

## The Effect of Workload, Compensation, And Work Stress on Turnover Intention In Domestic Worker Placement Agencies (Case Study at PT Bakti Perdana Balayudha)

Faisal Muslighin<sup>1</sup>, Yos Karimudin<sup>2</sup>, Afriyadi Cahyadi<sup>3</sup>, Yomeini Margareth<sup>4</sup>, Zunaidah<sup>5</sup>  
<sup>1,2,3,4,5</sup> Faculty of Economics, Universitas Sriwijaya, Palembang, Indonesia

### Article Info

#### Article history:

Received June 28, 2025  
Revised July 27, 2025  
Accepted July 31, 2025

#### Keywords:

Workload,  
Compensation,  
Work Stress,  
Turnover Intention

### ABSTRACT

This study aims to analyze the influence of workload, compensation, and work stress on turnover intention among domestic workers at PT Bakti Perdana Balayudha. The research employs a quantitative explanatory approach. Data were collected through a survey of 150 domestic workers placed in client households. The data were analyzed using multiple linear regression. A Likert-scale questionnaire was used for data collection and analyzed with SPSS. The results show that workload has a positive and significant effect on turnover intention. Compensation has a negative and significant effect on turnover intention. Work stress also shows a positive and significant effect on turnover intention. This study contributes to PT Bakti Perdana Balayudha by highlighting how workload, compensation, and stress influence turnover intention among domestic workers in the informal sector. It also emphasizes the importance of supportive compensation schemes and stress management strategies within domestic worker placement agencies.

*This is an open access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license*



### Corresponding Author:

Faisal Muslighin  
Faculty of Economics, Universitas Sriwijaya  
Palembang, Indonesia  
Email: [muslighin@gmail.com](mailto:muslighin@gmail.com)

## 1. INTRODUCTION

PT Bakti Perdana Balayudha (BPB) is a placement agency that supplies domestic workers, including babysitters, housekeepers, and elderly caregivers. In 2024, BPB encountered a significant challenge with employee turnover at job placements, reaching 34% of the total 627 employment contracts. This figure far exceeds the acceptable annual turnover rate of 10%, as noted by Roseman in Tillama and Wirawan [1]. High turnover disrupts organizational efficiency by raising the costs of recruitment and training.

PT Bakti Perdana Balayudha (BPB) functions as a staffing agency that deploys domestic personnel, such as childcare providers, housekeepers, and caregivers for the elderly. In 2024, BPB faced a notable rise in workforce attrition, with 34% of 627 job placements resulting in early termination. This rate far surpasses the generally accepted industry turnover benchmark of 10%, as cited by Roseman in Tillama and Wirawan [1], thereby creating operational inefficiencies through elevated recruitment and onboarding costs. Multiple variables are presumed to influence employees' intentions to resign, including heavy workload demands, inadequate remuneration in relation to responsibilities, and elevated levels of psychological stress at work.

Workload is one of the principal determinants of job satisfaction and employee retention. According to Robbins and Judge [2], when job demands exceed sustainable limits, chronic stress may emerge, reducing productivity and increasing the likelihood of resignation. Preliminary data gathered from a survey of 30 individuals indicated that 62% perceived their workloads as ranging from burdensome to overwhelming.

Beyond workload, compensation has a crucial impact on organizational commitment. Afandi [3] characterizes compensation as the full spectrum of benefits financial or otherwise bestowed upon workers in return for their service. It represents not only monetary value but also social acknowledgment and the degree to which an employee's personal and familial needs are met. Initial survey findings reveal that 66.67% of respondents viewed their compensation packages both financial and non-financial as insufficient.

