



The Effect of Work Overload on Turnover Intention in Employees of Misi Pasaraya Supermarket in Barru Regency

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Abstract, This study aims to analyze the effect of work overload towards turnover intention in employees of the Misi Pasaraya supermarket in Barru Regency. The variables that are used in this research are work overload as the dependent variable (X) and turnover intention as the independent variable (Y). Respondents that participated in this study were all employees of the Misi Pasaraya supermarket in Barru Regency, namely 50 employees. Data collection was done through distributing questionnaires. The technique that are used to analyze the research data is simple linear regression test with the help of IBM SPSS 25.00 for windows. The results that the study show is that excessive workload has a significant positive effect on exit intentions in employees of the Misi Pasaraya Supermarket in Barru Regency. The more workload the employees feel, the higher the intention of employees to leave their jobs. This is based on the results of the hypothesis test (t test) where the t-count value of 6.730 is greater than the t-table value of 2.011. While the significance value of 0.000 is much smaller than 0.05. Based on the results of the R-squared test, it can be seen that there is still a considerable proportion of variation in turnover intention, meaning that there are still other factors outside of workload that have a stronger influence in determining the intention to leave. So that work overload is not the main factor in measuring turnover intention in these supermarket employees.

Keywords: Barru Regency, Misi Pasaraya, Supermarket Employees, Turnover Intention, Work Overload

Abstrak, Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja berlebih terhadap turnover intention pada karyawan swalayan Misi Pasaraya Kabupaten Barru. Variabel yang digunakan dalam penelitian ini adalah beban kerja berlebih sebagai variabel terikat (X) dan turnover intention sebagai variabel bebas (Y). Responden yang berpartisipasi dalam penelitian ini adalah seluruh karyawan swalayan Misi Pasaraya Kabupaten Barru, yaitu sebanyak 50 karyawan. Pengumpulan data dilakukan melalui penyebaran kuesioner. Teknik yang digunakan untuk menganalisis data penelitian adalah uji regresi linier sederhana dengan bantuan IBM SPSS 25.00 for windows. Hasil yang ditunjukkan penelitian ini adalah beban kerja berlebih berpengaruh positif signifikan terhadap exit intention pada karyawan Swalayan Misi Pasaraya Kabupaten Barru. Semakin berat beban kerja yang dirasakan karyawan, maka semakin tinggi pula niat karyawan untuk keluar dari pekerjaannya. Hal ini berdasarkan hasil uji hipotesis (uji t) dimana nilai t hitung sebesar 6,730 lebih besar dari nilai t tabel sebesar 2,011. Sedangkan nilai signifikansi sebesar 0,000 jauh lebih kecil dari 0,05. Berdasarkan hasil uji R-squared dapat diketahui bahwa masih terdapat proporsi variasi turnover intention yang cukup besar, artinya masih terdapat faktor lain di luar beban kerja yang memiliki pengaruh lebih kuat dalam menentukan turnover intention. Sehingga beban kerja bukan merupakan faktor utama dalam mengukur turnover intention pada karyawan swalayan tersebut.

Kata Kunci: Beban Kerja Berlebih, Kabupaten Barru, Karyawan Swalayan, Misi Pasaraya, Turnover Intention

1. INTRODUCTION

In the era of growing globalization, people's needs for various types of goods and services have also increased. This has led to the rapid growth of the retail sector, including supermarkets, which have become one of the main choices for consumers to fulfill their daily needs. Globalization and competition have increased the need to attract and retain a competent and skilled workforce (Catteeuw et al., 2007). Based on a survey conducted by Towers Watson Global Workforce Study, it has been found that around 70% of Indonesian companies consider that retaining employees is a big challenge (Octaviani & Hartijasti, 2017).

This is reinforced by the results of a survey conducted by Mercer, many companies in the Southeast Asia region, including Indonesia, face challenges in retaining employees. This can be seen from the high employee turnover rate in Indonesia, which in 2013 reached 25.8%, making it the third highest in Southeast Asia (Jannavi et al., 2024).

