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The Effect of Work Stress, Workload, and Work Environment on Turnover Intention in the Production Division of PT Wijaya Gyokai Indonesia

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Abstract

This study aims to analyze the effects of work stress, workload, and work environment on turnover intention among employees in the production division of PT Wijaya Gyokai Indonesia. A quantitative approach was employed using survey data collected from 120 employees selected from a population of 170 through Slovin's formula with a 5% margin of error. Data were gathered using a Likert-scale questionnaire and analyzed through multiple linear regression with SPSS. The results show that work stress (β = 0.230; p < 0.05) and workload (β = 0.353; p < 0.05) have a positive and significant effect on turnover intention, while work environment (β = -0.330; p < 0.05) has a negative and significant effect. Concurrently, these factors have a large impact on turnover intention; an Adjusted R Square value of 0.631 shows that work stress, workload, and work environment account for 63.1% of turnover intention. These results imply that enhancing the workplace and controlling employee stress and workload are crucial tactics to lower turnover intention in manufacturing firms.

Keywords: *Work Stress; Workload; Work Environment; Turnover Intention.*

INTRODUCTION

PT Wijaya Gyokai Indonesia is a manufacturing enterprise situated in Beber Village, Cirebon Regency, with its core operations centered on cable assembly and the production of industrial components. Given that organizational output depends heavily on production line continuity, maintaining a stable workforce is fundamental to sustaining operational efficiency and consistently meeting production targets. Nevertheless, the company has experienced growing complexity in its human resource dynamics over recent years, characterized by mounting work pressure, intensifying task volumes, and suboptimal working conditions. These realities point to challenges that extend beyond workforce quantity to encompass the quality and comfort of the employees' daily work experience.

According to this phenomenon, human resources are conceptually a strategic asset that affects an organization's competitiveness and sustainability, especially in the manufacturing sector where the continuity of production processes is crucial (Jeninu, 2025). For organizations to accomplish their objectives effectively and sustainably, effective human resource management is essential. The rise in turnover intention is one of the major issues facing human resource management. An employee's desire or intention to leave the company willingly that develops before actual turnover is referred to as turnover intention. Additionally, an individual's assessment of their work experience, including job satisfaction, workload, and comfort in the workplace, influences their decision to leave. Employees are more likely to look for other jobs when they encounter high levels of work pressure, a discrepancy between expectations and workplace realities, or unfavorable working conditions.

High turnover intention can have detrimental effects, including higher expenses for hiring and training new employees, a disturbance in the stability of operations, and a decline in team effectiveness and productivity (Ahsani et al., 2020). Therefore, controlling the elements that lead to turnover intention is crucial for business management to comprehend how these intents develop. In this sense, the company's internal data shows variations in turnover rates over the last several years, pointing to possible problems with internal organizational elements management. This circumstance illustrates a discrepancy between the actual condition of human resource management and its ideal state. As seen by the turnover statistics in the accompanying table, this issue calls for empirical investigation to determine the main factors influencing employees' propensity to quit the organization.

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Table 1. Turnover data for PT Wijaya Gyokai Indonesia

Year	Initial total employees	Log in	Log out	Total employees at year-end	Turnover%
2021	217	21	46	192	21,20
2022	192	19	52	159	32,29
2023	159	15	61	113	38,36
2024	113	208	143	178	82,12
2025	178	130	138	170	77,53

Source: PT.Wijaya Gyokai Indonesia

The data is calculated using the formula : Turnover % = $\frac{number\ of\ employees\ leaving}{initial\ number\ of\ employees}\ x\ 100\%$

Data gathered between 2021 and 2025 shows that PT Wijaya Gyokai Indonesia's staff turnover rate has been rising annually. In 2021, the turnover rate was 21.20%; it increased to 32.29% in 2022 and 38.36% in 2023. With a turnover rate of 82.12% in 2024 and 77.53% in 2025, there was a notable rise. These circumstances point to problems with the company's staff stability. One former employee stated in an interview that one of the reasons they decided to quit was the unpredictability of employment availability. The informant claims that the company's operations frequently rely on the delivery of inventory or resources for processing. Employees sometimes have to wait for jobs to become available and deal with uncertainty. Because of these conditions, workers are apprehensive about their job security and income stability, which eventually leads some of them to look for more permanent employment.