Another pivotal factor is job-induced stress. As highlighted by Robbins and Judge [2], persistent stress reduces effectiveness and impairs well-being, often manifesting in elevated absenteeism, workplace incidents, or resignation. Stress symptoms may also include disrupted sleep, heightened anxiety, emotional instability, or substance overuse. Vanchapo [4] asserts that such stress results from the disconnect between job expectations and personal coping capacity. Based on initial observations, excessive workload and workplace conflict were the dominant sources of psychological strain. This research addresses a rarely examined context: external informal workers within staffing agencies. Its objective is to explore how workload, compensation, and occupational stress jointly influence turnover intention among domestic workers.

## **2. METHOD**

This research utilized a quantitative method with an associative design. The study population comprised 150 female domestic workers employed at PT Bakti Perdana Balayudha, all of whom were included as the sample through a total sampling (census) technique. Data collection was carried out using a questionnaire based on a Likert scale, and the responses were transformed using the Method of Successive Intervals (MSI). The research instrument underwent validity and reliability testing, while data analysis was performed using multiple linear regression with the aid of SPSS software. To validate the regression model, To ensure the robustness of the regression model, classical assumption tests including assessments of normality, multicollinearity, and heteroscedasticity were performed. Subsequently, multiple linear regression analysis was employed to examine the influence of the independent variables workload, compensation, and job stress on the dependent variable, turnover intention.

## **3. RESULTS AND DISCUSSION**

### **3.1 Results**

#### **3.1.1 Instrument Testing**

The validity test aims to assess how accurately each questionnaire item reflects the intended aspects of the variables under investigation. In this study, validity was evaluated using the Pearson

Product-Moment correlation method, whereby each item was correlated with the total score of its corresponding variable.

Table 1. Validity Test

Variable	Question Item	r-calculated	r-table	Description
<b>Workload</b>	BK1	0.600	0.1348	Valid
	BK 2	0.725	0.1348	Valid
	BK 3	0.648	0.1348	Valid
	BK 4	0.736	0.1348	Valid
	BK 5	0.717	0.1348	Valid
	BK 6	0.806	0.1348	Valid
	BK 7	0.745	0.1348	Valid
	BK 8	0.781	0.1348	Valid
	BK 9	0.729	0.1348	Valid
	BK 10	0.662	0.1348	Valid
	BK 11	0.759	0.1348	Valid
	BK 12	0.696	0.1348	Valid
	BK 13	0.783	0.1348	Valid
	BK 14	0.793	0.1348	Valid
<b>Compensation</b>	KM 1	0.524	0.1348	Valid
	KM 2	0.679	0.1348	Valid
	KM 3	0.639	0.1348	Valid
	KM 4	0.615	0.1348	Valid
	KM 5	0.610	0.1348	Valid
	KM 6	0.640	0.1348	Valid
	KM 7	0.715	0.1348	Valid
	KM 8	0.719	0.1348	Valid
<b>Work Stress</b>	SK 1	0.593	0.1348	Valid
	SK 2	0.714	0.1348	Valid
	SK 3	0.713	0.1348	Valid
	SK 4	0.709	0.1348	Valid
	SK 5	0.741	0.1348	Valid
	SK 6	0.824	0.1348	Valid
	SK 7	0.846	0.1348	Valid
	SK 8	0.699	0.1348	Valid
	SK 9	0.806	0.1348	Valid
	SK 10	0.724	0.1348	Valid
	SK 11	0.759	0.1348	Valid
	SK 12	0.766	0.1348	Valid
	SK 13	0.750	0.1348	Valid
	SK 14	0.729	0.1348	Valid
	SK 15	0.678	0.1348	Valid
	SK 16	0.712	0.1348	Valid
	SK 17	0.840	0.1348	Valid
	SK 18	0.738	0.1348	Valid
	SK 19	0.735	0.1348	Valid
	SK 20	0.692	0.1348	Valid
	SK 21	0.815	0.1348	Valid
	SK 22	0.761	0.1348	Valid
	SK 23	0.795	0.1348	Valid
	SK 24	0.777	0.1348	Valid
<b>Turnover Intention</b>	TI 1	0.712	0.1348	Valid
	TI 2	0.840	0.1348	Valid
	TI 3	0.738	0.1348	Valid
	TI 4	0.735	0.1348	Valid
	TI 5	0.692	0.1348	Valid