However, along with the increase in activities in supermarkets, a new problem has emerged that is often faced by employees, namely excessive workload or work overload. Work overload occurs when the workload that employees must complete exceeds their normal capacity or limits (Gibran & Suryani, 2019). This not only has the potential to reduce performance and productivity, but can also have a negative impact on employees' mental and physical health. Which in turn can encourage them to seek employment elsewhere that offers a more conducive work environment (Trianika et al., 2024).

One of the significant impacts of work overload is the increase in turnover intention, which is the intention of employees to leave their jobs (Nahrisah et al., 2021). Turnover intention is often an early indicator before employees actually leave their jobs. One of the retail business actors who is also not free from this problem is the Misi Pasaraya Supermarket in Barru Regency. One of the retail businesses that is also not free from this problem is the Misi Pasaraya supermarket in Barru Regency. In recent years, this supermarket has experienced an increase in the number of employees resigning, which indicates problems in human resource management, including the possibility of work overload experienced by employees. This is evidenced in the following data on the employee turnover rate of the Misi Pasaraya Pekkae supermarket in the last three years:

Table 1. Employee Turnover Data Supermarket Misi Pasaraya Pekkae in 2021-2023

Year	Employee	Frek	Percentage
2021	18	2	11
2022	16	2	12,5
2023	20	4	20

Source: Manager Misi Pasaraya Pekkae, 2024

Based on table 1 above, it can be seen that a fairly high employee turnover rate occurs every year, from 11% in 2021 to 20% in 2023. This increase shows that the number of employees leaving the company every year is increasing, even though the total number of employees has also increased. It can be seen that the turnover rate that occurs at the Misi Pasaraya Pekkae supermarket varies greatly each year.

Thus, it can be concluded that the turnover rate of this business intention can still be said to be high. According to Gillis, the employee turnover rate can be considered normal if it is in the range of 5-10% per year. However, if this figure exceeds 10%, then the turnover can be considered high (Mardiana et al., 2014).

Based on the results of interviews conducted with the manager of Pasaraya Pekkae Mission on July 22, 2024, employees who turnover consist of cashier staff, sales clerks and warehouse staff. The reasons for these employees resigning are dominated by reasons for getting a new, better job, workload, personal reasons, and living far from the store. The results of interviews from several respondents also on average said they felt burnout about their work, excessive workload, job satisfaction, coupled with salaries that were not competitive or not in accordance with the needs of those whose homes were far away, so they resign and try to find a new job.

Based on pre-survey research that has been conducted at the Misi Pasaraya supermarket in Barru Regency, the company has set salaries for employees in accordance with their work which can be seen in the following table:

Table 2. Salary Data for Employees of Misi Pasaraya Supermarket in Barru Regency

No.	Position	Salary Per Month (Rp)
1	Manager	3.500.000
2	Administrator	2.400.000
3	Cashier	1.600.000
4	Warehouse Staff	1.500.000
5	Salesperson	1.200.000

Source: Manager Misi Pekkae Pasaraya, 2024

Along with the increasing employee turnover rate, companies must pay more attention to various aspects such as salary, working conditions, and employee satisfaction. Basically, employees need adequate salaries and a conducive work environment. The higher employee job satisfaction, the faster the company can achieve profits through increased employee productivity and achievement of company goal (Kusnadi & Kusuma, 2024).

The results of this study indicate that the level of satisfaction with salaries that are considered fair has a significant relationship with employee loyalty to their work. Thus, most employees who feel satisfied with the salary received, tend to suppress or reduce turnover

intention (Suharyanto et al., 2023). Conversely, salaries that are low or not in accordance with the workload provided can cause stress, lack of motivation, and even the desire to leave work (Kusnadi & Kusuma, 2024)

Turnover usually starts with the emergence of an employee's desire to change jobs (turnover intention). This desire arises when employees are still working and is influenced by various factors. According to Mobley, the factors that influence the emergence of turnover intention include individual characteristics, work environment, job satisfaction, and commitment to the organization (Karomah, 2020).

