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The pathway to employee retention: The impact of work stress, workload, and organizational culture with job satisfaction as a mediator

Abstract

This research aims to analyze the influence of work stress, workload and organizational culture on turnover intention through job satisfaction at PT Garudafood Putra Putri Jaya Tbk. This research is quantitative research. Data collection comes from the method of distributing research questionnaires. This research used a sample of 135 respondents. The population used in this research were employees of the partnership and raw material purchasing section of PT Garudafood Putra Putri Jaya Tbk. The data analysis technique for this research uses AMOS version 24 Structural Equation Modeling (SEM). The results of this study indicate that work stress has no effect on job satisfaction, workload has no effect on job satisfaction, organizational culture has no effect on job satisfaction, work stress has an effect on turnover intention, workload affects turnover intention, organizational culture affects turnover intention, and satisfaction work influences turnover intention. Job stress on turnover intention is greater than the indirect influence, workload on turnover intention is greater than the indirect influence, and organizational culture on turnover intention is greater than the indirect influence.

Keywords: job stress, workload, organizational culture, job satisfaction, turnover intention

Abstract

Penelitian ini bertujuan untuk menganalisis pengaruh stres kerja, beban kerja, dan budaya organisasi terhadap *turnover intention* melalui kepuasan kerja di PT Garudafood Putra Putri Jaya Tbk. Penelitian ini merupakan penelitian kuantitatif. Pengumpulan data berasal dari metode penyebaran kuesioner penelitian. Dalam penelitian ini menggunakan sampel sebanyak 135 responden. Populasi yang digunakan dalam penelitian ini adalah karyawan bagian kemitraan dan pembelian bahan baku PT Garudafood Putra Putri Jaya Tbk. Teknik analisis data penelitian ini menggunakan AMOS versi 24 *Structural Equation Modeling* (SEM). Hasil penelitian ini menunjukkan bahwa stres kerja tidak berpengaruh terhadap kepuasan kerja, beban kerja tidak berpengaruh terhadap kepuasan kerja, budaya organisasi tidak berpengaruh terhadap kepuasan kerja, stres kerja berpengaruh terhadap *turnover intention*, beban kerja mempengaruhi *turnover intention*, budaya organisasi mempengaruhi *turnover intention*, dan kepuasan kerja mempengaruhi niat berpindah. Stres kerja terhadap *turnover intention* lebih besar dibandingkan pengaruh tidak langsung, beban kerja terhadap *turnover intention* lebih besar dibandingkan pengaruh tidak langsung, dan budaya organisasi terhadap *turnover intention* lebih besar dibandingkan pengaruh tidak langsung.

Kata Kunci: Stres kerja, beban kerja, budaya organisasi, kepuasan kerja, turnover intention

Implementasi **IMKA**
Manajemen & Kewirausahaan

E-ISSN 2776 – 8554

1. Introduction

In this era of globalization, employee turnover has become an interesting issue for an organization. Major changes caused by global uncertainty have an impact on employee turnover. Many companies are restricting recruitment and even laying off to reduce operational costs in 2020. This causes many employees to stay at their jobs even though they are not satisfied. However, in 2021, the Turnover Intention increased again in line

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with economic recovery. Many companies are starting to reopen job vacancies and employees who previously stayed are starting to look for better job opportunities (CNBC Indonesia, 2022).

In 2022, the rate turnover This is due to several factors, including the increase in labor demand where positive economic growth causes many companies to need new workers, many employees are dissatisfied with their jobs due to low salaries, heavy workloads, and lack of career development opportunities, and the phenomenon of "Great Resignation" where many employees choose to resign from his job and looking for new opportunities (CNBC Indonesia, 2022).

According to Central Statistics Agency (2022) Based on the results of data collection, the manufacturing industry in Central Java Province amounted to 161,587. The results of data collection on the manufacturing industry workforce in Central Java Province amounted to 644,549. In connection with the Pati area has many industries that have very tight corporate potential, so the opportunity for employees to do Turnover Intention in the company to be high. PT Garudafood Putra Putri Jaya Tbk. is one of the companies affected by the Turnover Intention. PT Garudafood Putra Putri Jaya Tbk has experienced problems in the last three years Turnover Intention which is shown by the data in Table 1.