According to the theory presented in the book Theory of Planned Behavior (TPB) by Nuri Purwanto, Budiyanto, and Suhermin (Purwanto et al., 2022), behavioral intention precedes individual behavior and is influenced by three primary factors: attitude toward behavior, subjective norm, and perceived behavioral control. Turnover intention in an organizational setting is a behavioral intention that suggests that workers are likely to quit the firm after evaluating their working conditions. Additionally, a number of psychological variables and work environments have an impact on turnover intention.

Stress at work is one of the main elements that is frequently linked to the onset of turnover intention. An imbalance between workplace expectations and an individual's ability to manage them results in work-related stress, which is a psychological and physiological reaction (Hartono, 2022).This situation can be made worse by role conflicts, poor work relationships, and pressure from output objectives (Kristiano, 2021). Stress at work has the ability to lower job satisfaction and raise workers' desire to quit the company if it is not handled over time. This phenomenon is consistent with Peter Y. Chen's Occupational Stress Theory (Chen & Y, 2024). According to this notion, stress at work arises when job expectations exceed a person's ability or resources to handle them. This mismatch causes detrimental physiological, psychological, and bodily effects, especially when an employee's ability to adjust is exceeded by ongoing work-related stress. This circumstance may eventually result in a drop in both personal well-being and productivity at work. Therefore, stress at work not only impairs performance but may also have an impact on workers' decisions to remain with or quit the company.

Additionally, Peter Y. Chen (Chen & Y, 2024) lists a number of signs of work-related stress, including high job expectations, position ambiguity, physical and mental exhaustion, time pressure, and target attainment. These signs imply that organizational structure and management factors, in addition to work load, are drivers of stress. Numerous empirical research (Bhat et al., 2023) confirm these theoretical conclusions by demonstrating how variables like workload, pressure from superiors, and a lack of recognition may make people wish to shift employment. Additionally, research by Nazari & Alizadeh Oghyanous (Nazari & Oghyanous, 2021) shows that stress can impair mental health and heighten the urge to leave.

Workload is a significant factor in determining turnover intention in addition to workplace stress. From a conceptual standpoint, workload and the development of work stress are closely related since both are associated with the obligations that people must fulfill at work. Syabani & Huda state that the usage of work time to finish tasks and obligations within a given timeframe determines workload (Syabani & Huda, 2019). If an excessive workload is not counterbalanced by sufficient organizational support, it may result in physical and mental exhaustion as well as work-related stress. A mismatch between an individual's capacity and the amount of work they have to do frequently causes job-related stress, which eventually results in the creation of turnover intention. Additionally, workload is a part of

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job demands that necessitates consistent mental and physical involvement, according to the Job Demands-Resources (JD-R) hypothesis put out by Arnold Bakker and Evangelia Demerouti (Bakker & Demerouti, 2001). The burden rises when there are not enough resources to satisfy these needs, which causes exhaustion and stress at work. Workload indications include the quantity and complexity of duties, time constraints, physical and mental strain, and a deficiency of supportive resources. According to this framework, there is a higher chance of turnover intention when there is a heavy workload and little assistance. High workload has a favorable and substantial impact on turnover intention, according to empirical research (Kristin et al., 2022).

Additionally, the workplace has a big impact on how employees view and feel about the company. The work environment displays the support or resources side of the equation, in contrast to stress and workload, which represent the demands side. Every employee can feel comfortable carrying out their responsibilities in a good and favorable physical and non-physical work environment (Kamis et al., 2021). Performance and job satisfaction can be improved in a welcoming, safe workplace that encourages pleasant relationships among staff members (Sholikhah et al., 2024). On the other hand, unfavorable working circumstances might cause weariness, uncertainty, and a desire to look for job elsewhere. However, a positive work environment does not necessarily translate into long-term commitment for young, highly mobile individuals. On the other hand, the organization's resources and assistance may improve workers' skills, self-assurance, and preparedness for the workforce, creating chances for them to look for greater possibilities outside the company (Susetia et al., 2025) .

This idea is based on Van Vianen's Person-Environment Fit hypothesis, which holds that harmonic traits between people and their workplace can lead to compatibility (Vianen & M., 2018). Furthermore, harmony between people and the workplace is essential for employee stability and organizational commitment, according to empirical study by Irne Lestiani & Netania Emilisa (Lestiani & Emilisa, 2024). Thus, it can be said that the workplace is more than just a physical location; it also includes organizational, social, and psychological elements, all of which need to complement personal traits. People are more likely to feel content, devoted, and loyal at work and are less inclined to quit if they have a stronger sense of connection to their employment. This justification supports the idea that the workplace ought to be regarded as an independent variable in this investigation.