According to (Putri et al., 2022) employees holds a very important role in the sustainability of a company or organization, so they need to be managed and maintained properly. If human resource management does not run effectively, various problems can increase due to the employees that can affect company performance. One form of behavior that arises due to the company's oversight to manage human resources is the employee's desire to change jobs (turnover intention), that in turn can make employees decide to leave their jobs (Nurhikmah, 2022).

Employees who have the intention to turnover or leave the company usually show symptoms such as searching for other job vacancies, feeling uncomfortable as they are work in the company, complaining often regarding their work, feeling discontented with their work, disclosing negative opinion, and not caring about the company that they currently work in. According to (Demerouti et al., 2000), there is a powerful connection between job demands, such as physical workload, time pressure, and excessive interactions with burnout. In addition, they also found that factors such as performance feedback, rewards, and participation in decision-making are closely related to employees' decision to leave the job.

Framework and hipotesis

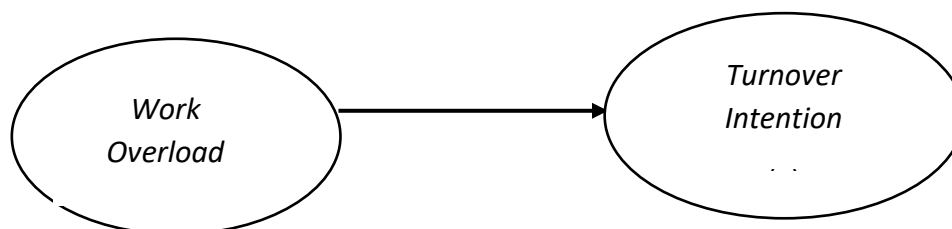


Figure 1. framework

Description:

→ : Influential Line

○ : Research

H0 : Work Overload has no significant effect on Turnover Intention.

H1 : Work Overload has significant effect on Turnover Intention.

2. RESEARCH METHOD

In this study, quantitative research was used. Quantitative research is a type of research that focuses on collecting and analyzing data in the form of numbers. This method is used to find patterns, describe data and averages, determine the effect of an intervention, understand causal relationships, and generalize research results to a wider population (Sukmawati et al., 2023).

Data collecting that are conducted in this study utilize observation, interviews, questionnaires and documentation. This study uses a Likert scale to measure the scale of each variable, where the Likert scale usually consists of statements followed by answer choices that reflect the respondent's level of agreement or disagreement with the statement. Research activities took place for approximately 2 months in all branches of Misi Pasaraya located in Barru Regency, South Sulawesi.

The population that are utilize in this study included all employees of the Misi Pasaraya in Barru Regency. Based on the theory (Sugiyono, 2019) saturation sampling technique is a sampling technique used when every participants of the population are utelize as samples. Therefore, the total of samples used in this study is 50 participants.

Table 3. Employee Population of Misi Pasaraya in Barru Regency

No	Location	Total Population (Employees)
1	Pekkae	20
2	Barru Kota	20
3	Madello	10
Total		50

Source: Processed by researchers, 2024

Operational Variable

Table 4. Indicator and Questionnaire Linkage

No	Variabel	Indicator	Statement
1	Work Overload (X)	Task Repetition	1. I sometimes feel bored because I often repeat the same tasks. 2. I often feel bored because I have to do repetitive tasks every day.

2		Task Excess	<ol style="list-style-type: none"> 1. The number of tasks I receive often exceeds my capacity. 2. I feel overwhelmed by the number of tasks I have to complete in a limited amount of time.
3		Physical and Mental Load	<ol style="list-style-type: none"> 1. The tasks I do often make me feel physically tired. 2. I often feel stressed because of the mental demands of my job.
4		Work at Odd Times	<ol style="list-style-type: none"> 1. Additional tasks can make my workload heavier. 2. I often have to work outside of normal working hours to complete my tasks.
5	Turnover Intention (Y)	Thoughts of Quitting	<ol style="list-style-type: none"> 1. I feel dissatisfied with my current job. 2. There are times when I feel like quitting my job because the workload is too heavy.
6		Intention to Quit	<ol style="list-style-type: none"> 1. I would quit this job if I were offered more compensation elsewhere. 2. I have a desire to quit my current job.
7		<i>Intention to Search Another Job</i>	<ol style="list-style-type: none"> 1. I am thinking of looking for information about job vacancies elsewhere. 2. I actively seek information about job opportunities elsewhere.

