

# LITERATURE REVIEW: THE IMPACT OF WORK STRESS, WORKLOAD, AND WORK ENVIRONMENT ON EMPLOYEE'S TURNOVER INTENTION IN INDONESIA

## Tinjauan Literatur: Pengaruh Stres Kerja, Beban Kerja, dan Lingkungan Kerja terhadap Turnover Intention Karyawan di Indonesia

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### ABSTRACT

**Background:** Employee turnover intention is a significant challenge for organizations, impacting productivity and operational costs. Understanding its contributing factors is crucial for effective human resource management. **Purpose:** To analyze the influence of work stress, workload, and work environment on employee turnover intention across various sectors in Indonesia. **Methods:** A systematic review of research articles published between 2020 and 2022 was conducted using the PRISMA-P approach. Literature research was performed through electronic databases using predefined keywords. **Results:** Work stress and workload generally showed significant positive effects on turnover intention ( $p < 0.05$  in most studies). Work environment typically demonstrated a significant negative effect ( $p < 0.05$ ), with one exception. Simultaneous analysis revealed substantial contributions of these factors to turnover intention, with an explained variance reaching up to 75.2%. One study found a non-significant negative relationship between work stress and turnover intention, highlighting the complexity of these relationships. **Conclusion:** Work stress, workload, and work environment significantly influence employee turnover intention, though effects may vary across contexts. A comprehensive approach in human resource management, focusing on these factors, is crucial for enhancing employee retention and organizational productivity.

**Keywords:** turnover intention, work stress, workload, work environment

### ABSTRAK

**Latar belakang:** Turnover intention karyawan merupakan tantangan signifikan bagi organisasi, berdampak pada produktivitas dan biaya operasional. Memahami faktor-faktor yang berkontribusi sangat penting untuk manajemen sumber daya manusia yang efektif. **Tujuan:** Menganalisis pengaruh stres kerja, beban kerja, dan lingkungan kerja terhadap turnover intention karyawan di berbagai sektor di Indonesia. **Metode:** Tinjauan sistematis terhadap enam artikel penelitian yang dipublikasikan antara tahun 2020 dan 2022 dilakukan menggunakan pendekatan PRISMA-P. Pencarian literatur dilaksanakan melalui basis data elektronik menggunakan kata kunci yang telah ditentukan. **Hasil:** Stres kerja dan beban kerja umumnya menunjukkan pengaruh positif yang signifikan terhadap turnover intention ( $p < 0,05$  pada sebagian besar studi). Lingkungan kerja biasanya menunjukkan pengaruh negatif yang signifikan ( $p < 0,05$ ), dengan satu pengecualian. Analisis simultan mengungkapkan kontribusi substansial dari faktor-faktor ini terhadap turnover intention, dengan varians yang dijelaskan mencapai 75,2%. Satu studi menemukan hubungan negatif yang tidak signifikan antara stres kerja dan turnover intention, menunjukkan kompleksitas hubungan ini. **Kesimpulan:** Stres kerja, beban kerja, dan lingkungan kerja secara signifikan mempengaruhi turnover intention karyawan, meskipun efeknya dapat bervariasi antar konteks. Pendekatan komprehensif dalam manajemen SDM yang berfokus pada faktor-faktor ini sangat penting untuk meningkatkan retensi karyawan dan produktivitas organisasi.

**Kata Kunci:** turnover intention, stress kerja, beban kerja, lingkungan kerja

## INTRODUCTION

Human resources (HR) are an important asset for every organization or company. Qualified and productive employees will be the key to the success of the company in achieving its goals. However, high employee turnover rates will be one of the serious problems faced by many organizations around the world. According to the latest report from the United States Bureau of Labor Statistics (BLS), the number of job openings was slightly changed at 8.5 million at the end of March 2024 (Bureau of Labor Statistics, 2024). During the month, the number of recruitments was slightly changed at 5.5 million, while the total number of employee departures fell to 5.2 million. The separations category, the number of employees who resigned (quits) was 3.3 million and the number of layoffs and discharges was 1.5 million slightly changed (Bureau of Labor Statistics, 2024). Hence, keeping employees in the company is one of the main challenges for human resource management (HRM). High employee turnover rates can have a negative impact on overall organizational productivity and performance, increasing the cost of training new employees and recruitment, and the loss of the company's intellectual capital (Lawren Sirait & Oktariani, 2024)

