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The Effects of Workload and Workplace Conflict on Employees' Turnover Intention



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Article Info	Abstract
<p>Article History Submission: 2026-05-04 Accepted: 2026-06-18 Published: 2026-06-29</p> <p>Keywords: <i>Workload;</i> <i>Workplace conflict;</i> <i>Turnover intention;</i> <i>Employee retention;</i> <i>Human resource management.</i></p>	<p>Employee turnover intention has become a critical issue in human resource management because it often serves as an early indicator of actual employee turnover, which can negatively affect organizational performance and operational stability. This study aims to examine the effects of workload and workplace conflict on employee turnover intention at PT Pulau Nusantara Indonesia. A quantitative approach with an associative research design was employed. The population consisted of all 35 employees working at the company's head office, and a saturated sampling technique was used, resulting in 35 respondents. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS. Prior to hypothesis testing, the data were subjected to validity, reliability, normality, multicollinearity, and heteroscedasticity tests. The results indicate that workload has a positive and significant effect on turnover intention ($\beta = 0.402$; $p < 0.05$), while workplace conflict also has a positive and significant effect and emerges as the most dominant predictor ($\beta = 0.596$; $p < 0.05$). Simultaneously, workload and workplace conflict significantly influence turnover intention ($F = 251.252$; $p < 0.05$), explaining 94.0% of the variance in turnover intention ($R^2 = 0.940$). These findings suggest that both task-related pressures and interpersonal conflicts contribute substantially to employees' intentions to leave the organization. Therefore, organizations should implement integrated strategies that focus on workload management, conflict resolution, and the development of a supportive work environment to reduce turnover intention and improve employee retention.</p>

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I. INTRODUCTION

Human resource management has become a strategic issue for organizations because organizational performance is highly dependent on the stability, competence, and commitment of employees. In service-based industries, employee retention is particularly important because service quality, operational efficiency, and customer satisfaction are strongly influenced by the continuity of human resources. The transportation, logistics, and distribution sector is one of the industries that relies heavily on employee coordination, timely execution of tasks, and effective communication among operational, administrative, and managerial units. Consequently, employee turnover may create substantial organizational challenges, including increased recruitment and training costs, disruption of operational processes, reduced service quality, and the loss of organizational knowledge accumulated through employee experience.

Employee turnover is generally preceded by turnover intention, which refers to an employee's conscious and deliberate willingness to leave the organization in the near future (Mobley, 2017). Turnover intention is widely recognized as one of the strongest predictors of actual turnover behavior and therefore serves as an important early warning indicator for organizations. Understanding the factors that contribute to turnover intention is essential because high turnover rates may threaten organizational

sustainability, particularly in industries that require intensive coordination and continuous operational performance (Yücel, 2012).

One factor frequently associated with turnover intention is workload. Workload reflects the extent to which job demands exceed an employee's available resources, capabilities, or time capacity (Cain, 2007). According to the Job Demands-Resources (JD-R) Theory, workload is categorized as a job demand that may generate psychological strain, fatigue, and stress when employees lack sufficient organizational resources to cope with work requirements (Bakker & Demerouti, 2017). Although workload can stimulate productivity when maintained at an optimal level, excessive workload may reduce job satisfaction, increase emotional exhaustion, and ultimately encourage employees to consider leaving their organization.

In addition to workload, workplace conflict has been identified as another critical factor influencing turnover intention. Workplace conflict may arise from differences in goals, communication problems, interpersonal tensions, unequal task allocation, or competing interests among organizational members (Ahmadi, 2020; Flippo, 2018). Research has shown that unresolved conflict can negatively affect teamwork, organizational commitment, and employee well-being. Relationship conflict, in particular, tends to create psychological distress and reduce employees' willingness to remain within the organization because individuals must devote emotional energy to

managing interpersonal tensions rather than focusing on work-related tasks (De Dreu & Weingart, 2003). From the perspective of Social Exchange Theory, employees are more likely to maintain positive relationships with organizations that provide fair treatment, support, and constructive interactions; conversely, negative workplace relationships may weaken commitment and increase withdrawal intentions (Cropanzano & Mitchell, 2005).