Variable	Question Item	r-calculated	r-table	Description
	TI 6	0.815	0.1348	Valid
	TI 7	0.761	0.1348	Valid
	TI 8	0.795	0.1348	Valid
	TI 9	0.777	0.1348	Valid
	TI 10	0.815	0.1348	Valid
	TI 11	0.761	0.1348	Valid
	TI 12	0.795	0.1348	Valid

Source: Processed using SPSS (2025)

Based on data processing using SPSS, it was found that all items in variables X1 (Workload), X2 (Compensation), X3 (Work Stress), and Y (Turnover Intention) had correlation coefficients greater than the r-table value (0.1603). This indicates that each statement in the questionnaire has a significant correlation with the total score of its respective variable. Therefore, all items in the questionnaire are declared valid and appropriate for use in further analysis.

Tabel 2. Reliability Test

No	Variabel	Cronbach's Alpha	Cutt Off	Jumlah Item	Keterangan
1	X1	0.931	> 0.70	14	Reliabel
2	X2	0.796	> 0.70	8	Reliabel
3	X3	0.965	> 0.70	24	Reliabel
4	Y	0.933	> 0.70	12	Reliabel

Source: Processed using SPSS (2025)

As presented in Table 2, all measurement instruments used in this study meet the reliability criteria, with each construct achieving a Cronbach's alpha coefficient above the accepted cutoff value of 0.70. Among the variables, Work Stress (X3) demonstrated the highest internal consistency at 0.965, followed by Turnover Intention (Y) with a value of 0.933, and Workload (X1) at 0.931. Although the alpha value for Compensation (X2) was relatively lower at 0.796, it still exceeds the reliability benchmark, affirming its adequacy as a dependable scale for this research.

### 3.1.2 Classical Assumption Test

Tabel 3. Normality Test – Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			150
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	6237.24677771	
Most Extreme Differences	Absolute	0.059	
	Positive	0.041	
	Negative	-0.059	
Test Statistic			0.059
Asymp. Sig. (2-tailed) <sup>c</sup>			0.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	0.223	
	99% Confidence Interval	Lower Bound	0.212
		Upper Bound	0.233

The normality of the residual distribution was tested using the Kolmogorov–Smirnov method. The resulting significance value of 0.223 exceeded the 0.05 threshold, suggesting that the residuals followed a normal distribution pattern. To test for heteroscedasticity, the Glejser method was employed, which involves regressing the absolute residual values against the independent variables. According to

the decision rule, if the significance value exceeds 0.05, there is no indication of heteroscedasticity; conversely, a significance value less than or equal to 0.05 suggests the presence of heteroscedasticity.

**Tabel 4. Results of Heteroscedasticity Test Using Glejser Method**

Variable	Sig. Value	Description
X1 Workload	0.408	No Heteroscedasticity
X2 Compensation	0.539	No Heteroscedasticity
X3 Work Stress	0.886	No Heteroscedasticity

*Source: Processed from questionnaire data, 2025*

With respect to the assessment of heteroscedasticity within the regression model, the Glejser test was employed as a diagnostic tool. This method involves regressing the absolute values of the residuals against each of the independent variables individually to detect any patterns of variance inconsistency. Based on the analysis results, the significance values obtained for each predictor variable Workload (X1 = 0.408), Compensation (X2 = 0.539), and Work Stress (X3 = 0.886) were all notably greater than the conventional threshold of 0.05. These outcomes suggest that the variance of the residuals remains consistent across different levels of the independent variables, thus confirming that the data set does not exhibit signs of heteroscedasticity, and the model satisfies this particular classical assumption.