Although previous studies have investigated the effects of work stress, workload, and work environment on turnover intention, studies that simultaneously examine these variables in the manufacturing production sector are still limited. Most previous research was conducted in non-manufacturing sectors or employed mediating variables, which may produce different findings due to differences in job characteristics. Employees in the manufacturing sector face distinct working conditions, such as higher physical demands, production target pressures, and time-based work systems, which may influence turnover intention differently. Therefore, further investigation in the manufacturing context is necessary to strengthen the external validity of the model and identify the most influential factors affecting turnover intention.

Based on this research gap, this study aims to examine the partial and simultaneous effects of work stress, workload, and work environment on employees' turnover intention in the production division of PT Wijaya Gyokai Indonesia. In the manufacturing sector context, this study is expected to enrich the integrative model regarding the effects of job demands and work environment on turnover intention. Practically, the findings may provide useful insights for management in developing strategies related to stress management, workload distribution, and workplace improvement to reduce turnover intention sustainably.

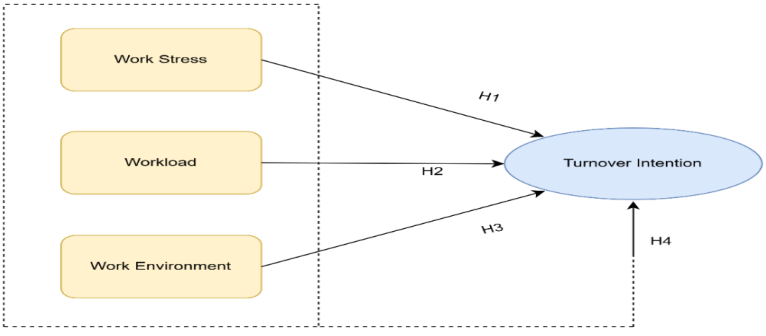

Figure 1. Research Model

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This model is shown in Figure 1 Testing was conducted to assess the extent to which independent variables explain the variation in the dependent model.

METHOD

Sugiyono, (2023) claims that quantitative research, which is grounded in positivism, uses systematic data gathering tools and statistical analysis to test hypotheses in order to investigate certain populations or groups. Accordingly, this study used an associative quantitative research methodology to investigate how work environment, workload, and work stress affect turnover intention. This design was used in order to use statistical analysis to determine and quantify the causal links between the independent and dependent variables. 170 workers from PT Wijaya Gyokai Indonesia's production division made up the study's population. A sample of 120 respondents was gathered using Slovin's algorithm with a 5% margin of error.

A standardized questionnaire sent using Google Forms was used to gather data. There were eight items for work stress, eight for workload, nine for work environment, and eight for turnover intention among the thirty-three statement items that made up the instrument. A five-point Likert scale, with 1 representing "strongly disagree" and 5 representing "strongly agree," was used to rate each item. The Likert scale was chosen because it makes it possible to measure respondents' opinions and impressions of each attribute in a methodical and quantitative manner.Pearson Product Moment correlation was used to examine the validity of the instrument; items were deemed valid when the correlation coefficient surpassed the crucial value of 0.179 at a significance level of 5%. Cronbach's Alpha was used to evaluate reliability; a minimum threshold of 0.70 indicated adequate internal consistency.

Additionally, to make sure the regression model satisfied the necessary assumptions, traditional assumption tests, such as normality, multicollinearity, and heteroscedasticity tests, were carried out prior to undertaking multiple linear regression analysis. The partial and simultaneous impacts of work stress, workload, and work environment on turnover intention were then ascertained by analyzing the data using multiple linear regression with the use of SPSS software.

RESULTS and DISCUSSION

Characteristics Of Respondents

The study's 120 respondents were all sourced from the production division of PT Wijaya Gyokai Indonesia. Demographic profiling covered gender distribution, age cohorts, tenure categories, and educational attainment.