Table 1. Turnover Intention Rate of PT Garudafood Putra Putri Jaya Tbk

Turnover intention	Year		
	2020	2021	2022
Employee Login	572 employees	811 employees	827 employees
Employee Exit	490 employees	711 employees	605 employees
Turnover intention percentage	22%	32%	27%

Source: PT Garudafood Putra Putri Jaya Tbk (2023)

Based on Table 1. It can be seen that the level of entry and exit in 2020 has a turnover which is as high as 22%. In 2021 the rate of Turnover Intention by 32%. However, in 2022 the employee turnover rate is also still at 27%. This shows that there are still many employees who go in and out of the company. This still shows the number Turnover Intention that must be minimized by PT Garudafood Putra Putri Jaya Tbk (PT Garudafood Putra Putri Jaya Tbk, 2022).

Based on the results of the interview, the head of the Partnership Department of PT Garudafood Putra Putri Jaya Tbk. stated that in 2022 there were 13 resignations and 5 employees in the raw material purchasing department. The number of employees who resigned from the company was due to the increased workload due to the frequent transfer of land to plant beans. The high turnover intention is caused by the company's policy of rotating jobs by placing employees in positions and roles that are not appropriate to the interests of employees. In addition, the high turnover intention is also evidenced by the decrease in productivity generated by the partnership department shown in Table 2.

Table 1. Productivity Level of Raw Material Purchasing Partnership Department

Information	Year					
	2020		2021		2022	
	Target	Realizati on	Target	Realizati on	Target	Realizati on
Friend	1,000 people	350 people	1,000 people	550 people	1,100 people	483 people
Purchase	2,000 tons	837 tons	2,200 tons	1,230 tons	2,500 tons	700 tons
Area of Cultivated Land	400 ha	420 ha	500 ha	412 ha	700 hectares	244 ha

Source: PT Garudafood Putra Putri Jaya Tbk (2023)

Based on Table 2, it states that the low level of productivity of the partnership department and the raw material purchasing department is not achieved. PT Garudafood's partnership department and raw material purchasing department have not reached their target in increasing the company's revenue. This is due to several factors, namely the price of agricultural commodities, workload, incompatibility of work skills, and so on. This makes employees demand more working hours than usual. The mismatch between the demands and the time given by the company will cause work stress and workload that causes turnover intention.

Employee work stress basically occurs because of an unpleasant work environment that adds to the burden on employees. One of the impacts of work stress is the decline Productivity Rate as presented in table 2. Work stress can also affect employee satisfaction emotions, which ultimately leads to the decision to quit work. The higher the work stress experienced by employees, the lower the job satisfaction felt, which causes the employee's desire to quit the company. Workload is a factor that affects work stress in a company. The workload experienced by an employee occurs in tandem with the requirements of the task, work environment, skills, attitudes, and perceptions (Anees et al., 2021).

This includes company-specific factors such as workload imbalances that cause symptoms of employee fatigue. Excessive workload during the COVID-19 pandemic can have a negative impact on employees and the company. Because if the workload given by employees is too high and the employee's skills are not in accordance with the needs of the job, then the company needs additional time so that employees are able to complete it on time. This responsibility can be overcome by an employee if he is able to carry out and adapt to the many tasks imposed by the boss. But if the work fails, the tasks and activities will become too much of an employee's responsibility (Authar, 2019).

Work organizations must have a good culture to maintain the values and trust embraced by all employees and leaders in the company. Organizational culture is divided into two, namely humanistic culture and bureaucratic culture. The humanistic culture of the organization provides employees with the flexibility to respond to changes, organizational support and job satisfaction that affect the level of Turnover Intention, while bureaucratic culture tends to be rigid when it comes to the intention to change employees (Idiegbeyan Ose et al., 2018).