The detection of multicollinearity in this study was guided by widely accepted statistical thresholds. Specifically, a variable is considered free from multicollinearity if it exhibits a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) below the upper limit of 10. These criteria indicate that the predictor does not share an excessive degree of variance with other independent variables in the model. In contrast, the presence of multicollinearity is suspected when a tolerance value falls at or below 0.10 or when the VIF reaches or exceeds a value of 10, signaling that one or more variables may be contributing redundant or overlapping explanatory power, thereby compromising the stability of the regression coefficients.

**Table 5. Results of Multicollinearity Test**

Variable	Tolerance	VIF	Description
X1 Workload	0.999	1.001	No Multicollinearity
X2 Compensation	0.999	1.001	No Multicollinearity
X3 Work Stress	0.999	1.001	No Multicollinearity

*Source: Processed from questionnaire data, 2025*

An evaluation of multicollinearity was also conducted to ensure that the independent variables included in the regression model did not exhibit excessively high intercorrelations, which could distort the estimation of regression coefficients. The diagnostic indicators employed for this purpose were the tolerance values and the Variance Inflation Factor (VIF). The analysis revealed that all variables had tolerance scores exceeding the minimum acceptable threshold of 0.10, and VIF values remained well below the critical cut-off of 10. These statistical results confirm that each independent variable provides unique and non-redundant information to the model. Consequently, it can be concluded that the issue of multicollinearity is absent, thereby reinforcing the validity and integrity of the regression analysis outcomes.

### 3.1.3 Statistical Test Results

**Table 6. Multiple Linear Regression Analysis Results**

	Unstandardized Coefficients	Standardized Coefficients	
	B	Std. Error	Beta
(Constant)	20771.493	4339.768	
X1 Workload	0.330	0.054	0.367

	Unstandardized Coefficients	Standardized Coefficients	
	B	Std. Error	Beta
X2 Compensation	-0.695	0.109	-0.380
X3 Work Stress	0.239	0.030	0.468

Source: Processed from questionnaire data, 2025

Based on the data processed using SPSS, the multiple linear regression equation is as follows:

$$Y = 20771.493 + 0.330X1 - 0.695X2 + 0.239X3 + e$$

The regression equation above can be interpreted as follows:

The constant value (intercept) in the regression model is 20,771.493 and is positive in direction. This indicates that if all independent variables namely workload, compensation, and job stress are held at zero or have no effect, the predicted value of turnover intention would be 20,771.493. This constant serves as the baseline for predicting turnover intention prior to accounting for the influence of the independent variables.

The analysis yielded a regression coefficient of 0.330 for the workload variable (X1), indicating a positive linear association between workload intensity and turnover intention. This coefficient suggests that, ceteris paribus, each additional unit increase in perceived workload is expected to result in a 0.330-unit rise in the likelihood that an employee will consider leaving their position. This reinforces the notion that heightened job demands can erode retention by amplifying psychological or physical strain.

For the compensation variable (X2), the regression coefficient was calculated at -0.695, indicating a statistically significant inverse relationship between compensation levels and employees' desire to resign. This means that, with all other factors held constant, a one-unit enhancement in compensation is projected to decrease turnover intention by approximately 0.695 units. In practical terms, more attractive and fair compensation packages appear to reduce employee dissatisfaction and, consequently, the inclination to seek alternative employment.

The job stress variable (X3) was found to have a regression coefficient of 0.239, signaling a direct and significant influence on turnover intention. This implies that, under the assumption of constant values for workload and compensation, an increase of one unit in experienced work-related stress corresponds to a 0.239-unit escalation in the intention to resign. Therefore, elevated levels of psychological strain in the workplace contribute meaningfully to employees' decisions to disengage from their roles.

