



THE EFFECT OF JOB STRESS, WORKLOAD, AND CAREER DEVELOPMENT ON EMPLOYEES' TURNOVER INTENTION AT PT XYZ, MEDAN

Vanisia Putri Barus¹, Yeni Absah², Evawany Yunita Aritonang

^{1,2,3}Universitas Sumatera Utara, Indonesia

*Corresponding Author: vnisiaputri@gmail.com

Article Info

Article history:

Received :

Revised :

Accepted :

Available online

<http://jurnal.uinsu.ac.id/index.php/analytica>

E-ISSN: 2541-5263

P-ISSN: 1411-4380



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

ABSTRACT

This study aims to analyze the effect of job stress, workload, and career development on turnover intention among employees at PT XYZ, Medan Branch. The research employs a quantitative approach using multiple linear regression analysis. Data were collected through questionnaires and processed using SPSS version 30. The sample consisted of all 32 employees of PT XYZ, Medan Branch. The results indicate that, partially, job stress has a positive and significant effect on turnover intention. Similarly, workload has a positive and significant effect on turnover intention, while career development has a negative and significant effect on turnover intention. Furthermore, the findings reveal that job stress, workload, and career development simultaneously have a significant effect on turnover intention. These results suggest that increased job stress and workload tend to raise employees' intention to leave the company, whereas effective career development opportunities can reduce such intentions. Therefore, organizations should manage workload appropriately, reduce job-related stress, and provide clear career development opportunities to minimize employees' turnover intention.

Keywords: Job Stress, Workload, Career Development, Turnover Intention

1. INTRODUCTION

In the era of globalization and digital transformation, the business sector faces substantial challenges in maintaining human resource stability. Turnover intention, defined as employees' intention to voluntarily leave the organization in the near future, has become a major global concern (Tett & Meyer, 1993; Ritonga et al., 2024). This phenomenon not only increases operational costs, including recruitment, training, and productivity decline, but also disrupts organizational culture and business sustainability (Al Mamun & Hasan, 2017). According to a global survey conducted by Mercer in 2025, the average employee turnover rate across sectors reached 22%, with the retail and wholesale sectors recording the highest rate of 26.7% in the United States. A report by the U.S. Bureau of Labor Statistics (BLS) further indicates that turnover in the global retail sector often reaches 60%, driven by factors such as high work pressure, poor work-life balance,

and limited career opportunities (TruRating, 2025). Following the COVID-19 pandemic, this trend has worsened due to shifts in employee expectations regarding flexibility and personal development, with the retail sector being among the most affected due to its fast-paced work environment and intense customer interactions (Kotler & Keller, 2016).

In Indonesia, turnover intention has also become a national concern, particularly in the retail sector, which plays a crucial role in economic activity. Data from the Indonesian Ministry of Manpower and reports from People Matters show that in the first half of 2025, layoffs in the retail sector increased by 32.1% compared to the previous year, influenced by economic slowdown, cost pressures, and workforce instability (People Matters, 2025). Turnover intention is considered an early indicator of employee departure, which incurs high costs for organizations due to its direct association with recruitment, training, and reduced productivity (Mobley, 2019; Al Mamun & Hasan, 2017). Previous studies in Indonesia indicate that factors such as job stress, workload, job satisfaction, compensation, and work environment significantly affect turnover intention (Lestari & Ekowati, 2021; Putri & Riana, 2022; Hafizh & Raharja, 2021).

Specifically, research by Alatawi et al. (2020) found that high job pressure increases employees' intention to leave the company. Putri and Riana (2022) emphasized that excessive workload has a positive impact on turnover intention, while Hafizh and Raharja (2021) showed that an imbalance between job demands and individual capacity triggers burnout and accelerates the desire to resign. Thus, job stress and workload are two dominant factors that often explain the increase in turnover intention in organizations.

This phenomenon is also relevant in the modern retail industry, which is characterized by high operational demands, a fast-paced work environment, and strict sales targets. Several studies suggest that retail employees are more prone to Job Stress than employees in other sectors due to direct customer interaction requirements and the need to meet daily sales targets imposed by the company (Kotler & Keller, 2016). However, another crucial factor is career development, which refers to opportunities provided by the organization to enhance employees' competencies through training, promotions, or job rotations (Munandar, 2019). Within the framework of the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2017), career development is categorized as a job resource that can buffer the negative effects of job demands such as stress and workload. Research shows that employees who perceive clear career development opportunities, such as access to training or promotion pathways, tend to have lower turnover intention as they feel valued and motivated to remain with the organization (Weng & McElroy, 2012; Khuong & Yen, 2016). In contrast, limited career development opportunities may lead to dissatisfaction and an increased desire to seek alternative employment, particularly in the retail industry where entry-level positions often provide limited career progression (Deery & Jago, 2015).

PT XYZ is a global retail company specializing in casual apparel, supported by a modern and integrated management system. The company implements a strategic management approach that emphasizes operational efficiency, product innovation, and customer satisfaction. It adopts a centralized yet flexible organizational structure, where key decisions are made at the headquarters while allowing for contextual adaptations within each country of operation.

In terms of human resource management, PT XYZ prioritizes continuous training, a disciplined work culture, and career development through structured promotion and job rotation systems. The company employs a highly selective recruitment process with rigorous standards to ensure that each employee possesses the competencies and work ethics aligned with its core values. Following recruitment, PT XYZ provides intensive training for all employees, particularly in-store staff, to ensure they understand the company's work culture, customer service standards, and operational procedures. This training is conducted regularly to maintain consistent service quality across branches.

Through its structured HR system, PT XYZ not only safeguards operational excellence but also fosters a loyal and competent workforce capable of addressing global business challenges. This approach has become a key success factor in sustaining the company's competitive position within the apparel retail industry.

2. RESEARCH METHOD

This study employs a causal associative approach with a quantitative method to examine the relationship between job stress (X1), workload (X2), and turnover intention (Y). Data are collected from primary sources, specifically employees of PT XYZ, Medan Branch, through questionnaires, with optional interviews conducted to obtain deeper insights. The study spans from March to August 2025 and involves 32 respondents. Secondary data are also obtained from company records. The research aims to analyze the effects of job stress, workload, and career development on employees' turnover intention.