Previous studies have extensively examined the relationship between workload, workplace stress, burnout, job satisfaction, organizational conflict, and turnover intention. Most findings suggest that excessive workload and dysfunctional workplace conflict contribute positively to employees' intentions to leave their organizations. However, empirical evidence remains limited within the context of transportation and logistics companies, particularly organizations operating in fast-paced distribution environments characterized by strict delivery targets, intensive coordination, and continuous operational demands. Existing studies have predominantly focused on manufacturing, hospitality, educational institutions, or general organizational settings, leaving uncertainty regarding how workload and workplace conflict simultaneously influence turnover intention in transportation service organizations.

This limitation highlights an important research gap. While workload and workplace conflict have individually been linked to turnover intention, limited attention has been given to examining their combined influence within the logistics and trucking industry, where employees are exposed to both task-related pressures and interpersonal coordination challenges. Consequently, further investigation is needed to provide a more comprehensive understanding of employee turnover intention in organizations operating under intensive operational conditions.

PT Pulau Nusantara Indonesia, a company engaged in transportation and distribution services, provides an appropriate context for examining this issue. The company operates in a highly competitive environment where timely delivery, operational efficiency, and effective coordination are essential for organizational success. Preliminary observations indicate several challenges related to employee management, including increased work pressure during peak delivery periods, overtime requirements, concerns regarding task and shift allocation, and communication tensions among employees as well as between employees and supervisors. Of the 35 employees working at the company's headquarters, 13 are contract employees and 22 are permanent employees. These conditions suggest that workload and workplace conflict may represent important antecedents of turnover intention and therefore warrant empirical investigation.

Based on the theoretical framework, empirical evidence, and organizational context described above, this study aims to examine the effects of workload and workplace conflict on employee turnover intention at PT Pulau Nusantara Indonesia, both individually and simultaneously. Understanding these relationships is expected to contribute to the human resource management literature, particularly within transportation and logistics organizations, while

also providing practical insights for managers seeking to reduce employee turnover and improve workforce stability. Accordingly, the hypotheses proposed in this study are as follows:

H1: Workload has a positive and significant effect on employee turnover intention.

H2: Workplace conflict has a positive and significant effect on employee turnover intention.

H3: Workload and workplace conflict simultaneously have a significant effect on employee turnover intention.

II. METHOD

This study employed a quantitative explanatory approach to examine the effects of workload and workplace conflict on employees' turnover intention at PT Pulau Nusantara Indonesia. A quantitative approach was selected because it enables the measurement of variables objectively and facilitates the testing of causal relationships among variables through statistical analysis. The study focused on identifying both the individual and simultaneous effects of workload and workplace conflict on employees' intention to leave the organization.

The population consisted of all employees working at the headquarters of PT Pulau Nusantara Indonesia in Surabaya, totaling 35 individuals, including both permanent and contract employees. Operational drivers were excluded from the study because they were classified as freelance workers and were not directly attached to the organizational structure. Given the relatively small population size, a saturated sampling technique (census sampling) was employed, whereby all members of the population were included as research respondents. Consequently, the final sample comprised 35 employees.

The study involved two independent variables, namely workload (X_1) and workplace conflict (X_2), and one dependent variable, turnover intention (Y). Workload refers to the quantity and complexity of tasks that must be completed within a specified period and was measured through indicators related to work targets, job conditions, time utilization, and work standards. Workplace conflict refers to disagreements, interpersonal tensions, and incompatibilities that occur within the organizational environment and was measured using indicators such as differences of opinion, psychological strain, personal tensions, differences in vision, and approaches to problem-solving. Turnover intention represents an employee's conscious willingness to leave the organization and was measured through indicators related to intentions to resign, willingness to seek alternative employment, and plans to leave the organization in the near future.

Primary data were collected using a structured questionnaire developed from the operational indicators of each variable. All questionnaire items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to hypothesis testing, the quality of the research instrument was evaluated through validity and reliability testing to ensure that all items accurately and consistently measured their intended constructs.

Data analysis was performed using multiple linear regression with the assistance of SPSS software. Before conducting regression analysis, classical assumption

tests were performed, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model satisfied the required statistical assumptions. The regression model used in this study is expressed as follows:

$$TI = a + \beta_1 WL + \beta_2 WC + \varepsilon$$

where *TI* represents turnover intention, *WL* denotes workload, *WC* represents workplace conflict, *a* is the constant, β_1 and β_2 are regression coefficients, and ε is the error term.