### 3.1.4 Hypothesis Testing Results

Table 7. Correlation Coefficient (r) and Coefficient of Determination (R<sup>2</sup>)

#### Test Results Model Summary

Model	r	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.693	0.481	0.470	6301.00223	2.028

Source: Processed using SPSS (2025)

As presented in Table 7, the multiple regression analysis resulted in a correlation coefficient (R) of 0.693, which indicates a moderately strong association between the set of predictor variables Workload, Compensation, and Job Stress and the criterion variable, namely Turnover Intention. Furthermore, the Adjusted R-Squared (R<sup>2</sup>) value obtained was 0.470. This figure suggests that approximately 47% of the variation observed in the turnover intention of domestic workers can be statistically explained by the combined effects of the three independent variables included in the model. The remaining 53% of variance is presumed to stem from other influential factors that were not captured

or analyzed in this particular study. To assess the goodness-of-fit of the overall model, an F-test was also performed. The results of this test support the conclusion that the regression model as a whole is statistically significant and appropriate for predicting the outcome variable, thereby reinforcing its utility for explanatory purposes.

Table 8. Results of ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5,362,723,834.251	3	1,787,574,611.417	45.024	<.001
Residual	5,796,583,857.542	146	39,702,629.161		
Total	11,159,307,691.793	149			

Source: Processed using SPSS (2025)

The formula used to determine the critical F value is:

$$F_{table} = F(k-1; n-k)$$

Where:

$$k = \text{number of variables including the constant} = 4$$

$$n = \text{number of respondents} = 150$$

Thus:

$$df_1 = k - 1 = 4 - 1 = 3$$

$$df_2 = n - k = 150 - 4 = 146$$

At a 5% significance level, the F-table critical value with degrees of freedom (df) (3;146) is 2.67. The F-test results from the multiple regression analysis yield an F-value of 45.024 with a significance level of less than 0.001. Given that the p-value is less than the 0.05 significance level, the regression model is deemed statistically valid and well-suited for forecasting the dependent variable, namely Turnover Intention. Furthermore, a partial t-test was employed to assess the individual contribution of each independent variable Workload (X1), Compensation (X2), and Work Stress (X3) to the dependent variable.

Table 9. Individual Parameter Significance Test (t-Test)

Variable	t-Table	t-Statistic	Sig.
(Constant)	1.97635	4.786	<.001
Workload (X1)	1.97635	6.155	<.001
Compensation (X2)	1.97635	-6.371	<.001
Work Stress (X3)	1.97635	7.852	<.001

Source: Processed using SPSS (2025)

The t-table value of 1.97635 was obtained based on the degrees of freedom  $df = n - k = 150 - 4 = 146$ , with a significance level of  $\alpha = 0.05$  and two-tailed test. The interpretation of the results is as follows:

1. Workload (X1)  
 The t-statistic is  $6.155 > 1.97635$ , and the significance value is  $< 0.001$ . This finding suggests that workload exerts a significant and positive influence on turnover intention. As employees perceive increased job demands, their inclination to resign correspondingly intensifies. Compensation
2. The t-statistic is  $-6.371 < -1.97635$ , Given the significance level of less than 0.001, the results confirm that compensation has a statistically significant negative effect on turnover intention. In other words, enhanced compensation is associated with a decreased propensity among employees to consider leaving their positions.
3. Work Stress  
 The t-statistic is  $7.852 > 1.97635$ , and the significance level is  $< 0.001$ . This outcome indicates that job-related stress is positively and significantly associated with turnover intention. Put differently, as the intensity of occupational stress rises, so does the likelihood that employees will contemplate leaving their employment.

### **3.2 Discussion**

The results of this study demonstrate that workload has a positive and significant effect on turnover intention, as indicated by a regression coefficient of 0.330 and a t-value of 6.155, which exceeds the critical value of 1.97635. This finding implies that the higher the workload experienced by domestic workers, the greater their intention to leave their jobs. These results align with the theories of Robbins and Judge [3] and Herzberg, who suggest that excessive workload can lead to stress and job dissatisfaction, ultimately increasing turnover. Robbins [3] further highlights that job pressure—particularly in environments with reduced staffing can result in long-term effects such as fatigue, diminished productivity, and elevated turnover rates. Observations and interviews conducted in this study support this view, revealing that multitasking without clear instructions intensifies work-related stress. Consequently, workload levels should be appropriately managed to avoid becoming a source of distress that adversely affects both the organization and its employees.