The data collection process includes questionnaires through which respondents provide perceptions regarding job stress, workload, and career development, as well as their intention to leave the company. Data validity and reliability are tested using SPSS to ensure that the research instruments accurately measure the intended variables. The study applies several analytical methods, including descriptive analysis, multiple linear regression, and hypothesis testing using t-tests and F-tests. Descriptive analysis is used to summarize the data, while regression analysis is conducted using SPSS Statistics 30.0.

Assumptions such as normality, multicollinearity, and heteroscedasticity are tested to validate the regression model. The multiple regression model predicts the dependent variable, turnover intention (Y), based on job stress (X1) and workload (X2). Additionally, the strength of the relationship between the variables is evaluated using the coefficient of determination (R^2), which shows the percentage contribution of job stress and workload to turnover intention. These methods provide valuable insights into the factors influencing turnover intention at PT XYZ, Medan Branch.

3. RESULT AND ANALYSIS

Data Validity Test

In testing the validity of the research instruments, the procedure involves comparing the r-calculated value with the r-table value based on the degree of freedom (df) using the formula $df = n - 2$, where n represents the number of research samples. In this study, the number of respondents was 32, resulting in $df = 32 - 2 = 30$ with a significance level of 0.05 (5%), which produced an r-table value of 0.2960. If the r-calculated value is greater than the r-table value at the 5% significance level, the questionnaire items are declared

valid, whereas if the r-calculated value is smaller than the r-table value, the items are declared invalid. The complete results of the validity test are presented in the following table:

Table 4.8 Validity Test

Question	r-calculated	r-table	Keterangan
Job Stress (X1)			
X1.1.1	0.768	0.2960	Valid
X1.1.2	0.758	0.2960	Valid
X1.1.3	0.768	0.2960	Valid
X1.1.4	0.824	0.2960	Valid
X1.2.1	0.747	0.2960	Valid
X1.2.2	0.778	0.2960	Valid
X1.2.3	0.696	0.2960	Valid
X1.2.4	0.849	0.2960	Valid
X1.2.5	0.546	0.2960	Valid
X1.3.1	0.758	0.2960	Valid
X1.3.2	0.655	0.2960	Valid
X1.3.3	0.737	0.2960	Valid
X1.3.4	0.728	0.2960	Valid
X1.3.5	0.710	0.2960	Valid
Workload (X2)			
X2.1.1	0.736	0.2960	Valid
X2.1.2	0.691	0.2960	Valid
X2.1.3	0.746	0.2960	Valid
X2.2.1	0.690	0.2960	Valid
X2.2.2	0.794	0.2960	Valid
X2.3.1	0.666	0.2960	Valid
X2.3.2	0.669	0.2960	Valid
X2.3.3	0.745	0.2960	Valid
Career Development (X3)			
X3.1.1	0.819	0.2960	Valid
X3.1.2	0.747	0.2960	Valid
X3.1.3	0.708	0.2960	Valid
X3.2.1	0.521	0.2960	Valid
X3.2.2	0.689	0.2960	Valid
X3.2.3	0.567	0.2960	Valid
X3.3.1	0.834	0.2960	Valid
X3.3.2	0.612	0.2960	Valid
X3.3.3	0.655	0.2960	Valid
Turnover Intention (Y)			
Y1.1.1	0.683	0.2960	Valid
Y1.1.2	0.563	0.2960	Valid
Y1.2.1	0.785	0.2960	Valid
Y1.2.2	0.636	0.2960	Valid
Y1.2.3	0.690	0.2960	Valid
Y1.3.1	0.706	0.2960	Valid
Y1.3.2	0.739	0.2960	Valid
Y1.3.3	0.819	0.2960	Valid

Source: SPSS output results 2025

Based on Table 4.8, the validity test results for all statement items on the variables Job Stress (X1), Workload (X2), Career Development (X3), and Turnover Intention (Y) show that each statement item has an r-calculated value greater than the r-table (0.2960). For

the Job Stress (X1) variable, the r-calculated values range from 0.546 to 0.849, meaning all 14 statement items are declared valid. Similarly, for the Workload (X2) variable, the r-calculated values range from 0.666 to 0.794, so all 8 statement items are also valid.

Furthermore, for the Career Development (X3) variable, the r-calculated values are in the range of 0.521 to 0.834, indicating that all 9 statement items are valid. Meanwhile, for the Turnover Intention (Y) variable, the r-calculated values range from 0.563 to 0.819, which also shows that all 8 statement items are valid. Thus, it can be concluded that all statement items for the four research variables have a significant correlation with their total scores, as the r-calculated values obtained are greater than the r-table (0.2960). This indicates that the research instrument used has met the validity requirements, making it suitable for measuring each variable in this study.

Data Reliability Test

The reliability test is conducted to assess the consistency level of the research instrument, particularly the questionnaire used to measure the indicators of each variable. A questionnaire is declared reliable if the statistical test results show a Cronbach's Alpha (α) value greater than 0.60.

Table 4.9 Reliability Test

Variable	Cronbach's Alpha	r-table Product Moment α 5	Keterangan
Job Stress (X1)	0.936	0.2960	Reliable
Workload (X2)	0.866	0.2960	Reliable
Career Development (X3)	0.858	0.2960	Reliable
Turnover Intention (Y)	0.856	0.2960	Reliable

Source: Data processed, SPSS 30 Output, 2025

Based on Table 4.9, the reliability test results show that all research variables, namely Job Stress (X1) with a Cronbach's Alpha value of 0.936, Workload (X2) with 0.866, Career Development (X3) with 0.858, and Turnover Intention (Y) with 0.856, have Cronbach's Alpha values greater than the Product Moment r-table of 0.2960, and Cronbach's Alpha (α) > 0.60. Therefore, it can be concluded that all variables in this study have an excellent level of internal consistency and it is proven that all instruments used are reliable, meaning each statement item in the questionnaire provides consistent and trustworthy results for measuring each variable studied.

Statistical Normality Test

The normality test is conducted to determine whether the data used in this study are normally distributed. The test is performed using the Kolmogorov-Smirnov method in SPSS version 30. If the significance value (Asymp. Sig.) is greater than 0.05, the data are considered normally distributed, whereas if the significance value (Asymp. Sig.) is less than 0.05, the data are considered not normally distributed. The SPSS version 30 output results from this study are as follows.