Table 2. Characteristics Of Respondents

No	Gender	Total Respondents	Percentage
1	Male	58	48,3%
2	Female	62	51,7%
	Amount	120	100,0%
No	Age	Total Respondents	Percentage
1	< 20	27	22,5%
2	20-25	89	74,2%
3	26-30	4	3,3%
	Amount	120	100,0%
No	Work Period	Total Respondents	Percentage
1	< 1	38	31,7%
2	1-3	62	51,7%
3	4-6	20	16,7%
	Amount	120	100,0%
No	Last Education	Total Respondents	Percentage
1	SMA/SMK	117	97,5%
2	Sarjana (S1)	1	0,8%
3	Magister (S2)	2	1,7%
	Amount	120	100,0%

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According to Table 2, there were 120 respondents, with women constituting the majority (51.7%) compared to men (48.3%). The majority of respondents were aged 20–25 years (74.2%), followed by those under 20 years (22.5%) and those aged 26–30 years (3.3%). In terms of length of employment, the majority had 1–3 years of work experience (51.7%), followed by <1 year (31.7%) and 4–6 years (16.7%). Meanwhile, the educational background was dominated by high school/vocational school graduates (97.5%), with a small proportion holding bachelor's degrees (0.8%) and master's degrees (1.7%).

Validity Test

Table 3. Validity Test Results

Variable				r table	Validity
Work Stress	Workload	Work Environment	Turnover Intention		
0,568	0,422	0,426	0,615	0,179	Valid
0,560	0,434	0,534	0,658	0,179	Valid
0,424	0,616	0,514	0,260	0,179	Valid
0,273	0,542	0,601	0,662	0,179	Valid
0,301	0,473	0,654	0,460	0,179	Valid
0,624	0,323	0,666	0,677	0,179	Valid
0,572	0,438	0,668	0,573	0,179	Valid
0,680	0,406	0,672	0,502	0,179	Valid
		0,593		0,179	Valid

Construct validity was evaluated by comparing each item's computed correlation coefficient against the tabulated critical value (r-table = 0.179) at a significance threshold of $\alpha = 0.05$. Since all 33 items produced r-values exceeding the critical threshold, every item was deemed valid for inclusion in subsequent analysis.

Reliability Test

Table 4. Reliability Test Results

No	Variabel	*Reliability Statistics*	
		Cronbach's Alpha	Informations
1	Work Stress	,793	Reliable
2	Workload	,753	Reliable
3	Work Environment	,863	Reliable
4	Turnover Intention	,821	Reliable

Internal consistency was examined via Cronbach's Alpha. All four constructs returned alpha coefficients exceeding the accepted minimum of 0.70, confirming that the measurement instruments possess adequate and consistent reliability.

Normality Test

Table 5. Kolmogorov Smirnov Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		120
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,46270758
Most Extreme Differences	Absolute	,077
	Positive	,044
	Negative	-,077
Test Statistic		,077
Asymp. Sig. (2-tailed)		,077[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

The normality of regression residuals was evaluated through the One-Sample Kolmogorov-Smirnov procedure. The obtained significance value of 0.077 exceeds the $\alpha = 0.05$ threshold, confirming that the residuals conform to a normal distribution, thereby satisfying this classical regression assumption.

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Multicollinearity Test

Table 6. Multicollinearity Test Results

Collinearity statistics		
variable	Tolerance	VIF
Work Stress	0,604	1,656
Workload	0,396	2,523
Work Environment	0,579	1,727

Multicollinearity was assessed using Tolerance and Variance Inflation Factor (VIF) indices. All predictors recorded Tolerance values above 0.10 and VIF scores below 10, confirming that problematic inter-predictor correlation is absent and the model satisfies this assumption.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,215	3,317		5,792	,000
	Work Stress	,230	,070	,234	3,273	,001
	Workload	,353	,097	,322	3,643	,000
	Work Environment	-,330	,060	-,402	-5,498	,000

a. Dependent Variable: Turnover Intention

The estimated Regression equation is as follows :

Turnover Intention = 19,215 + 0,230 (Work Stress) + 0,353 (Workload) - 0,330 (Work Environment)

The regression intercept of 19.215 represents the baseline level of departure intention when all predictors are held at zero. A one-unit rise in occupational stress is associated with an increase of 0.230 units in turnover intention, holding other variables constant. Similarly, a one-unit increment in workload corresponds to a 0.353-unit increase in departure intentions. In contrast, a one-unit improvement in the work environment corresponds to a 0.330-unit reduction in turnover intentions, all else equal.

T-test (Partial)

Table 8. T-test Results (Partial)

Variable	t	t table	sig	Informations
Work Stress	3,273	1.980	,001	Accepted
Workload	3,643	1.980	,000	Accepted
Work Environment	-5,498	1.980	,000	Accepted

Formula for df (degree of freedom): df = n – k – 1

df = 120 – 3 – 1 = 116

With α = 0.05 (two-tailed), t table ≈ 1.980

All three predictors yielded significant results ($p < 0.05$). Work stress ($t = 3,273$; $p = 0.001$) and workload ($t = 3,643$; $p = 0.000$) both exhibit positive relationships with departure intentions, confirming that escalating demands in these dimensions intensify employees' inclinations to resign. Conversely, work environment ($t = -5,498$; $p = 0.000$) shows a negative relationship, indicating that as workplace conditions improve, turnover intentions diminish.