Hypothesis testing was conducted using the t-test to examine the partial effects of workload and workplace conflict on turnover intention, while the F-test was used to assess their simultaneous effect. In addition, the coefficient of determination (R^2) was employed to evaluate the proportion of variance in turnover intention explained by the independent variables. The results of these analyses provide empirical evidence regarding the extent to which workload and workplace conflict contribute to employees' intentions to leave PT Pulau Nusantara Indonesia.

III. RESULTS AND DISCUSSION

A. Results

1. Respondent Profile and Data Quality

This study involved 35 employees of PT Pulau Nusantara Indonesia Headquarters in Surabaya, all of whom were included as respondents through a saturated sampling technique. The respondents consisted of permanent and contract employees who were directly involved in the company's administrative and operational activities. Because the population size was relatively small, all members of the population were selected as the research sample, ensuring that the collected data accurately represented the actual conditions within the organization.

Before hypothesis testing was conducted, the research instrument was evaluated through validity and reliability testing. The results indicated that all items measuring workload, workplace conflict, and turnover intention had corrected item-total correlation values exceeding the minimum acceptable threshold, indicating that all indicators were valid. Furthermore, reliability testing showed that all variables achieved Cronbach's Alpha values greater than 0.70, confirming satisfactory internal consistency and indicating that the instrument was reliable for further analysis.

Classical assumption tests were subsequently performed to ensure the suitability of the regression model. The results demonstrated that the residuals were normally distributed, no multicollinearity problem was detected as indicated by tolerance values above 0.10 and VIF values below 10, and no heteroscedasticity symptoms were observed. Therefore, the regression model satisfied all required assumptions and was deemed appropriate for hypothesis testing.

2. Hypothesis Testing

Hypothesis testing was conducted using multiple linear regression analysis to examine the effects of workload and workplace conflict on employees'

turnover intention, both individually and simultaneously.

Table 1. Results of the Partial t-Test on the Effects of Workload and Workplace Conflict on Turnover Intention

Variable	B	Std. Error	Beta	t	Sig.
Constant	-0.961	0.151	-	-6.381	0.001
Workload	0.519	0.119	0.402	4.347	0.001
Workplace Conflict	0.572	0.089	0.596	6.440	0.001

Based on Table 1, workload has a regression coefficient of 0.519, a t-value of 4.347, and a significance level of 0.001 (< 0.05). These results indicate that workload has a positive and significant effect on employees' turnover intention. Therefore, the first hypothesis (H1) is accepted. Workplace conflict has a regression coefficient of 0.572, a t-value of 6.440, and a significance level of 0.001 (< 0.05). These findings indicate that workplace conflict also has a positive and significant effect on turnover intention. Accordingly, the second hypothesis (H2) is accepted.

Based on the standardized coefficients (β), workplace conflict ($\beta = 0.596$) exerts a stronger influence on turnover intention than workload ($\beta = 0.402$), suggesting that workplace conflict is the most dominant predictor of employees' intention to leave the organization.

Table 2. Results of the Simultaneous F-Test

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.618	2	13.809	251.252	0.000
Residual	1.759	32	0.055		
Total	29.377	34			

The results of the simultaneous test indicate an F-value of 251.252 with a significance level of 0.000 (< 0.05). This finding demonstrates that workload and workplace conflict jointly have a significant effect on employees' turnover intention. Therefore, the third hypothesis (H3) is accepted. The resulting regression equation is:

$$\text{Turnover Intention} = -0.961 + 0.519(\text{Workload}) + 0.572(\text{Workplace Conflict})$$

The equation indicates that increases in workload and workplace conflict are associated with increases in employees' turnover intention.

3. Coefficient of Determination and Model Summary

In addition to testing the significance of the relationships among variables, this study also evaluated the explanatory power of the regression model. The analysis produced a coefficient of determination (R^2) of 0.940 and an adjusted R^2 of 0.937. These values indicate that 94.0% of the variance in turnover intention can be explained by workload and workplace conflict, while the remaining 6.0% is attributable to other factors not included in the model. The high coefficient of determination suggests that the model possesses very strong explanatory power in predicting

employees' turnover intention at PT Pulau Nusanantara Indonesia.