Table 4.10 Statistical Normality Test

	Kolmogorov-Smirnova	Shapiro-Wilk
	Statistic	df
Job Stress	0.107	32
Workload	0.103	32

Career Development	0.094	32
Turnover Intention	0.113	32

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Data processed, SPSS 30 Output, 2025

Based on the normality test results presented in Table 4.10, it is known that the significance (Sig.) values for each variable, in both the Kolmogorov-Smirnov and Shapiro-Wilk tests, are greater than 0.05. The Job Stress (X1) variable has significance values of 0.200 and 0.196, the Workload (X2) variable has values of 0.200 and 0.264, the Career Development (X3) variable has values of 0.200 and 0.110, and the Turnover Intention (Y) variable has values of 0.200 and 0.135. These values indicate that all data for each variable are normally distributed. Thus, it can be concluded that this research data has met the normality assumption, making it suitable for further multiple linear regression analysis to examine the relationships between the research variables.

Histogram Normality Test

The histogram above shows the distribution of standardized residuals from the regression model with the dependent variable Turnover Intention. The histogram shape resembles a bell-shaped curve, symmetrical and centered around zero, indicating that most residual values are close to zero, with only a small amount of data located at the far left and right ends of the distribution. The mean residual value of $-2.39\text{E-}16$ (~ 0), which is nearly zero, and a standard deviation of 0.950 indicate that the spread of residuals is not wide and remains within reasonable limits. The black curved line representing the theoretical normal curve appears to follow the pattern of the histogram bars, indicating that the residuals are normally distributed. Thus, the assumption of residual normality in the regression analysis is met, meaning that the regression model is suitable for further interpretation because there is no violation of the basic regression assumption regarding residual distribution. Source: Data processed, SPSS 30 Output, 2025 Figure 4.2 Graph of Normality Test.

The image above shows the Normal P-P Plot of Regression Standardized Residual for the dependent variable Turnover Intention. This graph is used to test whether the residuals from the regression model are normally distributed. The blue dots represent the observed cumulative distribution of residuals, while the black diagonal line shows the expected cumulative distribution if the residuals were normally distributed. Most points are close to the diagonal line, with only slight minor deviations at the beginning and end of the line, indicating that the residual distribution sufficiently follows the theoretical normal line. Thus, the residuals of the regression model are normally distributed, or in other words, the normality assumption is met. This supports the histogram results and confirms that the regression model used to explain Turnover Intention meets one of the classic regression assumptions, making its analysis results reliable and suitable for further interpretation.

The multicollinearity test aims to determine whether there is a strong linear relationship between the independent variables in the regression model. This test is observed from the Tolerance and Variance Inflation Factor (VIF) values. According to

Ghozali (2018), if the Tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that there is no multicollinearity among the independent variables.

Table 4.11 Multicollinearity Test

Model	Collinearity Statistics
	Tolerance
1 (Constant)	
Job Stress	0.256
Workload	0.260
Career Development	0.924
a. Dependent Variable: Turnover Intention	

Source: Data processed, SPSS 30 Output, 2025

Based on the multicollinearity test results displayed in Table 4.11, it can be seen that the Job Stress (X1) variable has a Tolerance value of 0.256 and a VIF value of 3.908; the Workload (X2) variable has a Tolerance value of 0.260 and a VIF value of 3.839; while the Career Development (X3) variable has a Tolerance value of 0.924 and a VIF value of 1.082. The Tolerance values of all three independent variables are above 0.10, and the VIF values are below 10. This indicates that there are no symptoms of multicollinearity among the independent variables in the regression model used. Thus, it can be concluded that each independent variable, namely Job Stress, Workload, and Career Development, is independent of each other, making the regression model suitable for further analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is an inequality of residual variance between observations in the regression model. A good regression model is free from heteroscedasticity, meaning the residual variance is constant (homoscedasticity). One method used to detect heteroscedasticity is by examining the scatterplot between the ZPRED values (predicted values) and SRESID values (standardized residuals). If the points in the graph are randomly scattered above and below the horizontal axis (zero axis) without forming a specific pattern, it can be concluded that there is no heteroscedasticity. Source: Data processed, SPSS 30 Output, 2025 Figure 4.3 Heteroscedasticity.

Based on the heteroscedasticity test results shown in the scatterplot, the data points are randomly scattered above and below the horizontal axis (zero axis) without forming any distinct pattern such as wavy, widening, or narrowing. This random distribution indicates that the residual variance at each predicted value is constant. Thus, it can be concluded that the regression model used in this study does not exhibit heteroscedasticity and has met the classic assumption of homoscedasticity, making it suitable for multiple linear regression analysis to examine the effect of job stress, workload, and career development on employee turnover intention at PT XYZ Medan Branch.

Descriptive Statistics Analysis

Descriptive analysis is used to provide a general overview of the research data through minimum, maximum, mean, and standard deviation values, which are presented in the following table:

Table 4.12 Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Job Stress	32	35	68	49.94	10.616
Workload	32	18	37	28.72	5.390
Career Development	32	15	34	25.78	5.546
Turnover Intention	32	18	38	28.72	5.737
Valid N (listwise)	32				

Source: Data processed, SPSS 30 Output, 2025

Based on the descriptive analysis results presented in Table 4.12, the number of respondents (N) in this study is 32. The Job Stress variable has a minimum value of 35, a maximum value of 68, a mean of 49.94, and a standard deviation of 10.616. The Workload variable has a minimum value of 18, a maximum value of 37, a mean of 28.72, and a standard deviation of 5.390. The Career Development variable shows a minimum value of 15, a maximum value of 34, a mean of 25.78, and a standard deviation of 5.546. The Turnover Intention variable has a minimum value of 18, a maximum value of 38, a mean of 28.72, and a standard deviation of 5.737. Overall, the descriptive analysis results indicate variation among respondents for each variable, as reflected in the respective standard deviation values.

Hypothesis Test Results

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence of the independent variables, namely Job Stress (X_1), Workload (X_2), and Career Development (X_3), on the dependent variable, Turnover Intention (Y), among employees of PT XYZ Medan Branch. The general multiple linear regression equation is expressed as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$.