Employee turnover intention can be caused by various factors, both internal and external. One of the internal factors that has the potential to trigger turnover intention is work stress. Work stress usually arises due to excessive work pressure or demands, role conflict, role ambiguity, or inharmonious interpersonal relationships in the work environment. If work stress cannot be managed properly, it can cause employees to feel burned out so that employees tend to look for promising careers elsewhere. A study by Marcella & Ie, (2022), revealed that stress in the workplace has a significant and positive

impact on the intention to quit work, with a sample parameter of 0.201, a t-statistic value of 2.422, and a p-value of 0.016. These findings indicated that the higher the level of stress experienced by employees, the more likely they are to leave their jobs. When employees experience stress at work, they tend to feel depressed, uncomfortable, and may look for a new job Marcella & Ie, (2022).

Another factor that can influence turnover intention is workload. Excessive workload, both in terms of quantity and quality, can cause physical and mental fatigue in employees. Employees who feel burdened with too many or too complex tasks can experience stress and fatigue, which can ultimately encourage employees to look for or move to other, more balanced jobs. This can also reduce employee performance and job satisfaction and encourage employees to choose to leave or switch to another company. This is in accordance with research conducted by (Sundari & Meria, 2022) which found that the T-Statistics value for the relationship between workload and intention to quit work was 1.009, with a P-Value of 0.313. Since the t-statistics value  $<$  showed 1.96 and p-value  $>$  0.05, it can be concluded that there was a negative influence between workload and intention to quit. This means that when the workload increases, the intention to quit is not directly influenced by the workload (Sundari & Meria, 2022).

The work environment also plays a crucial role in the occurrence of employee turnover intention. Unsuitable and unsupportive work environment conditions, such as an uncomfortable atmosphere, inharmonious communication between employees, or lack of supporting work facilities, can cause employees to feel uncomfortable and look for a better work environment. Research by Gani *et al* (2022), highlighted the importance of the work environment in influencing employee

decisions to stay or choose to leave the company. The results of the t-test show that the calculated t value (2.595) exceeded the t-table value, which was (1.998), with a significance level of the work environment variable (X2) of 0.012 was far below the threshold of 5% (0.05). These results resulted in the rejection of the null hypothesis (H0), which means that the alternative hypothesis (Ha) was accepted, indicating that the work atmosphere has a substantial positive impact on employees' tendency to seek new opportunities. However, other factors such as involvement and job satisfaction also play an important role in this decision Gani *et al.* (2022). Although there have been many studies examining the effects of job stress, workload, and work environment on employee turnover intention, this study provides several significant new contributions. First, this study presents a comprehensive analysis through a systematic review of recent studies (2020-2024) that examine the effects of these three factors simultaneously on turnover intention. Second, this study covers diverse contexts, including various types of organizations such as private companies, educational foundations, and government agencies, thus providing a broader understanding of the turnover intention phenomenon in various sectors in Indonesia. Third, this study reveals new findings about the interaction of factors, especially that the effect of job stress on turnover intention is not always linear. In some cases, job stress can reduce turnover intention, possibly due to external factors such as difficulty in finding a new job. Finally, this study emphasizes the importance of a holistic approach in considering all three factors (job stress, workload, and work environment) simultaneously to reduce turnover intention. The main objective of this study is to examine the effects of job stress, workload, and work environment on employee turnover intention through a

systematic review of recent studies. Companies are believed to be able to create more efficient plans for managing and retaining human resources (HR) if they have a thorough understanding of the variables that can impact the desire to leave. To overcome employee turnover issues and ultimately boost productivity, performance, and competitiveness of the company over the long run, the study's findings are anticipated to make a substantial contribution to the development of better HR management policies and practices.