Job satisfaction is usually used as an assessment of perceived job characteristics, work environment and emotional experience gained from the organization. Employees often react negatively to work which leads to a loss of motivation towards their

responsibilities within the organization. Employees who have high job satisfaction will give positive feedback to the organization. Employees will devote themselves to the company, while employee dissatisfaction affects quitting work, low attendance, and decreased performance quality (Pratama, Eko Nur & Handayani, 2022).

Job satisfaction problems (job satisfaction) is when the boss is unfair in giving Job Description to its employees. The effect of job satisfaction and work stress on Turnover Intention on employees is something that affects Turnover Intention a company. In the sense that the higher the job satisfaction then the lower the likelihood of employees in terms of Turnover Intention or move to another company (Adiyanti & Kusumah, 2023).

Prayogi (2019) Work stress has a negative effect on job satisfaction. This is because employees have to work under pressure and workload so that the company will experience changes that will be followed by all employees so that it will not have an impact on employee job satisfaction. Meanwhile, according to Polopadang et al. (2019) Work stress has a positive and insignificant effect on job satisfaction. The absence of freedom of speech in the organization and being compared to the work of other employees can affect the psychological condition of employees. Wahyuni & Irfani (2019) workload has a negative and significant effect on job satisfaction. High work focus and limited time make employees worried and tired of work and have an impact on decreasing job satisfaction employees. Meanwhile, according to Lumunon et al. (2019) There was a significant positive influence of workload on job satisfaction.

According to Hamsal (2021) Organizational culture has an insignificant negative influence on job satisfaction. This can happen because the organizational culture of a company is good, but there is a high risk, so employee job satisfaction will decrease. Wahyu Bawono (2020) stated that work stress has a negative effect on the desire to leave the organization (Turnover Intention). Meanwhile, according to Anees (2021) stated that the results of the study showed that work stress had a positive effect on Turnover Intention. Bogar et al. (2018) workload has a negative and insignificant effect on variables Turnover Intention. Even though the workload is too high, many employees still choose to stay in the company because nowadays it is very difficult to find a job. Wulansari et al. (2022) states that excessive workload is a factor in Turnover Intention in the company. Increasing workload without sufficient completion time creates a workload and can cause work stress.

Faaroeek (2021) stated that there is a significant negative influence between organizational culture and Turnover Intention to millennial generation employees. It can be said that the stronger the organizational culture, the lower it will be Turnover Intention a company. Through a strong organizational culture so that creating a comfortable and pleasant working environment can make millennial employees will not leave their organization. Prayogi (2019) states that job satisfaction has a negative and significant effect on Turnover Intention, Job satisfaction has no important role in this research model and work stress has a direct effect on Turnover Intention without going through job satisfaction.

There is a gap between the variables of work stress, workload, and organizational culture on turnover intention through job satisfaction. Therefore, it is interesting to conduct further research on PT Garudafood Putra Putri Jaya Tbk. which is one of the manufacturing companies engaged in the food and beverage sector in Indonesia. PT Garudafood Putra Putri Jaya Tbk. is located in Pati, Central Java which has 2,500 employees. This research was carried out specifically in the partnership department (Partnership) and the purchase of raw materials due to increasing work stress and

workload. And not all employees have the same viewpoint with the cultural values in the company which results in decreased job satisfaction. This can affect employees to resign.

Problems with PT Garudafood Putra Putri Jaya Tbk. Related to the fierce competition of manufacturing companies in Pati make the turnover rate of the company's employees high. This is evidenced by the results of data collection by the Central Statistics Agency (2022) which said that the manufacturing industry in Central Java Province amounted to 161,587. The results of data collection on the manufacturing industry workforce in Central Java Province amounted to 644,549. The turnover intention rate at PT Garudafood Putra Putri Jaya Tbk. has decreased, in Table 1.1 the turnover intention rate in 2022 is 27%, but there is a problem with the employees of the partnership department who resigned as many as 13 employees. Based on Table 2. The company cannot achieve the target set by the company for three consecutive years. This makes the work demands of employees more than usual. The mismatch between the demands and the time given by the company will cause work stress and workload that causes turnover intention.