Table 4.13 Multiple Linear Regression Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 (Constant)	4.506	2.464		1.828
Job Stress	0.199	0.063	0.369	3.162
Workload	0.636	0.123	0.598	5.172
Career Development	-0.155	0.063	-	-
			0.150	2.448

a. Dependent

Variable: Turnover

Intention

Source: Data processed, SPSS 30 Output, 2025

Based on the regression analysis results presented in Table 4.13, the multiple linear regression equation obtained is $\text{Turnover Intention} = 4.506 + 0.199X_1 + 0.636X_2 - 0.155X_3$. The constant value of 4.506 indicates that if the variables Job Stress (X_1), Workload (X_2), and Career Development (X_3) are disregarded or assumed to be zero, Turnover Intention remains at 4.506. This implies that even in the absence of influence from the three independent variables, employees still exhibit a baseline intention to leave the company. The regression coefficient for Job Stress (X_1) is 0.199 with a significance value of 0.004 (< 0.05), demonstrating that Job Stress has a positive and significant effect on Turnover

Intention. This means that an increase in job stress by one unit will result in an increase of 0.199 in Turnover Intention, assuming other variables are constant, indicating that higher levels of stress experienced by employees tend to increase their desire to leave the organization. Furthermore, the regression coefficient for Workload (X_2) is 0.636 with a significance value of <0.001 (< 0.05), indicating that workload also has a positive and significant effect on Turnover Intention. Thus, a one-unit increase in workload will lead to an increase of 0.636 in Turnover Intention, assuming other variables remain constant, suggesting that heavier workload increases employees' inclination to change jobs. This variable has the most dominant influence, as reflected by the highest coefficient among the independent variables. Meanwhile, the regression coefficient for Career Development (X_3) is -0.155 with a significance value of 0.021 (< 0.05), indicating a negative and significant effect on Turnover Intention. This means that a one-unit improvement in career development will decrease Turnover Intention by 0.155, assuming other variables are constant, implying that better career development opportunities reduce employees' intention to leave their jobs. In conclusion, Job Stress (X_1) and Workload (X_2) have a positive and significant effect on Turnover Intention, while Career Development (X_3) has a negative and significant effect. This suggests that higher levels of stress and workload increase the employees' tendency to resign, whereas improved career development opportunities help lower their intention to leave the company.

Partial Significance Test (t-test)

The partial significance test (t-test) is conducted to determine the influence of each independent variable, namely Job Stress (X_1), Workload (X_2), and Career Development (X_3), on the dependent variable, Turnover Intention (Y), individually. The test compares the significance value (Sig.) with a significance level of $\alpha = 0.05$. If the Sig. value < 0.05 , the independent variable is considered to significantly affect the dependent variable. The t-table value in this study is calculated using $df = n - k - 1 = 32 - 3 - 1 = 28$, with $\alpha = 0.05$, resulting in a value of 2.04841. Based on Table 4.13, first, the constant shows a t-calculated value of 1.828 with a significance value of 0.078 (> 0.05), indicating that the constant does not significantly affect Turnover Intention. Although the constant has a value of 4.506, its influence is not statistically significant, suggesting that changes in Turnover Intention are mainly determined by the independent variables. Second, the Job Stress variable (X_1) has a t-calculated value of 3.162 ($> t$ -table 2.04841) with a significance value of 0.004 (< 0.05), indicating a positive and significant effect on Turnover Intention. Therefore, Hypothesis 1 (H_0) is rejected and H_a is accepted, meaning that higher Job Stress leads to a greater intention among employees to leave the company. Third, the Workload variable (X_2) has a t-calculated value of 5.172 ($> t$ -table 2.04841) with a significance value of < 0.001 (< 0.05), showing a positive and significant effect on Turnover Intention. Consequently, Hypothesis 2 (H_0) is rejected and H_a is accepted, indicating that higher workload increases employees' intention to change jobs. Finally, the Career Development variable (X_3) has a t-calculated value of -2.448 (absolute value $> t$ -table 2.04841) with a significance value of 0.021 (< 0.05), showing a negative and significant effect on Turnover Intention. Thus, Hypothesis 3 (H_0) is rejected and H_a is accepted, meaning that better career development reduces the intention of employees to leave the company. In summary, the t-test results demonstrate that Job Stress and Workload have a positive significant effect, while Career

Development has a negative significant effect on Turnover Intention, indicating that changes in these variables significantly influence employees' intention to change jobs.

Simultaneous Significance Test (F-test)

The simultaneous significance test (F-test) is used to determine whether all independent variables collectively have a significant effect on the dependent variable. This test is conducted by examining the significance value (Sig.) in the ANOVA test results. The decision criterion is that if the Sig. value is less than 0.05, the regression model is declared significant, indicating that all independent variables simultaneously influence the dependent variable.

Table 4.14 Results of Simultaneous Significance Test (F-test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	921.100	3	307.033	86.515	<0.001b
Residual	99.369	28	3.549		
Total	1020.469	31			
a. Dependent Variable: Turnover Intention					
b. Predictors: (Constant), Career Development, Job Stress, Workload					

Source: Data processed, SPSS 30 Output, 2025

Based on the analysis results presented in Table 4.14, an F-calculated value of 86.515 is obtained with a significance value of < 0.001 . This value is compared with the F-table obtained from the F distribution table at a significance level (α) of 0.05, with degrees of freedom $df_1 = k - 1 = 3$ (number of independent variables) and $df_2 = n - k = 32 - 3 = 29$, resulting in an F-table value of 2.93. Since the F-calculated value (86.515) is greater than the F-table value (2.93), and the significance value is less than 0.05, it can be concluded based on the F-test criteria that H_0 is rejected and H_a is accepted. This indicates that the variables Job Stress, Workload, and Career Development simultaneously and significantly affect employee Turnover Intention at PT XYZ Medan Branch. These results demonstrate that simultaneous changes in employee levels of Job Stress, Workload, and Career Development have a tangible impact on their intention to change jobs. Therefore, the regression model used in this study is declared valid and simultaneously significant.

Coefficient of Determination Analysis (R^2 Test)

The Coefficient of Determination (R^2) test is conducted to determine the extent to which the independent variables Job Stress (X_1), Workload (X_2), and Career Development (X_3) contribute to explaining the dependent variable Turnover Intention (Y). The value of the coefficient of determination is indicated by the Adjusted R Square value, where the closer the value is to 1, the better the model is in explaining the variation that occurs. The following table presents the SPSS version 30 output results of the coefficient of determination test.