## **METHOD**

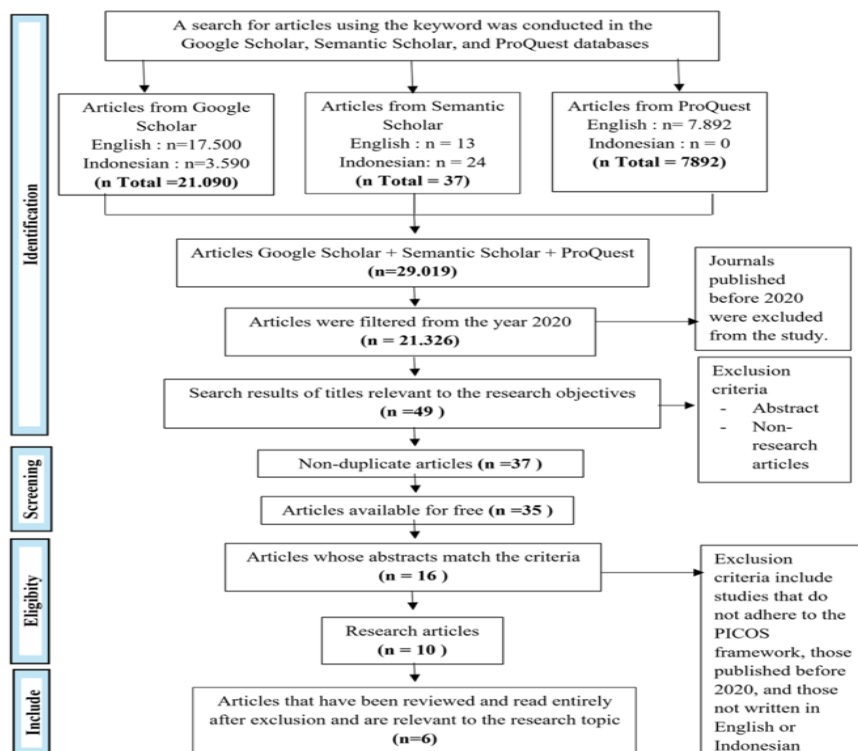
### **Literature Search Strategy**

This is a systematic literature review of published articles from various trusted academic sources, including Google Scholar, Semantic Scholar, and ProQuest. The search was conducted using the Boolean method with relevant keywords to ensure comprehensive and accurate results. The keywords used are ("influence" OR "impact") AND "struk kerja" AND "work load" AND "work environment" AND "turnover intention" and ("effect" OR "impact" OR "influence" OR "association") AND ("job stress" OR "work stress" OR "occupational stress") AND ("workload" OR "work load" OR "job demands") AND ("work environment" OR "workplace environment") AND ("turnover intention" OR "intention to quit" OR "employee turnover").

### **Analysis and Reporting**

The optional reporting items PRISMA-P (Preferred Reporting Items for Systematic Reviews and Meta-Analyses Protocols) were applied in the preparation of this systematic review. The reference sources used include English and Indonesian literature, with a publication year range of 2020-2024. For each keyword, articles were taken from the first five pages of database search results. Identification was completed

to ensure whether the articles found are appropriate and relevant to the topic to be discussed and reviewed in this writing.



**Figure 1.** Data search diagram for the analysis of the Effect of Work Stress, Workload and Work Environment on Turnover Intention

There were 49 results that match the study's title out of the total 29,019 data searches based on the Boolean keyword. These results are centered on the impact of workload, work environment, and work stress on the likelihood of employee turnover intention. Based on these results, a search was conducted based on the type of research

article which resulted in 10 types of research articles. Furthermore, from the 10 types of research articles, articles that meet the inclusion criteria according to PICOS (Population, Intervention, Comparison, Outcome, Study, and Language) were selected.