2. Literature review

Work Stress

It is undeniable that every human being must experience stress because of a problem that is being faced in their environment, both in the social environment and in the work environment. Bhastary (2020), stated that work stress is a feeling of pressure experienced by an employee in facing a job. Robbins, P. Stephen & Judge (2017), states that work stress is a dynamic condition in which employees are faced with an opportunity, demand or resource related to environmental conditions, organizational conditions of an employee. According to Vera Subchanifa et al. (2020), work stress is an act of physical or psychological events that are perceived by employees as threatening themselves in a job.

Fardah & Ayuningtias (2020) Defining work stress is a problem that is a major concern in the organization that occurs due to the urgency of various problems faced by employees in the organization. According to Kaswan (2018) Work stress is a reaction to a situation that employees are experiencing, just like job satisfaction. Work stress can occur when employees lose resources or when employees fail to achieve the goals that an organization is aiming for. Work stress occurs through work demands as an organizational function can increase Turnover Intention employee. This happens because employees also have a desire to take a break from work activities carried out within the organization.

According to Robbins, P. Stephen & Judge (2017), work stress can be identified through several key indicators, which include workload, leadership attitude, work equipment, and aspects related to job and career development. A high workload can lead to excessive pressure, while an unsupportive leadership attitude may create an unhealthy work environment. Additionally, inadequate or malfunctioning work equipment can hinder performance and contribute to stress. Furthermore, concerns regarding job security, career progression, and professional growth can also elevate stress levels among employees.

Similarly, Afandi (2018) expanded on the concept by outlining additional indicators of work stress. These include the demands of the task, which refer to the complexity and intensity of assigned responsibilities, and role demands, which involve role ambiguity or

conflicting expectations in the workplace. Interpersonal demands, such as workplace relationships and team dynamics, also play a significant role in stress levels. Furthermore, organizational structure, including rigid hierarchies or unclear job roles, can contribute to employee stress. Lastly, organizational leadership, particularly ineffective or authoritarian management styles, can negatively impact employee well-being and job satisfaction. Together, these factors illustrate the multifaceted nature of work stress and highlight the importance of a supportive and well-structured work environment.

Workload

Novita & Kusuma (2020) Stating that a workload is a set of activities that must be completed by employees in an organization within a certain period of time. According to Inegbedion et al. (2020) that in a company, the duties of employees can vary from one employee to another, so the work duties of employees may also be different. Meanwhile, according to Anees et al. (2021) Workload is a multidimensional concept that considers time, mental tasks, physical tasks, and stressors. Most of the workload is influenced by the training as well as education of the department or position within the organization. Employee perception of the existence of balance or imbalance in the workload due to differences between members of the organization can cause dissatisfaction among fellow employees.

Substandard employee workload will create laziness for employees and carry out unproductive activities such as group politics, with implications accompanying the performance of those employees. On the other hand, if the workload is above the standard set by the company, there will be a tendency for employees to object. This can result in hazards such as fatigue and dissatisfaction which further causes them to quit their jobs in order to get a job that suits an employee's abilities (Inegbedion et al., 2020).

Workload can be assessed through various indicators that reflect the demands placed on employees in a work environment. According to Listiana et al. (2020), workload is influenced by three main factors: working conditions, the use of working hours, and the targets to be achieved. Working conditions encompass the physical and psychological environment in which employees perform their tasks, including factors such as workspace, temperature, and noise levels. The effective use of working hours refers to how efficiently employees manage their time and whether they experience time constraints in completing their duties. Additionally, the targets to be achieved represent the expected performance goals set by the organization, which can impact employees' stress levels and overall workload perception.