Data analysis techniques

The data analysis techniques that are utilize in this research are descriptive analysis, data validity test, reliability test, simple regression analysis, classical assumption test, t-test and determination coefficient test. This analysis was carried out by utilizing the IBM SPSS Statistics version 25.0 (Statistical Product and Service Solutions) software.

3. RESULTS AND DISCUSSION

Analysis Case Processing Summary

The results of the Case Processing Summary are used to see if there is missing data or missing during the processing process.

Table 5. Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	50	100,0
	Excluded ^a	0	,0
	Total	50	100,0

a. Listwise deletion based on all variables in the procedure.

Source: Processed by researchers, 2024

The “Case Processing Summary” table shows that in this statistical analysis there were 50 cases of valid data that were fully used in the analysis process, with no data excluded. This is indicated by a value of 0 in the “Excluded” column, which means that there were no missing data or data that did not meet the analysis criteria. A total of 50 cases were available, and all of them were used, resulting in 100% valid data. This analysis used the listwise deletion method, meaning that only cases with complete data on all variables were included in the analysis.

Validity Test

The Validity Test is used to present the results of the calculation of the correlation coefficient (r-count) for each item in the research instrument. In the validity test, choices are made depending on the comparison between the r-count and r-table values. If the r-count value is greater than the r-table, the instrument is considered valid. Conversely, if r-count is smaller than r-table, then the instrument is considered invalid. In this study, the number of samples (n) was 50, so the df value was calculated to be $50-2 = 48$. With a significance level of 0.05, the r-table value obtained was 0.2353.

Table 6. Validity Test Result

Item	r-calculate	Item	r-calculate
X1	0,753	Y1	0,696
X2	0,708	Y2	0,775
X3	0,776	Y3	0,876
X4	0,754	Y4	0,872
X5	0,762	Y5	0,897
X6	0,789	Y6	0,818
X7	0,847		
X8	0,505		

Source: Processed by researchers, 2024

Based on the validity test results that have been presented in the table, it can be concluded that all items in this research instrument are valid.

Reliability Test

To measure the reliability of an instrument, the Cronbach's alpha coefficient value is used. This can be seen if the Cronbach's alpha value is more than 0.60, it is reliable, while the Cronbach's alpha value of less than 0.60 can be said to be unreliable.

Table 7. Reliability Test Result

Variable	Cronbach's Alpha	Description
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<i>Work Overload</i>	0,881	Reliable
<i>Turnover Intention</i>	0,904	Reliable

Source: Processed by researchers, 2024

The table above shows the results of the reliability test using the Cronbach Alpha coefficient. Both have values that are above the generally accepted threshold (0.60), indicating a very good level of reliability.

Simple Regression Analysis

This test is conducted to test the connection between one independent variable (work overload) and the dependent variable (turnover intention).

Table 8 Simple Regression Analysis Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,639	2,130		1,239	,222
	Work Overload	,617	,092	,697	6,730	,000

a. Dependent Variable: Turnover Intention

Source: Processed by researchers, 2024

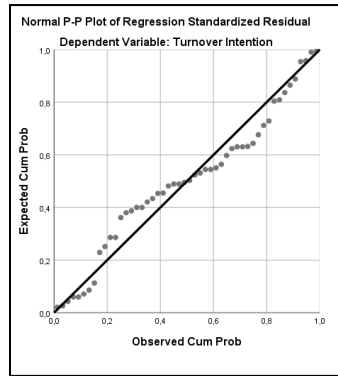
The table above illustrates the interpretation of the analysis as follows:

$$Y=2.639+0.617X$$

The interpretation of the equation is the constant value is 2.639, meaning that if there is no independent variable (work overload) then the value of the dependent variable (turnover intention) is consistent or there is no change. The coefficient value of the work overload variable is 0.617, meaning that every 1% increase in the level of work overload (X), turnover intention (Y) will increase by 0.617 or 61.7%. Because the regression coefficient value is positive, it can be said that work overload has a positive effect on turnover intention.