**Table 1.** PICOS in Literature Review

Criteria	Inclusion	Exclusion
Population	A study on the influence of work stress, workload, and work environment on employee turnover intention.	Unrelated studies on the influence of work stress, workload, and work environment on employee turnover intention.
Intervention	No intervention	No intervention
Comparison	No intervention	No intervention
Outcome	Contains the results of the influence of work stress, workload, and work environment on employee turnover intention.	Does not include the results of the influence of work stress, workload, and work environment on employee turnover intention.

**Continuation of Table 1. PICOS in Literature Review**

Criteria	Inclusion	Exclusion
Study	Quantitative using multiple linear regression analysis	In addition to quantitative research using multiple linear regression analysis
Year of Publication	2020 - 2024	Before 2020-2024
Language	Indonesian or English	Except Indonesian or English

After all the steps were carried out, the author managed to collect 10 research articles both on a national and international scale that had met the established criteria, which were then used to synthesize and analyze. From the results of a more detailed analysis, 6 research articles were selected to be presented in the Literature Review matrix of the effect of work stress, workload, and

work environment, on turnover intention of employees.

**RESULT**

Based on a more detailed synthesis and analysis of 6 research articles were selected to be presented in the following matrix:

**Table 2.** Literature Review Matrix of the Effect of Job Stress, Workload, and Work Environment, on the Turnover Intention of Employees

No	Title, Author and Year of Publication	Research Purpose	Research Method, Design, and Respondents	Research Results
1.	<p><b>Title:</b> The Influence of Work Stress, Workload and Work Environment on Turnover Intention of the Employees of PT Jayamandiri Cirebon.</p> <p><b>Authors:</b> Tinjung Desy Nursanti, Vestika Astri Lianto, Kievlan Azzam Venir &amp; Lilis Mardiyah.</p> <p><b>Year Of Publication:</b> 2022</p>	<p>The purpose of this study was to determine the effect of work stress, workload, and work environment on employee turnover intention at PT Jayamandiri Cirebon.</p>	<p>This research used quantitative methods with data collection techniques through questionnaires distributed to 43 respondents. Data analysis was carried out using multiple linear regression techniques.</p>	<p>The results showed that:</p> <ol style="list-style-type: none"> <li>1. Job stress has a significant positive effect on employee turnover intention.</li> <li>2. Workload has a significant positive effect on employee turnover intention.</li> <li>3. The work environment does not have a significant effect on turnover intention, but if the work environment is better, employees will be more comfortable working.</li> </ol> <p>Simultaneously, work stress, then workload, and work environment have a significant influence on the turnover intention of PT Jayamandiri Cirebon employees.</p>
2.	<p><b>Title :</b> <i>Pengaruh Stres Kerja, Beban Kerja, Dan Lingkungan Kerja, Terhadap Turnover Intention Karyawan Pt. Valdo Sumber Daya Mandiri Yogyakarta.</i></p> <p><b>Authors:</b> Ahmad bayu kuncoro &amp; Yeti Lutiyana Suprpto.</p>	<p>This study aimed to determine the effect of work stress, workload, and work environment on employee turnover intention of PT Valdo Sumber Daya Mandiri Yogyakarta.</p>	<p>This research utilized a quantitative approach with primary data collection through a questionnaire survey. The study population consisted of employees of PT Valdo Sumber Daya Mandiri Yogyakarta, with a sample of 175 respondents.</p>	<p>The results showed that:</p> <ol style="list-style-type: none"> <li>1. Job stress has a significant positive effect on employee turnover intention (t=2,570, sig=0,011).</li> <li>2. Workload has a significant positive effect on employee turnover intention (t=6,731, sig=0,000).</li> <li>3. The work environment has a significant negative effect on employee turnover intention (t=-7,127, sig=0,000).</li> </ol> <p>Simultaneously, work stress, workload, and work environment have a significant effect on turnover intention (F=37,272, sig=0,000).</p>

**Continuation of Table 2.** Literature Review Matrix of the Effect of Job Stress, Workload, and Work Environment, on the Turnover Intention of Employees