The present study aligns with prior empirical investigations conducted by Ulviana [5], Kadek et al. [6], Trisna Sari Dewi et al. [7], and Heru et al. [8], all of which demonstrated that workload exerts a positive and statistically significant influence on turnover intention across a range of occupational contexts. Conversely, studies by Purwati et al. [9] and Jayanti and Abdurahman [10] reported non-significant effects of workload on employees' intent to leave, highlighting discrepancies in the literature. These divergent findings imply that the relationship between workload and turnover intention may be moderated by variables such as job characteristics, individual resilience, and the degree of organizational support provided.

Moreover, the analysis revealed that compensation has a negative and statistically significant impact on turnover intention, as reflected by a regression coefficient of -0.695 and a t-statistic of -6.371. This suggests that as compensation increases, the probability of employees considering resignation correspondingly declines. The result supports Herzberg's two-factor theory, which categorizes compensation as a hygiene factor that can prevent dissatisfaction. Robbins [3] also observes that dissatisfaction related to compensation can act as a stressor, especially when organizations withhold wages to maximize profit margins. In this study, many respondents expressed dissatisfaction due to an imbalance between their workload and compensation, as well as frequent delays in salary payments. These issues were significant contributors to their intention to leave. Therefore, implementing a fair and timely compensation system is essential for enhancing employee satisfaction and minimizing turnover intention among domestic workers. These results are consistent with previous studies conducted by Putri and Anisa [11], Halimatussadiyah et al. [12], and Kurniawan [13], which demonstrate that compensation has a negative and significant effect on turnover intention indicating that the higher the quality of compensation, the lower the employees' tendency to leave their jobs. In contrast, a study by Purwati et al. [9] found that compensation had no significant effect, suggesting that the influence of compensation may vary depending on job type and organizational context.

Job stress is also shown to have a positive and significant relationship with turnover intention, indicated by a regression coefficient of 0.239 and a t-value of 7.852. Major stressors identified include high workloads, interpersonal conflicts with clients, and a lack of social support. According to Robbins and Judge [3], stress not only lowers job satisfaction but also affects psychological well-being, thereby increasing the intention to leave. Stress not only has the potential to lead to negative behavioral outcomes such as absenteeism, sleep disturbances, and prolonged anxiety, but also can function as a positive force when properly managed. Robbins [14] introduces the concept of eustress, a form of beneficial stress that can enhance performance and motivation. In the context of domestic work, job pressure can serve as a constructive challenge when supported by sufficient resources, guidance, and emotional support. However, without effective stress management, such pressure can escalate into distress, increasing the risk of turnover. These results are consistent with prior empirical evidence reported by Junaidi et al.

[15], Kadek et al. [6], and Herlina [16], who found that occupational stress exerts a positive and statistically significant influence on employees' intention to resign. In essence, as workers experience heightened levels of stress, their propensity to disengage from their current employment increases accordingly.

#### 4. CONCLUSION

The results derived from a sample of 150 domestic workers at PT Bakti Perdana Balayudha demonstrate that turnover intention is significantly shaped by the variables of workload, compensation, and job-related stress. Specifically, workload exerts a positive and significant effect, indicating that as perceived workload increases, so does the likelihood of employees intending to leave their jobs. In contrast, compensation demonstrates a negative and significant relationship with turnover intention, suggesting that improved compensation is associated with a reduced desire to resign. Additionally, job stress has a positive and significant impact, implying that higher levels of occupational stress are linked to a stronger intention to exit the organization. These results underscore the critical role of organizational management in effectively regulating workload, providing equitable and timely compensation, and establishing robust support mechanisms to mitigate job stress all of which are essential strategies for reducing turnover and enhancing retention among domestic workers.