Figure 1 presents a summary of the regression model, showing that both independent variables positively influence turnover intention. Workplace conflict emerges as the most dominant predictor, with a standardized coefficient of 0.596, while workload has a standardized coefficient of 0.402.

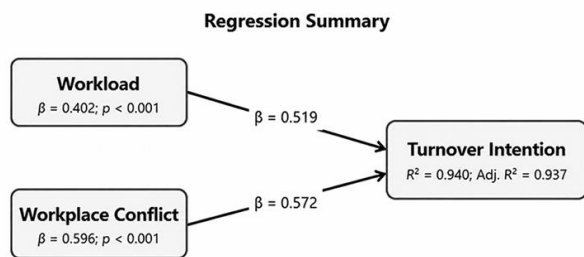


Figure 1. Summary of the Effects of Workload and Workplace Conflict on Turnover Intention

Overall, the findings indicate that both workload and workplace conflict play important roles in increasing employees' turnover intention. Workplace conflict exerts the strongest influence, while the combination of both variables forms a robust model capable of explaining a substantial proportion of turnover intention among employees of PT Pulau Nusanantara Indonesia.

B. Discussion

1. Effect of Workload on Employee Turnover Intention

The results indicate that workload has a positive and significant effect on employee turnover intention. The regression coefficient of 0.519 and standardized coefficient ($\beta = 0.402$) suggest that workload contributes substantially to employees' intention to leave the organization. In the context of PT Pulau Nusanantara Indonesia, this finding reflects the demanding nature of transportation and distribution services, where employees are required to maintain speed, accuracy, coordination, and responsiveness under strict operational schedules. Excessive workload may lead to physical fatigue, psychological strain, and reduced work-life balance, thereby increasing employees' desire to seek alternative employment opportunities.

This finding is consistent with the Job Demands-Resources (JD-R) Theory, which argues that excessive job demands can generate stress and exhaustion when not balanced by adequate organizational resources (Bakker & Demerouti, 2017). Workload is not merely associated with the quantity of tasks assigned but also with time pressure, task complexity, and employees' perceptions of their ability to complete work effectively. Consequently, unmanaged workload can become a significant antecedent of turnover intention, particularly in service organizations characterized by high operational intensity.

The result also supports previous studies demonstrating that excessive workload contributes to employee withdrawal behavior, job dissatisfaction, and turnover intention. Employees experiencing sustained work pressure often

perceive leaving the organization as a coping mechanism to restore well-being and reduce occupational stress. Therefore, effective workload management should be considered a strategic component of human resource retention policies.

2. Effect of Workplace Conflict on Employee Turnover Intention

The findings further reveal that workplace conflict has a positive and significant effect on turnover intention and represents the most dominant predictor in the model. The standardized coefficient for workplace conflict ($\beta = 0.596$) exceeds that of workload ($\beta = 0.402$), indicating that relational pressures have a stronger influence on employees' intention to leave than task-related pressures.

This result suggests that unresolved interpersonal tensions, communication breakdowns, disagreements, and perceived unfairness in the workplace create psychological discomfort and reduce employees' attachment to the organization. In highly interdependent operational environments such as transportation and logistics services, effective coordination is essential. Consequently, workplace conflict can directly disrupt teamwork, reduce organizational trust, and increase employees' intentions to seek employment elsewhere.

The finding aligns with Social Exchange Theory, which posits that employees' attitudes and behaviors are influenced by the quality of reciprocal relationships within the organization (Cropanzano & Mitchell, 2005). When employees perceive supportive, respectful, and fair treatment, they are more likely to reciprocate through organizational commitment and retention. Conversely, recurring conflicts and poor communication weaken social exchange relationships and increase withdrawal intentions.

This result is also consistent with the meta-analysis conducted by De Dreu and Weingart (2003), which demonstrated that relationship conflict negatively affects team satisfaction and organizational effectiveness. The dominance of workplace conflict in this study highlights the critical role of organizational climate and interpersonal relationships in employee retention.