Normality Test

A good regression model has a normal or near normal data distribution. To be able to test the normality of the data, observations are made through the histogram graph and the following p-plot table. If the data is spread around the diagonal line and follows the direction of the line, the regression model is considered to fulfill the assumption of normality. However, if the data spreads far from the diagonal line or does not follow the direction of the line, the regression model does not meet the criteria of the assumption of normality.



Source: Processed by researchers, 2024

Figure 2. Normal P-Plot Graphic

Based on the Normal P-P Plot graph presented above, it can be seen that the data points generally follow the diagonal line quite well. This indicates that the residual data in this regression model is normally distributed. This means that one of the classic assumptions in regression analysis, namely residual normality, has been met.

Autocorrelation Test

A good regression model is a model that is free from autocorrelation. The most common method for conducting an autocorrelation test is the Durbin-Watson (DW) Test. DW values range from 0 to 4. If the DW value equals 2 it indicates no autocorrelation, if the DW value < 2 it indicates positive autocorrelation and if the DW value > 2 it indicates negative autocorrelation.

Table 9. Autocorrelation Test Result

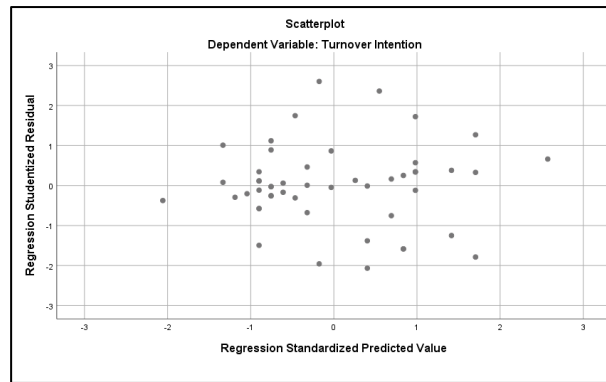
Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,697 ^a	,485	,475	4,433	1,933
a. Predictors: (Constant), Work Overload					
b. Dependent Variable: Turnover Intention					

Source: Processed by researchers, 2024

Based on the test results in the table above, the Durbin-Watson value obtained is 1.933. This value is between 0 and 4, but closer to 2. It can be concluded that there is no significant evidence of autocorrelation in the regression model.

Heteroscedasticity Test

A good regression model is one with homoscedasticity or no heteroscedasticity. The heteroscedasticity test can be done by looking at the plot graph (scatterplot) between the predicted value of the dependent variable, namely ZPRED with the residual SRESID.



Source: Processed by researchers, 2024

Figure 3 Heteroscedasticity Test Result

Based on the scatterplot of the heteroscedasticity test results, it can be seen that the data points are randomly scattered around the horizontal line at the zero value, without forming a specific pattern. Thus, it can be concluded that the regression model in this study does not have a heteroscedasticity pattern.

T test

The t test helps us answer hypothesis questions, whether the independent variable really has a significant effect on the dependent variable. If the significance value > 0.05 means that H_0 is accepted while H_1 is rejected, it can be concluded that the independent variable has a significant effect on the dependent variable, but if the significance value < 0.05 means that H_0 is rejected while H_1 is accepted, it can be concluded that the independent variable does not have a significant effect on the dependent variable.

Table 10. T Test Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,639	2,130		1,239	,222
	Work Overload	,617	,092	,697	6,730	,000

a. Dependent Variable: Turnover Intention

Source: Processed by researchers, 2024

Based on the table above, it can be seen that the t-count value for work overload is 6.730 which is greater than the t-table value of 1.677. While the significance value (p-value) is 0.000, this p-value is much smaller than 0.05 (significance level), meaning we reject the null hypothesis. This means we can conclude that work overload has a statistically significant effect on turnover intention. In other words, the higher the level of work overload, the higher the likelihood of turnover intention.