#### REFERENCE

- [1] P. I. Tillama and I. M. A. Wirawan, "Hubungan beban kerja dan kelelahan kerja dengan turnover intention pada pekerja outsourcing PT X tahun 2020," *Archive of Community Health*, vol. 8, no. 1, pp. 155–173, 2021. doi: <https://doi.org/10.24843/ACH.2021.v08.i01.p11>
- [2] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 18th ed. Pearson Education, 2024.
- [3] P. Afandi, *Manajemen Sumber Daya Manusia: Teori, Konsep dan Indikator*, 2nd ed. Bandung: CV Pustaka Setia, 2021.
- [4] A. R. Vanchapo, *Beban Kerja dan Stres Kerja*. Medan: CV Penerbit Qiara Media, 2020.
- [5] I. F. D. Ulviana, "Judul artikel tidak tersedia," *HEMAT: Journal of Humanities Education Management Accounting and Transportation*, vol. 2, no. 1, 2025. (Perlu ditambahkan judul artikelnya jika ada)
- [6] N. K. M. Juliawati, I. N. Aristana, and N. P. Y. Anggreni, "Peran stres kerja dalam memediasi pengaruh beban kerja terhadap turnover intention karyawan pada J4 Hotel Legian Bali," *Journal Research of Management (JARMA)*, vol. 4, no. 1, pp. 63–78, 2022. doi: <https://doi.org/10.51713/jarma.v3i3.86>
- [7] K. T. S. Dewi, I. K. G. T. Purwantara, and L. D. J. Luna, "Pengaruh beban kerja, stress kerja, dan kompensasi kerja terhadap turnover karyawan di Dealer Mahasurya Motor," *Jurnal Artha Satya Dharma*, vol. 16, no. 2, pp. 60–69, 2023.
- [8] M. Heru, B. Santoso, and A. A. Putri, "Dampak beban kerja dan kompensasi terhadap turnover intention pada CV. Prima Advertising," *Jurnal Ilmiah M-Progress*, vol. 15, 2025.
- [9] A. A. Purwati, C. A. Salim, and Z. Hamzah, "Effect of compensation, work motivation and workload on employee turnover intention," *Jurnal Ilmiah Manajemen*, vol. 370, no. 3, 2020.
- [10] A. D. Jayanti and K. R. Abdurahman, "Analisis pemberian kompensasi finansial dan beban kerja terhadap turnover intention pada karyawan SPBU," *Journal of Management and Business (JOMB)*, vol. 6, no. 2, pp. 551–566, 2024.
- [11] E. Putri and F. Anisa, "Pengaruh kompensasi, kepuasan kerja, dan stres kerja terhadap turnover intention," *Jurnal Fokus Manajemen Bisnis*, vol. 12, no. 2, pp. 194–205, 2022.
- [12] H. Halimatussadiyah, Z. Adriani, and D. M. F. Aira, "Faktor intrinsik yang berperan pada motivasi kerja dari perspektif teori dua faktor pada CO BTPNS," *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen dan E-Commerce*, vol. 4, no. 1, pp. 394–402, 2025.

- [13] S. Faroman *et al.*, *Manajemen Sumber Daya Manusia*. Bandung: Widina Bhakti Persada, 2022.
- [14] S. P. Robbins and T. A. Judge, *Perilaku Organisasi*. Ed. Bahasa Indonesia. Jakarta: PT Indeks, 2021.
- [15] A. Junaidi, E. Sasono, W. Wanuri, and D. W. Emiyati, "The effect of overtime, job stress, and workload on turnover intention," *Management Science Letters*, vol. 10, no. 16, pp. 3873–3878, 2020. doi: <https://doi.org/10.5267/j.msl.2020.7.024>
- [16] H. Hermawati and S. Syofian, "Pengaruh stres kerja dan beban kerja terhadap kinerja karyawan di PT. Sentra Adi Purna Bengkulu," *Creative Research Management Journal*, vol. 4, no. 1, pp. 77–91, 2021. doi : <https://doi.org/10.32663/crmj.v4i1.1917>