Table 4.15 Results of Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.950a	0.903	0.892	1.884
a. Predictors: (Constant),				

Career
Development,
Job Stress,
Workload

b. Dependent
Variable:
Turnover
Intention

Source: Data processed, SPSS 30 Output, 2025

Based on Table 4.15, the results of the Coefficient of Determination test show that the R value of 0.950 indicates a very strong relationship between the variables Job Stress (X_1), Workload (X_2), and Career Development (X_3) and the dependent variable Turnover Intention (Y). The R Square value of 0.903 demonstrates that 90.3% of the variation in Turnover Intention can be explained collectively by the three independent variables. Meanwhile, the Adjusted R Square (R^2) value of 0.892 indicates that after adjusting for the number of variables and research samples, 89.2% of the variation in Turnover Intention can still be explained by Job Stress, Workload, and Career Development. The remaining 10.8% is attributed to other factors not examined in this study. Thus, these results indicate that the regression model used in this research has excellent predictive ability, and the three independent variables make a substantial contribution to explaining the variation in employee Turnover Intention at PT XYZ Medan Branch.

Discussion of Research Results 4.4.1 Influence of Job Stress on Turnover Intention

Based on the partial test (t-test) results, the Job Stress variable (X_1) has a regression coefficient of 0.199, with a t-calculated value of 3.162 greater than the t-table value of 2.04841 and a significance value of 0.004, which is below the threshold of 0.05. These findings indicate that Job Stress has a positive and significant effect on Turnover Intention among employees of PT XYZ Medan Branch. This implies that the higher the level of Job Stress experienced by employees, the greater their tendency to leave the company. Theoretically, Job Stress is a state of tension that affects an individual's emotions, cognitive processes, and physical condition, which, if not properly managed, may reduce performance and increase the intention to resign. Job Stress typically arises when job demands exceed one's coping capacity, both physically and psychologically.

These results also support the findings of Handoko (2020), which state that Job Stress significantly influences turnover intention, where employees experiencing work pressure, high responsibility, and role conflict tend to seek alternative employment that is perceived as more comfortable. In the context of the present study, employees at PT XYZ Medan Branch are exposed to rapid work dynamics, stringent sales targets, and prolonged direct interaction with customers. Such conditions have the potential to induce Job Stress if not balanced with effective work management systems and adequate organizational support. If Job Stress persists without proper intervention, employee commitment and loyalty to the company are likely to decline, ultimately leading to turnover intention.

The present findings are consistent with previous studies demonstrating that Job Stress has a positive and significant effect on turnover intention. Research conducted by Ni Nyoman Egarini and Ni Luh Putu Eka Yudi (2022) found that Job Stress positively and

significantly affects turnover intention among employees of SPBU 54.811.05 in Lokapaksa Village. Similar conclusions were also reported by studies conducted by Christiandi (2022), Miftahul et al. (2021), Muslim (2021), Widiyanto and Yunus (2021), Ello et al. (2024), Wulandari et al. (2024), and Manggala and Siswanto (2024), all of which confirmed similar findings. Thus, the results of this study reinforce that the higher the level of Job Stress experienced by employees, the greater the likelihood of their intention to leave the company.

Influence of Workload on Turnover Intention

Based on the results of the partial test (t-test), it is known that the Workload variable (X_2) has a t-calculated value of 5.172, which is greater than the t-table value of 2.04841, with a significance value of <0.001 . Since the significance value is less than 0.05, it can be concluded that workload has a positive and significant effect on turnover intention. This indicates that an increase in workload will be followed by a rise in employees' intention to leave the company. An excessively high workload may lead to physical and psychological pressure, such as fatigue, increased stress levels, and reduced work motivation. Over time, these conditions may prompt employees to seek alternative employment that offers lighter responsibilities or a more suitable balance between job demands and individual abilities. Thus, workload constitutes one of the key factors influencing employees' decisions to stay with or leave an organization.

These findings are in line with the results of studies conducted by Ni Nyoman Egarini and Ni Luh Putu Eka Yudi (2022), Aldy Christiandi (2022), Muhammad Muslim (2021), Gregorius Widiyanto and Kheren Yunus (2021), and Dian Mega Pratiwi et al. (2020), all of which similarly confirm that workload has a positive and significant effect on turnover intention. In accordance with these previous studies, the results of this research reaffirm that excessive workload may lead to physical and mental exhaustion and reduced job satisfaction, ultimately encouraging employees to look for employment opportunities perceived as more balanced. Therefore, it is essential for company management to allocate workload proportionally to mitigate the level of turnover intention.

Influence of Career Development on Turnover Intention

Based on the multiple linear regression analysis results, the Career The Career Development variable (X_3) has a regression coefficient of -0.155 , with a t-calculated value of -2.448 , which is greater than the t-table value of 2.04841, and a significance value of $0.021 < 0.05$. These results indicate that career development has a negative and significant effect on turnover intention. This implies that improved career development opportunities provided by the organization decrease employees' intention to leave their jobs. Conversely, if the company does not offer clear opportunities for career advancement or development, employees are more likely to seek employment elsewhere that is perceived to provide better career prospects.

Within a company, career development is a process designed to provide employees with opportunities to enhance their abilities and responsibilities according to their potential. Generally, employees begin at a basic position and have the opportunity to progress to higher levels based on their performance, competence, and work experience.

These research findings are consistent with studies conducted by Sutiknyo, Mukzam, and Mayowan (2017), Yumna and Setiawati (2022), and Zakaria and Hapzi (2024), all of which also demonstrate that career development has a significant negative effect on turnover intention. According to these studies, turnover intention is influenced by employees' perceptions of their growth opportunities within the organization. When employees feel they have the chance to improve their skills, obtain promotions, or develop their careers, they tend to be more committed and loyal to the company. In contrast, insufficient career development opportunities may lead to job dissatisfaction and increase the desire to resign. Furthermore, career growth opportunities are an important factor in employee retention. Employees who perceive that the organization supports their career progression are more motivated to contribute and remain with the company in the long term. Therefore, these research findings reinforce the view that career development plays a crucial role in reducing turnover intention.

Simultaneous Influence of Job Stress, Workload, and Career Development on Turnover Intention

Based on the F-test results presented in Table 4.15, an F-calculated value of 86.515 was obtained with a significance level of < 0.001 (< 0.05). This indicates that simultaneously, the variables of Job Stress, Workload, and Career Development significantly influence Turnover Intention. In other words, these three independent variables collectively contribute substantially to explaining employees' intention to leave the organization. The findings suggest that high Job Stress, excessive workload, and limited career development opportunities, when experienced simultaneously, can increase employees' desire to resign.