No	Title, Author and Year of Publication	Research Purpose	Research Method, Design, and Respondents	Research Results
	<b>Year Of Publication:</b> 2022		The data analysis techniques applied include descriptive analysis and multiple linear regression.	
3.	<b>Title:</b> <i>Analisis Pengaruh Stres Kerja, Beban Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Pada Yayasan Pendidikan Bhakti Suci Purwodadi Kabupaten Grobogan</i>  <b>Authors:</b> Sarbullah, & Egiliana Atika Putri.  <b>Year of Publication:</b> 2022	The purpose of this study was to determine the effect of work stress, workload, and work environment on employee turnover intention at the Bhakti Suci Education Foundation.	This study, although not explicitly mentioned, used a quantitative approach. The study population consisted of all employees of the Bhakti Suci Education Foundation Purwodadi, Grobogan Regency, with a sample of 60 respondents. The data analysis techniques used include descriptive statistical analysis, classical assumption test, multiple linear regression test, and hypothesis testing.	The results showed that: 1. Job stress has an insignificant negative effect on turnover intention ( $t=-0,332$ , $sig=0,742$ ). 2. Workload has a significant positive effect on turnover intention. ( $t=4,690$ , $sig=0,000$ ). 3. Work environment has a significant negative effect on turnover intention ( $t=-2,199$ , $sig=0,035$ ).  Thus, work stress has no significant effect, while workload has a significant positive effect, and the work environment has a significant negative effect on the turnover intention of employees of the Pendidikan Bhakti Suci Foundation.
4.	<b>Title :</b> <i>Pengaruh Stres Kerja, Beban Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan UD. Cahaya Dewata di Badung</i>  <b>Authors:</b> Ni Putu Prawita Dewi & I Wayan Suartina.  <b>Year of Publication:</b> 2021	To find out how much work stress, workload, and work environment both partially and simultaneously influence on employee turnover intention.	This study used data collection methods in the form of interviews and observations. With respondents, namely 40 employees of UD. Cahaya Dewata (total sampling). The data analysis techniques used are validity, reliability, classical assumptions, multiple linear regression, coefficient of determination, t test and F test.	The results showed that: 1. Job stress has a positive and significant effect on turnover intention. 2. Workload has a positive and significant influence on turnover intention. 3. The work environment has a negative and significant influence on turnover intention.  Work stress, workload, and work environment simultaneously have a positive and significant effect on turnover intention. The magnitude of the influence of independent variables (stress, load, work environment) on turnover intention is 59,3%.
5.	<b>Title :</b> <i>Analisis Dampak Stress Kerja, Beban Kerja dan Lingkungan Kerja terhadap Turnover Intention pada PT Artaboga Cemerlang Depo Kediri</i>	The purpose of this study was to determine the partial and simultaneous significant influence between work stress, workload,	This research approach used quantitative methods with causal research techniques. The research population consisted of 120 employees of PT Artaboga Cemerlang Depo Kediri.	The results showed that: 1. Partially, job stress has a significant effect on turnover intention. The probability value of the work stress variable ( $0,00 < 0,05$ ) and the t-count value ( $4,266 > t$ -table ( $2,051$ )). 2. Partially, workload has a significant effect on turnover intention. The t-test results show the probability value of the workload variable ( $0,003 < 0,05$ ) and the t-count value ( $3,140 > t$ -table ( $2,051$ )).

**Continuation of Table 2.** Literature Review Matrix of the Effect of Job Stress, Workload, and Work Environment, on the Turnover Intention of Employees