Test Coefficient of Determination (R^2)

The coefficient of determination (R-squared) is a statistical measure that shows how well the regression model can explain the variation in the dependent variable caused by the independent variable. The greater the R^2 value, the better the model in explaining the variation.

Table 11 R^2 Test Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,697 ^a	,485	,475	4,433	1,933
a. Predictors: (Constant), Work Overload					
b. Dependent Variable: Turnover Intention					

Source: Processed by researchers, 2024

Based on the R-squared value in the table above of 0.485, it can be concluded that the regression analysis can explain about 48.5% of the variation in turnover intention. Although this value indicates a relationship between work overload and turnover intention, there is still the remaining 51.5% that is influenced by other factors of variation in turnover intention that cannot be explained by this study.

Discussion of Research Results

To test the research hypothesis, a simple regression test was used. The test results show that the work overload variable has a significant influence on the turnover intention variable ($p < 0.05$). The positive regression coefficient value indicates that the higher the workload felt by employees, the higher their intention to leave the company.

The results of this study are in line with several previous studies conducted by (Pratiwi et al., 2020) who said that excessive workload is one of the factors that can increase employee turnover intention. This is also relevant to the results of research from Nurhikmah (2022) and (Agustin, 2022) who say that high workload can cause work stress, physical and mental fatigue, and decreased job satisfaction. This condition will ultimately encourage employees to look for a better job with a lighter workload.

Analysis of the answers to the open-ended statements regarding the work overload variable shows a variety of perceptions. Most respondents stated that they felt burdened by the amount of work that had to be done, as indicated by the use of words such as “quite burdened” and “tired”. Some respondents provided concrete suggestions to overcome this problem, such as increasing the number of employees or providing more adequate incentives. However, there were also a number of respondents who stated that they were comfortable with their jobs and chose not to comment. This suggests that factors other than workload, such as employee

relations, work environment, or benefits, also affect the level of job satisfaction (Sari et al., 2021).

The analysis of respondents' open-ended answers regarding turnover intention shows that there are various reasons underlying the decision. Most respondents cited the desire to seek better opportunities as the main factor. In addition, a number of respondents also mentioned other factors such as rather strict company rules, inappropriate salary, and limited job options in the Barru area as potential reasons for leaving. However, there were also some respondents who stated that they felt at home (comfortable) with their jobs, or were still hesitant to make a decision. This shows that the decision to leave the company is a decision that is influenced by various individual and situational factors.

Based on the results of the study, it can be concluded that excessive workload has a significant influence on the intention to quit on employees of the Misi Pasaraya Supermarket in Barru Regency. Therefore, companies need to pay attention to the level of employee workload and make efforts to reduce excessive workload.

4. CONCLUSION

Based on research on employees of the Misi Pasaraya Supermarket in Barru Regency, it can be concluded that there is a significant relationship between work overload and employee intention to leave (turnover intention) on employees of the Misi Pasaraya Supermarket in Barru Regency. In accordance with the results of the hypothesis test (t test) where the t-calculated value of 6.730 is greater than the t-table value of 1.677. While the significance value of 0.000 is much smaller than 0.05. Based on the results of the R-square test, it can be seen that there is still a considerable proportion of variation in turnover intention, meaning that there are still other factors outside of workload that have a stronger influence in determining the intention to leave. So that work overload is not the main factor in measuring turnover intention in supermarket employees.

5. RECOMMENDATIONS

Based on the results of the study which show that work overload has a significant effect on turnover intention, Misi Pasaraya should make several improvements, namely evaluating and improving the compensation system, then creating a conducive work environment by improving relationships between employees and also the company

neieids to pay atteintion to thei leveil of workload givein to eimployeieis. Too high a workload can havei a neigativei impact on eimployeiei peirformancei and increiasei thei risk of turnoveir. For futurei reiseiarch, it is reicommeindeid to conduct reiseiarch with a largeir samplei and involvei seiveiral diffeireint supeirmarkeiit companieis. In addition, futurei reiseiarch can also consideir otheir variableis that may affeict eimployeiei turnoveir inteintion, such as compeinsation, work einvironmeint, and leiadeirship

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