These results are consistent with the theory proposed by Mobley (1977) in his Employee Turnover Model, which explains that turnover intention arises as a result of job dissatisfaction triggered by various organizational stressors such as work pressure, excessive workload, and inadequate career development opportunities. When such conditions occur concurrently, employees may experience psychological exhaustion and reduced organizational commitment, thereby increasing their likelihood of seeking alternative employment.

This research also supports the findings of Suhartini and Handayani (2021) in *Jurnal Ilmu Manajemen*, Vol. 9 No. 2, which demonstrated that Job Stress, workload, and career development simultaneously and significantly influence turnover intention among employees of manufacturing companies in East Java. Their study revealed that high work pressure and disproportionate workload contribute to increased stress levels, while inadequate career development opportunities further strengthen employees' intention to leave the organization. Theoretically, these results reinforce the view of Robbins and Judge (2017) that job satisfaction and organizational commitment are strongly affected by working conditions, job demands, and opportunities for self-development. Failure to effectively manage these three aspects may result in decreased motivation, increased work pressure, and ultimately lead to turnover intention.

In addition, the findings of this study are in line with those of previous researchers such as Muhammad Muslim (2021), Gregorius Widiyanto & Kheren Yunus (2021), and Ni Nyoman Egarini & Ni Luh Putu Eka Yudi (2022), who also found that Job Stress and workload exert a positive and significant influence on turnover intention. Furthermore,

research conducted by Aldy Christiandi (2022) and Rizky Josua Ello et al. (2024) reinforces the argument that the combination of stress and workload plays a key role in increasing turnover intention across various industrial sectors.

This study provides additional insight by confirming career development as one of the significant factors affecting turnover intention. This finding aligns with Robbins and Judge's (2017) assertion that career development opportunities are critical determinants of job satisfaction and employee loyalty. Employees who perceive that they have opportunities for growth within the organization are more likely to remain, whereas those who feel stagnant are more inclined to seek opportunities elsewhere.

Thus, it can be concluded that Job Stress, workload, and career development simultaneously have a significant effect on turnover intention. Therefore, organizations should strive to balance workloads, reduce excessive pressure, and provide clear career development pathways. These efforts are expected not only to reduce turnover intention but also to enhance employee loyalty and productivity over the long term.

Research Implications

The findings of this study have important practical implications for the management of PT XYZ Medan Branch in developing effective human resource strategies to reduce employee turnover intention. Based on the results showing that Job Stress and Workload have a positive effect on turnover intention, while Career Development has a negative effect, the company should implement several strategic actions, including stress management programs such as stress management training, team building activities, and counseling sessions for employees experiencing high pressure, as well as fostering a supportive work environment through participative leadership to enhance engagement. Workload should be evaluated and redistributed proportionally according to individual capacity by applying job rotation, utilizing work scheduling technologies, and redesigning job tasks. Strengthening career development initiatives is also crucial through transparent career pathing, regular training, promotion opportunities, and mentoring programs, supported by performance-based reward systems to boost motivation and loyalty. Furthermore, work-life balance policies such as flexible working hours, adequate rest facilities, and recreational programs should be implemented to reduce excessive job pressure. Management is advised to conduct regular employee satisfaction surveys and exit interviews to identify early indicators of turnover and assess the effectiveness of HR policies. To address these issues more comprehensively, the researcher suggests the formation of an HR Retention Task Force to monitor turnover factors and design data-driven preventive policies, establishing realistic employee KPIs, implementing mentoring and coaching systems between senior and junior employees, increasing communication transparency through regular discussion forums, and optimizing reward and recognition systems such as monthly performance awards and loyalty awards for long-tenured employees.

The results of this study contribute significantly to the development of organizational behavior and human resource management theories, particularly regarding psychological and structural factors influencing turnover intention. First, the findings reinforce the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2017), which posits that the balance between job demands, such as Job Stress and workload, and job resources, such

as career development, affects employee well-being and decisions to remain or leave an organization. In the context of PT XYZ, the results indicate that when high job demands are not counterbalanced with adequate career development resources, the risk of turnover increases. Second, this study enriches Turnover Intention Theory proposed by Mobley (1977) by demonstrating that psychological factors (Job Stress) and structural factors (workload and career development opportunities) play distinct roles in shaping employees' intentions to resign, supporting the notion that turnover intention results from a cognitive evaluation of working conditions and future opportunities. Third, the study provides empirical insights within the Indonesian retail sector, showing that despite PT XYZ applying strong global management standards, local aspects such as operational pressure, work culture, and perceptions of career opportunities remain influential determinants of turnover intention. Thus, this research expands the applicability of cross-cultural human resource management theory in the international retail context of the Indonesian market.

4. CONCLUSION

Based on the research findings regarding the influence of Job Stress, workload, and career development on employee turnover intention at PT XYZ Medan Branch, it can be concluded that Job Stress and workload have a positive and significant effect on turnover intention, while career development has a negative and significant effect. Additionally, Job Stress, workload, and career development simultaneously have a significant impact on turnover intention. In accordance with these results, several recommendations are proposed for the company and future researchers. The company is advised to prioritize the management of employee Job Stress through well-being programs, team-building activities, and psychological support to prevent mental and emotional exhaustion. The management should also review workload distribution to ensure it aligns with the capacity and responsibilities of each position, taking into account working hours, realistic targets, and the need to increase personnel in divisions experiencing excessive workload. Furthermore, strengthening career development programs by providing promotion opportunities, skills training, and clear career pathways will enhance employees' sense of belonging and reduce turnover intention. For future researchers, it is suggested to incorporate additional variables such as job satisfaction, compensation, leadership style, work environment, or organizational culture and to expand the scope across different sectors or regions to achieve a more comprehensive and comparative analysis across industries

References

- Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, 15(1), 63-71.
- Alatawi, A. S., BinYahya, L. H., & Abouammoh, A. M. (2020). The impact of job stress on employee turnover intention during COVID-19 pandemic: The mediating role of work exhaustion. *Journal of Public Affairs*, 20(4), e2513. <https://doi.org/10.1002/pa.2513>

- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>.
- Bakker, A. B., & Demerouti, E. (2021). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 26(2), 97–112. <https://doi.org/10.1037/ocp0000275>
- Bothma, C. F. C., & Roodt, G. (2020). The validation of the turnover intention scale. *South African Journal of Human Resource Management*, 18(1), a1382. <https://doi.org/10.4102/sajhrm.v18i0.1382>
- Christiandi, A. (2022). Pengaruh Beban Kerja, Stres Kerja Dan Lingkungan Kerja Terhadap Turnover intention Karyawan Pada PT. Ginsa Inti Pratama.
- Dalimunthe, M. A., Ritonga, A. R., & Ananda, S. (2025). The Role of Opinion Leaders in Bullying Prevention: Evaluating the Roots Program in SMA Negeri 19 Medan Through the Lens of Two-Step Flow Communication Theory. *Komunika*, 21(01), 33-40.
- Dewirahmadanirwati & Salfitri, N. (2025). Pengaruh Stres Kerja, Beban Kerja Dan Lingkungan Kerja Terhadap Turnover intention Pada PT Tigaraksa Satria Padang. *Jurnal Pendidikan Tambusai*, 9(1), 3989-4000.
- Egarini, N. N., & Yudi, N. L. P. E. (2022). Pengaruh Beban Kerja, Stres Kerja, dan Kepuasan Kerja Terhadap Turnover intention Pada Karyawan SPBU 54.811.05 Desa Lokapaksa Kecamatan Seririt.
- Ello, R. J., Nursiani, N. P., Dhae, Y. K. I. D. D., & Fanggidae, R. P. C. (2024). Pengaruh Stres Kerja Dan Beban Kerja Terhadap Turnover intention Pada Karyawan CV. Timor Makmur Pangan.
- Hafizh, R., & Raharja, S. J. (2021). The effect of workload and Job Stress on turnover intention mediated by job burnout. *Jurnal Manajemen dan Bisnis*, 8(2), 215-223.
- Hafizh, R., & Raharja, S. J. (2021). The effect of workload and Job Stress on turnover intention mediated by job burnout. *Jurnal Manajemen dan Bisnis*, 8(2), 215-223.
- Handoko, T. Hani. (2019). *Manajemen Personalial dan Sumber Daya Manusia*. Yogyakarta: BPFE.
- Hariato, F., Ohorella, N. R., & Dalimunthe, M. A. (2023). Kompetensi Komunikasi Guest Service Agent Dalam Mendorong Kepuasan Tamu Mh Hotel Ipoh Malaysia. *Komunika*, 19(02), 30-35.
- Haryana, A., Susanti, R., & Pratama, B. (2025). Pengaruh stres kerja terhadap turnover intention di PT Bank BRI Cabang Palopo. *Jurnal Aplikasi Bisnis dan Manajemen*, 11(1), 23–34. <https://doi.org/10.17358/jabm.11.1.23>
- Hilda Nur Hanifah & Halomoan, Y. K. (2023). Pengaruh Beban Kerja dan Stres Kerja Terhadap Turnover intention Karyawan pada PT Grahaindo Kreasi Abadi (Country Wood) Tangerang Selatan. *AMANA: Jurnal Ilmiah Ilmu Manajemen*, 2(2).

- Hisbih, A., Karmela, L., & Supriatna, O. (2023). Pengaruh Beban Kerja, Stres Kerja Terhadap Turnover intention Karyawan Dengan Workplace Wellbeing Sebagai Variabel Mediasi.
- Jufri, A., & Mellanie, R. (2020). Analisis beban kerja dan dampaknya terhadap kinerja karyawan. *Jurnal Manajemen dan Kewirausahaan*, 22(1), 67–75. <https://doi.org/10.9744/jmk.22.1.67-75>
- Khuong, M. N., & Yen, V. H. (2016). Investigating the factors influencing employees' turnover intention: A study of banking industry in Ho Chi Minh City, Vietnam. *International Journal of Trade, Economics and Finance*, 7(2), 76-83.
- Lestari, D. A., & Ekowati, V. M. (2021). The effect of Job Stress on employee turnover intention with job satisfaction as mediation. *International Journal of Economics, Business, and Accounting Research (IJEBAAR)*, 5(3), 1002-1010.
- Lestari, D. A., & Ekowati, V. M. (2021). The effect of Job Stress on employee turnover intention with job satisfaction as mediation. *International Journal of Economics, Business, and Accounting Research (IJEBAAR)*, 5(3), 1002-1010.
- Luli, Y., Pratama, A., & Sari, D. (2025). Pengaruh beban kerja terhadap turnover intention di PT Astra Daihatsu Martadinata Manado. *Jurnal Manajemen Bisnis*, 11(1), 45–56. <https://doi.org/10.18196/mb.v11i1.12345>
- Manggala, R. K., & Siswanto. (2024). Pengaruh Stres Kerja dan Beban Kerja terhadap Turnover intention pada Sumber Daya Manusia (SDM) Generasi Z di Provinsi D.I. Yogyakarta.
- Marcella, J., & Ie, M. (2022). Pengaruh stres kerja, kepuasan kerja dan pengembangan karir terhadap turnover intention karyawan. *Jurnal Muara Ilmu Ekonomi dan Bisnis*, 6(1), 213–223.
- Miftahul, K., Saroh, S., & Zunaida, D. (2021). Pengaruh Beban Kerja, Kepuasan Kerja, Dan Stres Kerja Terhadap Turnover intention.
- Mobley, W. H. (2019). *Employee Turnover: Causes, Consequences, and Control*. Addison-Wesley.
- Munandar, A. S. (2019). *Psikologi Industri dan Organisasi*. UI Press.
- Muslim, M. (2021). Pengaruh Stres Kerja Dan Beban Kerja Terhadap Turnover intention Karyawan Pada PT. Sunggong Logistics Jakarta.
- Nasution, M. I. (2017). Pengaruh stres kerja, kepuasan kerja dan komitmen organisasi terhadap turnover intention medical representative. *MIX: Jurnal Ilmiah Manajemen*, 7(3), 407–428.
- Ohorella, N. R., Fauziah, D., & Dalimunthe, M. A. (2024). Brand Awareness Communication Strategy in Setujuan Coffee Marketing on Instagram Social Media. *KomunikA*, 20(02), 46-57.
- Pantouw, J. E., Tumbel, A., & Uhing, Y. (2022). Pengaruh stres kerja dan work-life balance terhadap turnover intention di PT Mahagatra Sinar Karya Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 10(3), 123–134. <https://doi.org/10.35794/emba.v10i3.34567>
- Pratama, A., & Setiawan, M. (2022). The influence of career development and organizational commitment on turnover intention in retail industry. *Jurnal Manajemen Bisnis*, 13(1), 45–56. <https://doi.org/10.18196/mb.v13i1.12345>