Expanding on this perspective, Munandar (2014:23) categorizes workload into five key dimensions. First, the physical workload involves the direct physical effort required to complete a job, such as lifting, standing, or repetitive movements. Second, the physiological physical workload refers to the strain placed on the body due to prolonged work activities, which can lead to fatigue or physical exhaustion. Third, biomechanics examines the interaction between the human body and the physical tasks performed, including posture and ergonomic considerations. Fourth, mental burden pertains to cognitive demands, such as problem-solving, decision-making, and concentration required for a job. Lastly, time load refers to the pressure exerted by deadlines and time constraints, influencing how employees pace their work and manage their responsibilities. Together, these indicators provide a comprehensive framework for understanding workload and its impact on employee performance and well-being.

Organizational Culture

Schein & Edgar H. (2017) What defines organizational culture is activities that can affect the character, subculture, task force, or working group in an organization. In the sense that organizational culture is a complex activity of the basic assumptions, values, beliefs, norms, and expectations built by leaders to influence the ways in which organizations interact with the outside environment. Sudarsono (2019) states that organizational culture is a shared system that is believed in and values that are developed together in the organization and embraced by the members that guide the behavior of the members of the organization itself. Moses & Tawe (2023) states that organizational culture is related to the values, beliefs, norms, ethics, and practices that exist in an organization. Organizational culture can influence employee behavior and attitudes in carrying out the duties and responsibilities of an organization. Therefore, the organization must build a positive organizational culture and be in accordance with the values held by the organization.

Based on some of the definitions above, it shows that organizational culture is the character, values, beliefs, norms, ethics, and practices owned by an organization as a form of rules for employees and managers to behave and can distinguish the organization from other organizations. Organizational culture can increase employee work motivation by providing a sense of belonging, loyalty, trust, and values that encourage employees to think positively for themselves and the organization. Thus, organizations can maximize the potential of employees and achieve company goals. Organizational culture can also ultimately function as a motivator for employees in carrying out work in a company.

Organizational culture encompasses the shared values, beliefs, and behaviors that shape the work environment and influence employee attitudes and performance. According to Ganyang (2018), there are seven key indicators that define organizational culture. First, innovation and risk-taking reflect the extent to which employees are encouraged to be creative, take initiative, and embrace new ideas. Organizations that prioritize innovation foster a culture of continuous improvement and adaptability. Second, attention to detail emphasizes precision, accuracy, and thoroughness in work processes, ensuring that employees are meticulous in executing their tasks. Third, outcome orientation highlights the organization's focus on results and performance, where success is measured by achievements rather than merely following processes. Fourth, people orientation signifies the degree to which the organization values and considers the impact of decisions on employees, fostering a supportive and inclusive workplace environment. Fifth, team orientation underscores the importance of collaboration and cooperation among employees. A strong team-oriented culture encourages shared goals, effective communication, and mutual support among team members. Sixth, aggressiveness refers to the organization's competitive nature and the drive to achieve success in a highly dynamic market. This can manifest in ambitious goal-setting and a proactive approach to business challenges. Lastly, stability represents the organization's emphasis on consistency, structure, and long-term sustainability. A stable organizational culture provides employees with a sense of security and clarity regarding their roles and responsibilities. These seven indicators collectively shape the organizational culture, influencing employee engagement, motivation, and overall workplace effectiveness.

Job Satisfaction

Job satisfaction is the feeling felt by the employee towards the work being carried out (Hee et al., 2019). Job satisfaction is based on two factors, namely internal and external factors. Novita & Kusuma (2020) states that job satisfaction is a form of emotion that grows from within the employee, and the employee can evaluate the characteristics of the job positively or negatively. Job satisfaction is a positive or negative value that arises in employees based on aspects of work duties, workplaces, and relationships with fellow colleagues. The job satisfaction that employees have is actually not the same because each employee has a different level of satisfaction (Wibowo et al., 2021).