No	Title, Author and Year of Publication	Research Purpose	Research Method, Design, and Respondents	Research Results
	<p><b>Authors:</b> Ocha Medika Aditya, Basthoumi Muslih, &amp; Restin Meilina</p> <p><b>Year of Publication:</b> 2021</p>	<p>and work environment on turnover intention at PT Artaboga Cemerlang Depo Kediri.</p>	<p>The research sample was 25% of the population, namely 30 sales / marketing employees. The data collection was carried out by distributing questionnaires. Data analysis techniques was using multiple linear regression analysis with the help of SPSS software.</p>	<p>3. Partially, the work environment has a significant effect on turnover intention. From the t-test results, the probability value of the work environment variable (0,000 &lt;0,05) and the t-count value (8,923) &gt; t-table (2,051). Simultaneously, work stress, workload, and work environment have a significant influence on turnover intention at PT Artaboga Cemerlang Depo Kediri.</p>
6.	<p><b>Title:</b> Analysis Of the Effect Of Work Stress, Work Load And Work Environment Turnover Intention</p> <p><b>Authors:</b> Faturrahman, Ardi Parminto, &amp; Irwansyah</p> <p><b>Year of Publication:</b> 2020</p>	<p>The purpose of this study was to determine the effect of work stress, workload, and work environment on turnover intention in non-civil servant employees.</p>	<p>This research used survey methods and data collection techniques of observation, interviews, literature studies, and questionnaires. The respondents in this study were 100 non-civil servants aged 17-50 years in the Samarinda and Tenggarong areas. The data analysis of this study used simple linear regression and multiple linear regression.</p>	<p>The results showed that:</p> <ol style="list-style-type: none"> <li>Work stress variable (X1) partially has a positive and significant effect on Turnover Intention (Y).</li> <li>Workload variable (X2) partially has a positive and significant effect on Turnover Intention (Y).</li> <li>Non-physical work environment variable (X3) partially has a negative and significant effect on Turnover Intention (Y).</li> </ol> <p>The variables of work stress (X1), workload (X2), and non-physical work environment (X3) simultaneously affect Turnover Intention (Y) with a contribution of 75,2%.</p>

An analysis of six articles published in 2020, 2021, and 2022 revealed important findings regarding the factors that trigger employees' tendency to leave their jobs, known as turnover intention. The main objective of the six studies was to examine the impact of job stress, then excessive tasks (workload), and the work environment on the tendency of employees to leave their jobs. The synthesized results show that most studies found a significant positive correlation between stress levels and employee turnover intention, although one study reported an insignificant negative effect. The workload consistently showed that it had a significant positive effect on turnover intention across the reviewed

studies. Meanwhile, work environment generally had a negative and significant effect, with one exception that found no significant effect but still emphasized the importance of a conducive work environment. Simultaneously, all the studies reported that all three factors had a significant influence on turnover intention. The contribution of these variables was substantial, with two studies reporting contributions of 75,2% and 59,3%. While there was general consistency in the findings, some variation was found, particularly in the significance and direction of influence between job stress and work environment. These findings emphasize the urgency of carefully managing three key aspects: stress

levels, task load and work environment atmosphere to dampen employees' desire to change jobs. These results provide important implications for human resource management practitioners in designing effective employee retention strategies and creating a more conducive work environment.

## DISCUSSION

Based on a systematic review of six research articles published between 2020 and 2022, this discussion presents a synthesis of findings regarding the influence of work stress, workload, and work environment on employee turnover intention in various sectors in Indonesia. The analysis focuses on each variable, and their interactions.

### Work Stress and Turnover Intention

Job stress, as one of the key factors, shows a significant influence on turnover intention, but with interesting variations. The majority of studies, including research by Anees *et al.* (2021) in Nursanti *et al.* (2022), Marcella & Ie (2022), Dewi & Suartina (2022), confirmed a strong positive correlation between job stress levels and employees' desire to leave the organization. These findings are consistent across sectors, ranging from private companies to educational institutions.

Marcella & Ie's (2022) study specifically revealed that job stress has a significant and positive impact on intention to quit, with a sample parameter of 0.201 and a t-statistic value of 2.422. This result indicates that every one unit increase in job stress correlates with a 0.201 unit increase in intention to quit. This finding confirms how excessive job pressure, role conflict, task ambiguity, and lack of organizational support can directly encourage employees to seek alternative employment elsewhere.