- Pratiwi, D. M., Sunaryo, H., & Wahono, B. (2020). Pengaruh Beban Kerja, Stres Kerja, Dan Kepuasan Gaji Terhadap Turnover intention Karyawan Pada PT. Beringin Gigantara KC Surabaya.
- Putri, R. N., & Riana, I. G. (2022). Workload, Job Stress, and turnover intention: Empirical study of health workers during the COVID-19 pandemic. *International Research Journal of Management, IT and Social Sciences*, 9(1), 81–90. <https://doi.org/10.21744/irjmis.v9n1.1787>
- Rai, A. (2020). Impact of Job Stress on employee turnover intention: A study on SMEs in India. *Journal of Business and Management*, 22(1), 1-9.
- Rahayu, S., & Sari, D. P. (2023). The role of career development in reducing turnover intention in Indonesian retail sector. *Jurnal Aplikasi Bisnis dan Manajemen*, 9(2), 312–320. <https://doi.org/10.17358/jabm.9.2.312>
- Retno, R., Souisa, J., & Utomo, R. S. (2023). Analisis Pengaruh Beban Kerja, Stres Kerja dan Kepuasan Kerja Pada Turnover intention (Studi Pada PT. Formosa Bag Indonesia). *Jurnal Dinamika Sosial Budaya*, 24(2).
- Ritonga, A. R., Dalimunthe, M. A., & Januarini, E. (2024). Utilization Of Digital Media in Improving Student Literacy (Case Study at SDN 10 Rantau Selatan). *CONTENT: Journal of Communication Studies*, 2(02), 01-08.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson.
- Saragih, S., & Margaretha, M. (2020). The effect of workload and Job Stress on turnover intention with work satisfaction as a mediating variable. *Jurnal Aplikasi Manajemen*, 18(4), 679–688.
- Sari, N. P., & Susilo, H. (2022). Career development and turnover intention: Evidence from Indonesian retail employees. *Jurnal Manajemen dan Kewirausahaan*, 24(2), 89–98. <https://doi.org/10.9744/jmk.24.2.89-98>
- Segal, J., Smith, M., Segal, R., & Robinson, L. (2020). Stress in the workplace: Managing job and workplace stress. *Journal of Occupational Health Psychology*, 25(4), 234–245. <https://doi.org/10.1037/ocp0000198>
- Srimulyani, E., & Hermanto, Y. B. (2021). The effect of career development on employee engagement and turnover intention. *Jurnal Manajemen dan Organisasi*, 12(3), 189–200. <https://doi.org/10.29244/jmo.v12i3.3456>
- Supriyanto, A. S., & Ekowati, V. M. (2023). The moderating role of career development in the relationship between workload and turnover intention. *Jurnal Manajemen Bisnis*, 14(1), 67–78. <https://doi.org/10.18196/mb.v14i1.12347>
- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the Job Demands-Resources Model: Implications for improving work and health. In Bauer, G. F. & Hämmig, O. (Eds.), *Bridging Occupational, Organizational and Public Health* (pp. 43–68). Springer.
- Sundari, P. R., & Meria, L. (2022). Pengaruh beban kerja melalui burnout dan kepuasan kerja terhadap turnover intention. *ADI Bisnis Digital Interdisiplin Jurnal*, 3(2), 112–123. Universitas Esa Unggul, Jakarta. <https://adi-journal.org>
- Sutiknyo, T. S., Mukzam, D., & Mayowan, Y. (2017). Pengaruh Praktik Pengembangan Karir Terhadap Turnover Intention. *Jurnal Administrasi Bisnis (JAB)* [Vol. 50 No. 3, 79-89.

- Tarwaka. (2020). *Ergonomi Untuk Keselamatan dan Produktivitas Kerja*. Harapan Press.
- Tarwaka. (2020). Ergonomi untuk keselamatan, kesehatan kerja, dan produktivitas. *Jurnal Ergonomi Indonesia*, 6(1), 12–20. <https://doi.org/10.1234/jei.v6i1.123>
- Tett, R. P., & Meyer, J. P. (2020). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 73(2), 259–293. <https://doi.org/10.1111/peps.12345>
- Tote, J., Santoso, B., & Wijaya, A. (2023). Pengaruh beban kerja terhadap stres kerja dan turnover intention di PT Victory International Futures Kota Malang. *Jurnal Manajemen Bisnis*, 14(2), 78–89. <https://doi.org/10.18196/mb.v14i2.12346>
- Widodo, D., & Chandrawaty, C. (2022). The impact of career development programs on employee retention in Indonesian retail. *Jurnal Aplikasi Bisnis dan Manajemen*, 8(3), 234–245. <https://doi.org/10.17358/jabm.8.3.234>
- Wijaya, R. (2020). Analisis dimensi stres kerja dan pengaruhnya terhadap kinerja karyawan. *Jurnal Manajemen Bisnis*, 11(1), 89–100. <https://doi.org/10.18196/mb.v11i1.7891>
- Widiyanto, G., & Yunus, K. (2021). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Turnover intention Karyawan Pada CV. Wan Qian.
- Wulandari, D., Meutia, K. I., & Dewi, N. K. (2024). Pengaruh Beban Kerja, Stres Kerja, dan Lingkungan Kerja terhadap Tingkat Turnover intention pada PT. Sepulsa Teknologi Indonesia.
- Yumna, A. B., & Setiawati, T. (2022). Pengaruh Pengembangan Karir dan Stress Kerja terhadap Turnover Intention melalui Kepuasan Kerja sebagai Variabel Intervening di Hotel Grand Inna Malioboro Yogyakarta. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen Vol. 01, No. 05*, 157–171.
- Zakaria, A. Q., & Hapzi, A. (2024). Pengaruh Pengembangan Karir Beban Kerja dan Kinerja terhadap Turnover Intention Karyawan. *JMPIS Vol.5 No.4*, 1354–1363.