F-test (simultaneous)

Table 9. F-test Results (Simultaneous)

ANOVA

Model		Sum of Squares	df	Mean Square	F	F table	Sig.
1	Regression	1286,865	3	428,955	68,944	2.68	,000[b]
	Residual	721,727	116	6,222			
	Total	2008,592	119				

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Work Stress, Workload, Work Environment

Degrees of freedom formula:

df1 = k = 3, df2 = n – k – 1 = 120 – 3 – 1 = 116

With α = 0.05 ; F table (3 ; 116) ≈ 2.68

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The computed F-statistic of 68.944 far exceeds this threshold (p = 0.000), indicating that the combined model is statistically significant. All three predictors jointly exert a meaningful influence on turnover intention, validating the overall regression model.

Coefficient of Determination

Table 10. Results of the Determination Coefficient

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,800[a]	,641	,631	2,494

a. Predictors: (Constant), TLK, TSK, TBK

The model achieved an R-squared of 0.641 and an Adjusted R-squared of 0.631, indicating that 63.1% of the variance in turnover intentions is attributable to the three predictor variables. The remaining 36.9% reflects contributions from factors outside the current model, such as compensation structures, leadership styles, career development opportunities, and job satisfaction. The R-value of 0.800 reflects a strong overall association between the predictors and the outcome variable.

Discussion

The study's findings show that employees' intentions to leave PT Wijaya Gyokai Indonesia's manufacturing division are positively and significantly impacted by work stress. According to this research, workers who experience more stress at work are more likely to plan to quit. Excessive demands, psychological strain, and high job pressure can make employees less comfortable and committed, which may lead them to look for other career possibilities. This result is in line with the Occupational Stress Theory, which states that stress develops when an individual's ability to handle job demands is exceeded (Chen & Y, 2024). Additionally, this outcome is consistent with earlier empirical research that found a substantial rise in turnover intention due to increased work stress (Nazari & Oghyanous, 2021).

Additionally, turnover intention was found to be positively and significantly impacted by workload, suggesting that an excessive workload increases employees' propensity to quit. Employees in the manufacturing industry frequently have to reach output goals under tight time limitations, which can cause both physical and emotional tiredness. High job expectations without sufficient resources can cause stress and ultimately raise employees' desire to quit, according to the Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2001). Previous studies that found workload to be one of the best indicators of turnover intention provide more credence to this conclusion (Kristin et al., 2022).

In the meanwhile, turnover intention is significantly and negatively impacted by the workplace; that is, a better workplace lowers employees' intention to quit. Positive connections among coworkers, safe working conditions, and a supportive work environment may all improve job satisfaction and organizational commitment. The Person-Environment Fit theory, which highlights the significance of compatibility between people and their work environment, is supported by this study (Vianen & M., 2018). Furthermore, research indicates that a favorable workplace considerably lowers the desire to leave (Sholikhah et al., 2024).

With an Adjusted R Square value of 0.631, work stress, workload, and work environment all have a strong simultaneous impact on turnover intention. This shows that these three variables account for 63.1% of turnover intention, with other variables outside the model such as pay, leadership style, and possibilities for professional advancement influencing the remaining 36.9%.

CONCLUSION

According to the study's findings, employees' intentions to leave the production division of PT Wijaya Gyokai Indonesia are strongly influenced by work stress, workload, and work environment. It was discovered that while a supportive work environment decreased workers' desire to quit, work stress and workload increased employees' intention to leave. These results show that working circumstances and job expectations have a significant impact on employees' decisions to stay with the company or depart.

Practically speaking, the findings indicate that in order to reduce turnover intention, management should concentrate on lowering an excessive workload, controlling employee stress, and

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fostering a more encouraging work environment. Enhancing these elements can assist businesses, especially industrial firms, preserve worker stability and boost operational efficacy.

The results of this study may not be as applicable to other industries or organizational settings because it is restricted to workers in a single manufacturing company's production division. In order to offer a more thorough knowledge of turnover intention, further research is advised to look at other factors including pay, leadership style, work satisfaction, and career growth prospects in larger industrial settings.

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