Anees et al. (2021) states that job satisfaction refers to an emotional state that reflects an emotional response to work and working conditions. Employees often react negatively to work, causing withdrawing behavior and loss of motivation for job functions. People with good job satisfaction have inspirational behaviors related to responsibility for an organization. Based on several definitions of job satisfaction It can be concluded that job satisfaction is a positive or negative emotional state that employees feel, this has a relationship with the workplace, type of work, remuneration, relationships between collaborators, and social relationships in the work environment.

Job satisfaction is a crucial aspect of employee well-being and organizational effectiveness, which can be measured through several key indicators. According to Hee et al. (2019), job satisfaction is influenced by factors such as satisfaction with salary or wages, the nature of the job itself, relationships with colleagues, promotional opportunities, and the quality of supervision. These elements contribute to employees' overall contentment and motivation in the workplace. Additionally, Davis (2018) suggests that job satisfaction can also be assessed through indirect indicators, including turnover intention, absenteeism rate, employee age, and employment level. Higher job satisfaction tends to result in lower turnover and absenteeism, while factors such as age and position within the company may also play a role in determining an employee's level of satisfaction. By understanding these indicators, organizations can develop strategies to enhance employee satisfaction and improve workplace productivity.

Turnover Intention

Business competition that is increasingly fierce in the current era of globalization and also in the future makes companies have to increase competitiveness, one of which is by retaining the best employees. Kurniawan & Kristianingsih (2021) states that Turnover Intention is the tendency of employees to leave the company voluntarily or not because the current job is not interesting or because there are other job alternatives. Turnover intention There is a risk of losing potential employees for the company, especially the intention of employees who leave voluntarily. Turnover intention Employees are a serious problem, especially for the human resources department.

Dewi & Agustina (2020) states that Turnover Intention It is the tendency or intensity of individuals to leave the organization for various reasons and among them the desire to get a better job. Novel & Marchyta (2021) states that Turnover Intention It is the development of employees who leave the company or leave a task.

Turnover intention refers to an employee's tendency or likelihood of leaving their current job, which can be measured through various indicators. According to Anees et al. (2021), turnover intention is reflected in an employee's thoughts about quitting, their intention to search for alternative job opportunities, and their ultimate intention to resign.

These indicators highlight an employee's internal decision-making process before leaving an organization. Meanwhile, Waskito & Putri (2022) identify additional behavioral indicators of turnover intention, including increased attendance rates, job saturation, a rise in code violations, growing protests against superiors, and noticeable changes in behavior. These signs indicate dissatisfaction and disengagement, which may eventually lead employees to leave their jobs. By recognizing these indicators early, organizations can implement proactive strategies to improve job satisfaction and reduce employee turnover.

3. Method

Types and sources of data

This study uses quantitative data because it is expressed with numbers that show the magnitude of the value of the intended variable. The source of data for this research is using primary data obtained using questionnaire filling techniques. Secondary data is a data source that indirectly provides data to data collectors (Ghozali, 2017:5). The secondary data used in this study is data on the turnover intention level and the productivity level of the raw material purchasing partnership department of PT Garudafood Putra Putri Jaya Tbk.

Population and Sample

The population in this study is 2,500 employees at PT Garudafood Putra Putri Jaya Tbk. which consists of ten departments, namely the Human Capital Service (HCS) Department, Production Planning Department, and Inventory Control (PPIC) Department, Production Department, General Purchasing Department, Raw Material Purchasing Department, Partnership Department, Sales Department, Sales Representative, Promoter, Finance Department, and Internal Audit Department. However, this study focuses on two departments that will be used as a research population related to the problem of turnover intention. The population in this study is 135 employees of the Partnership Department and the Raw Material Purchasing Department of PT Garudafood Putra Putri Jaya Tbk.

Technique Sampling which is used i.e. Non-Probability Sampling. Technique Non-probability sampling is a sampling technique in which samples are taken not randomly (Fauzy, 2019:28). The sampling technique used is saturated samples. The saturated sample technique is a sampling technique in which the entire population is used to sample (Sugiyono, 2017). So the number of samples used in this study is 135 employees of the Department Partnership and Raw Material Purchasing Department of PT Garudafood Putra Putri Jaya Tbk.

