> 0.70$  indicate that each indicator own good internal consistency.
2. Composite Reliability  $> 0.70$  indicates that overall construct reliable.

3. AVE > 0.50 indicates that construct has fulfil validity convergent.

With Thus, the construct in study This declared valid and reliable.

## Results and Discussion

Research result show that third variables independent that is stress work, load work and environment Work influential positive on employee turnover.

### Influence Stres Work on Turnover

Coefficient track of 0.210 with  $f^2$  value = 0.067 shows that stress Work own influence positive However small on turnover. Findings This consistent with research by (Hidayati & Mahfudiyanto, 2024) which states that stress continuous work can lower loyalty employees and improve intention out . Although its influence No as big as variables other , but need anticipated so as not to pile up in term long. Mandatory own part explanatory discussion discussion from results study in connection with hypothesis taken in research . In the subsection the discussion also compares with study from results study the type used in parts introduction . Referrals are also mandatory There is in part This.

### Influence of Workload on Turnover

Workload is the most dominant variable with mark coefficient path 0.475 and large effect size ( $f^2 = 0.481$ ). This indicates that burden high work in a way significant increase possible turnover. This result in line with studies from (Hisbih, Karmela Fitriani, & Supriatna, 2023) which states that burden work that exceeds capacity individual speed up fatigue and boredom work , which leads to turnover.

### Influence Environment Work on Turnover

Environment Work influential positive against turnover with coefficient of 0.300 and a medium effect size . Environment work that is not conducive , such as lack of ventilation , lighting bad , or connection social that is not harmonious can create discomfort that ultimately influence decision For go out from job . This is in accordance with findings from (Sazili, Ju'im, Indarti, & Efendi, 2022) which states that environment Work physique and psychosocial play role important in maintain employee.

### Contribution to Literature

Study This give contribution to development literature related to employee turnover , in particular in context company manufacturing private sector in Indonesia. Different with part study previously only highlight stress Work or environment Work individually , study This show that burden Work is the most influential variable , which expands understanding about priority managerial in control level in and out employee. Study This support findings (Hair Jr. et al., 2021) about the importance of valid and reliable measurement models in studies source Power man as well as strengthen findings empirical from studies local and international about burden work and intention go out.

## Conclusions and Recommendations

This study shows that job stress, workload, and the work environment have a significant influence on employee turnover rates at PT Pesona Lazuardi Agung, with workload being the most dominant factor driving employee intention to leave the company. These results reinforce the urgency for companies to review work distribution, create a conducive work environment, and systematically manage work stress. Job stress has been shown to have a relatively small influence, but if ignored, it can accumulate into chronic stress that affects employee loyalty. An unhealthy work environment, both physically and socially, also contributes to dissatisfaction and the decision to resign .

This study addresses all research questions by providing a comprehensive understanding of how these three variables individually and collectively influence turnover . The main limitation of this study lies in its scope, which only covers one company, so the results cannot necessarily be generalized widely to other sectors or industries. Furthermore, the quantitative approach used does not delve deeply into employees' subjective experiences related to the factors causing turnover .

Therefore, further research is recommended to expand the study object to several similar companies and combine qualitative

approaches to obtain a more contextual and holistic understanding, as well as include additional variables such as job satisfaction and organizational engagement to enrich the analysis model. This study No only highlight importance management source Power man from side operational , but also contributes understanding theoretical to turnover literature , especially in landscape Indonesian industry . With integrating valid and reliable measurement models as suggested by (Hair Jr. et al., 2021) , research This confirm importance approach holistic in manage power modern work . Preventive efforts like balancing burden work , creation environment healthy work , and management stress in a way systematic become step strategic needs quick implemented.

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