However, a study conducted by Sarbullah & Atika Putri (2022) found different and interesting results. The study showed a negative, although not significant, influence between work stress and turnover intention. This finding, although seemingly counter-intuitive, opened a new perspective on the complexity of the relationship between work stress and turnover intention. This suggested that in some contexts, moderate levels of work stress might not always prompt employees to leave the organization, especially if other factors such as job satisfaction, organizational commitment, or limited job alternatives play a role.

These differences in findings highlighted the significance of considering contextual factors in understanding the relationship between job stress and turnover intention. Factors such as organizational culture, individual coping mechanisms, workplace social support, and labor market conditions might mediate or moderate the relationship. For example, in contexts where job alternatives were limited or unemployment is high, employees might be more likely to stay despite a significant job stress.

### Workload and Turnover Intention

Workload consistently showed a significant positive effect on turnover intention across various organizational contexts, as supported by studies conducted by Anees *et al.* (2021) in Nursanti *et al.* (2022), Sarbullah & Atika Putri (2022). These findings confirmed that employees who feel burdened by the volume or complexity of tasks that exceed their capacity tend to have a greater intention to leave the organization.

Research by Medika Aditya *et al.* (2021) provides deeper insight into this dynamic. The study found that most respondents stated that each employee's daily



workload was not up to the expected standards. The study also revealed that excessive workload can result in mental, physical, and emotional exhaustion, which in turn increases the desire to leave the job. These findings are consistent with Ariyati and Mahera (2018) also Solehah and Ratnasari (2019), which were cited in the study from (Medika Aditya *et al.*, 2021).

Furthermore, study conducted by Faturrahman *et al.* (2020) emphasized the importance of alignment between workload and employee competency. This study found that the mismatch between job demands, and employee capabilities was a crucial factor in increasing turnover intention. This showed that it is not only the quantity of workload that needs to be considered, but also its quality and suitability for the competency and capacity of individual employees.

These findings emphasized the significance of effective workload management as a vital employee retention strategy. Organizations needed to consider not only an equitable workload distribution, but also the adjustment of tasks to employees' abilities and preferences. Implementing a more adaptive performance management system and personalizing workload was a potential solution to reduce turnover intention caused by excessive workload.

### **Work Environment and Turnover Intention**

Analysis of the influence of the work environment on turnover intention reveals interesting and diverse patterns. The majority of studies, including research by (Kuncoro & Suprpto, 2022; Sarbullah & Atika Putri, 2022; Dewi & Suartina, 2022), found that a conducive work environment was negatively correlated with turnover intention. This finding emphasized that a comfortable, safe, and supportive work atmosphere can

significantly reduce the intention of employees to leave the organization.

A study by Gani *et al.* (2022) provided strong quantitative evidence for this correlation. The study showed that the calculated t value (2.595) exceeds the t table value (1.998), with a significance level of the work environment variable of 0.012. These results indicated that the work environment posed a substantial positive impact on employee retention. This finding was strengthened by research by Khaidir and Sugiati (2016) and Khotimah *et al.* (2019), as cited in Medika Aditya *et al.* (2021), which also demonstrates a significant influence of the work environment on turnover intention.

However, a study conducted by Nursanti *et al.* (2022) showed different results, where the work environment did not show a significant influence on turnover intention at PT Jayamandiri Cirebon. This variation in findings suggested that the influence of the work environment depends on the specific context of the organization and its interaction with other factors. For example, in organizations where other factors, such as compensation or career development opportunities, were highly prominent, the influence of the work environment might be less significant in affecting employees' decisions to stay or leave the organization.

These findings highlighted the importance of a holistic approach to creating an optimal work environment. Organizations needed to consider not only the physical aspects of the work environment, such as ergonomics and safety, but also the psychosocial aspects, such as interpersonal relationships, organizational culture, and a supportive work climate. Investing in the work environment improvement, both physical and non-physical, can be an effective strategy for increasing employee retention.

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## **Interaction between variables and a holistic approach**

Simultaneous analysis of the three variables consistently showed a significant influence on turnover intention, based on studies conducted by Dewi & Suartina (2022); Nursanti *et al.* (2022) also by Medika Aditya *et al.* (2021). These findings emphasized the importance of a holistic approach in managing factors that influence employee retention.