3. Simultaneous Effect of Workload and Workplace Conflict on Employee Turnover Intention

The simultaneous analysis demonstrates that workload and workplace conflict jointly exert a significant influence on turnover intention. The model explains approximately 94.0% of the variance in turnover intention ($R^2 = 0.940$), indicating very strong explanatory power. Furthermore, the adjusted coefficient of determination ($\text{Adj. } R^2 = 0.937$) confirms the stability and robustness of the model despite the relatively small sample size.

These findings suggest that turnover intention is a multidimensional phenomenon shaped by both structural and relational factors. Workload represents task-related demands, whereas workplace conflict reflects social and psychological pressures. When employees simultaneously

experience excessive work demands and strained interpersonal relationships, their capacity to cope with organizational challenges becomes significantly weakened, increasing the likelihood of turnover intention. The high explanatory power of the model indicates that employee retention strategies should not focus exclusively on reducing workload or resolving conflicts independently. Instead, organizations should adopt integrated human resource management practices that address both dimensions simultaneously.

4. Theoretical Implications

This study contributes to the turnover intention literature by integrating two complementary theoretical perspectives: Job Demands–Resources Theory and Social Exchange Theory. The findings demonstrate that turnover intention emerges not only from excessive job demands but also from deteriorating interpersonal relationships within the workplace. More importantly, the stronger effect of workplace conflict compared to workload suggests that relational factors may play a more critical role than task-related factors in shaping employees' decisions to remain with or leave an organization. This finding extends previous turnover intention research by emphasizing the importance of organizational climate and social interactions, particularly within service organizations that rely heavily on teamwork and coordination.

5. Practical Implications

From a managerial perspective, the findings suggest several important implications for PT Pulau Nusantara Indonesia. First, management should regularly evaluate workload distribution, review shift arrangements, establish realistic performance targets, and provide adequate staffing support during periods of high operational demand. Such measures can help reduce employee fatigue and prevent excessive job strain. Second, greater attention should be directed toward conflict management. Organizations should establish structured communication channels, implement conflict resolution mechanisms, provide mediation opportunities, and equip supervisors with effective interpersonal communication skills. Creating a fair, transparent, and supportive work environment is essential for strengthening employee commitment and reducing turnover intention.

The findings indicate that reducing turnover intention requires more than simply lowering workload. Organizations must also cultivate positive workplace relationships and address sources of interpersonal conflict that undermine employee well-being and organizational attachment.

6. Research Limitations and Future Research Directions

Several limitations should be acknowledged. First, the study involved only 35 employees from a single organization, limiting the generalizability of the findings. Second, the cross-sectional design restricts the ability to examine changes in turnover intention over time. Third, the use of self-reported questionnaire data may introduce subjective response bias.

Additionally, the study did not incorporate potentially important mediating or moderating variables such as job satisfaction, organizational commitment, perceived organizational support, leadership style, burnout, or work stress. Future research is encouraged to employ larger and more diverse samples, include multiple organizations within the logistics and transportation sector, incorporate actual turnover data, and test more comprehensive mediation or moderation models to better understand the mechanisms underlying employee turnover intention.

IV. CONCLUSION

This study concludes that workload and workplace conflict have positive and significant effects on employee turnover intention at PT Pulau Nusantara Indonesia. Partially, both variables significantly increase employees' intention to leave the organization, with workplace conflict emerging as the most dominant predictor compared to workload. These findings indicate that, in addition to task-related pressures arising from demanding workloads, relational pressures such as interpersonal tensions, communication problems, and perceived unfairness in the workplace play a critical role in shaping employees' decisions to remain with or leave the organization. Simultaneously, workload and workplace conflict significantly influence turnover intention and explain a substantial proportion of its variance ($R^2 = 0.940$), demonstrating that turnover intention is a multidimensional phenomenon driven by both structural and social-psychological factors. The results support the propositions of Job Demands–Resources Theory and Social Exchange Theory, suggesting that excessive job demands and poor workplace relationships can weaken employee commitment and increase withdrawal intentions. Therefore, organizations should implement integrated retention strategies that not only manage workload effectively but also foster healthy communication, fair treatment, and constructive conflict resolution mechanisms to reduce turnover intention and enhance employee stability.

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