Study from Medika Aditya *et al.*, (2021) specifically revealed that workload, work stress, and work environment simultaneously put a substantial impact on turnover intention, with an adjusted R<sup>2</sup> value of 90.2%. This showed that these three variables, when considered together, explained most of the variable variation in employee turnover intention.

The complex interactions between job stress, workload, and work environment created unique dynamics in each organizational context. For example, a positive work environment might mitigate the negative effects of job stress or high workload. Conversely, excessive workload might reduce the positive effects of a good work environment. Understanding these interactions emphasized the need for integrated and contextual human resource management strategies.

## **Strengths and Limitations of Research**

This study provided several noteworthy strengths. First, the review was comprehensive, covering various sectors and types of organizations in Indonesia, providing a broad picture of the dynamics of turnover intention in a national context. Second, the focus on the local context of Indonesia provided invaluable specific insights into the factors influencing turnover intention in a unique cultural and work environment. Third, the multi-variable

analysis conducted provided a more holistic understanding of the complex interactions between various factors influencing employees' intention to leave the organization.

However, this study also contained several limitations that need to be considered. First, methodological variations across the reviewed studies might affect the comparability of the results. Second, the limited geographic focus on certain regions or organizations in Indonesia that might limit the generalizability of the findings. Third, most studies used a cross-sectional design, which limited understanding of changes in turnover intention dynamics over time. Finally, although the three main variables were discussed in depth, other factors affecting turnover intention, such as job satisfaction, organizational commitment, or labor market conditions, were absent to be discussed extensively.

For further research, it is recommended to conduct longitudinal studies to discover the dynamics of turnover intention over time. Expanding the geographical scope of the study is also essential to increase the generalizability of the findings. In addition, integrating additional variables such as broader personal and organizational factors can provide a more comprehensive understanding of the dynamics of turnover intention in the Indonesian context. Thus, this study not only makes a significant contribution to the literature on turnover intention in Indonesia but also provides a strong foundation for the development of more effective and contextual HR management strategies.

## **CONCLUSION AND SUGGESTION**

Turnover intention is the desire to leave the company; this is a serious phenomenon in various organizational scopes. Based on previous literature reviews,

there is an influence or relationship between each variable, such as workload, work environment, and work stress on the occurrence of turnover intention in employees. High work stress, such as excessive work pressure, role conflict, and poor interpersonal relationships can be a stimulant for employees to leave their organization. Similar things are also found in excessive workloads that can affect employee turnover intention. Conversely, providing a comfortable, good, and conducive work environment can create a sense of employee ownership of their work and company optimally. These conditions can create work harmony between employees and coworkers or superiors and increase the company's selling value in the eyes of job seekers or other prospective employees. Overall, the variables of work environment, workload, and work stress have a significant influence on employee turnover intention.

Therefore, companies need to pay attention to various factors that cause work stress in employees and make efforts to reduce it: improving work systems, providing training, and building communication. Companies also need to evaluate employee workloads and adjust; thus they do not exceed employee capacity. If necessary, companies can add the manpower to distribute the workload more evenly. In addition, companies must also create a good, safe, and comfortable work environment for employees by improving work facilities, maintaining cleanliness, and building harmonious relationships between each employee and their superiors or co-workers. Integrated efforts to manage work stress, workload, and the work environment simultaneously are very important so that companies can minimize employee turnover intentions and also maintain quality human resources (HR).

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## AUTHOR CONTRIBUTION

Oktario Dinansa Khoir conducted research and compile scientific articles. Endang Dwiyanti guided the preparation of articles, provided direction, and corrected the preparation of articles. Ayik Miraynti Mandagi evaluated the collected data, provided input on writing the introduction and results sections. Afan Alfayad provided input related to the discussion.

## CONFLICT OF INTEREST

The author has no conflict of interest in the research, authorship, or publication of this article.

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