Data analysis methods

This study uses the SEM AMOS 24 analysis technique. This technique chosen to analyze the data must be in accordance with the research pattern and the variables to be studied. The method used in this study is a causality or relationship or influence model to test the hypothesis proposed in this study, so the analysis technique used is SEM or Structural Equation Model which is operated through the AMOS V.24 program.

4. Results

Validity Test

Convergent Validity Test

Convergent validity from Measurement Model with reflective indicators, it can be seen from the correlation between the indicator score and the construction score (Ghozali, 2016). Individual indicators are considered reliable if it has a correlation value > 0.5 . In this study, a test was carried out convergent validity and generate table output outer loading. Validity test results convergent validity Individual characteristic variables are presented in Table 3.

Table 3. Validity Test of Variables

			Estimate
X1_3	<---	Work stress	0,758
X1_4	<---	Work stress	0,753
X1_6	<---	Work stress	0,731
X2_7	<---	Workload	0,765
X2_8	<---	Workload	0,768
X2_9	<---	Workload	0,719
X3_14	<---	Organizational culture	0,739
X3_15	<---	Organizational culture	0,726
X3_17	<---	Organizational culture	0,830
Y1_19	<---	Job Satisfaction	0,771
Y1_21	<---	Job Satisfaction	0,798
Y1_22	<---	Job Satisfaction	0,744
Y2_25	<---	Turnover_Intention	0,714
Y2_26	<---	Turnover_Intention	0,708
Y2_27	<---	Turnover_Intention	0,843

Source: Primary data processed, 2024

The validity test results indicate that all observed indicators for each variable; work stress, workload, organizational culture, job satisfaction, and turnover intention have factor loadings (Estimate) above 0.70, demonstrating strong validity. This suggests that each indicator effectively represents its respective construct, meaning that the questionnaire items used in this study accurately measure the intended variables. Specifically, the highest loading factor is found in the turnover intention variable (Y2_27 = 0.843), indicating a strong correlation between this indicator and the overall construct. Meanwhile, the lowest loading factor is in turnover intention (Y2_26 = 0.708), which, while lower than other values, still meets the acceptable validity threshold. These results confirm that the measurement model is reliable for further analysis, ensuring the credibility of the study's findings.

Variance Extracted (AVE)

Analysis of confirmatory factors, the percentage of the average AVE value between items or indicators of a latent construct set, the model has better discriminatory

validity if the square root of the AVE for each construct is greater than the correlation between the two constructs in the model. The AVE value can be presented in table 8.

Table 8. AVE Test

Variable	CR	0,5	Information
Work stress	0,558	0,5	Valid
Workload	0,564	0,5	Valid
Organizational Culture	0,587	0,5	Valid
Job Satisfaction	0,595	0,5	Valid
Turnover Intention	0,574	0,5	Valid

Source: Primary data processed, 2024

The results of the AVE test can be concluded that work stress, workload, organizational culture, job satisfaction and Turnover Intention give an AVE score above 0.5 so that it can be said to be eligible Variance Extracted.

Discriminant Validity

Discriminant Validity or validity discrimination is used to ensure that each concept of each construct or latent variable is different from the other variables. The results can be seen in Table 9.

Table 9. Discriminant Validity

	Work stress	Workload	Organizational Culture	Job Satisfaction	Turnover Intention
Work stress	0,747				
Workload	0,533	0,751			
Organizational Culture	0,266	0,238	0,766		
Job Satisfaction	-0,062	0,011	0,057	0,771	
Turnover Intention	0,809	0,735	0,474	0,129	0,758

Source: Primary data processed, 2024

Test results Discriminant Validity It is known that the construct has adequate discrimination by comparing the value of Loading in the other construct.

Reliability Test

Reliability tests are a tool to measure the reliability of a questionnaire or the consistency of answers regarding certain variables. The reliability test was carried out by measuring the correlation between the answers to the statements. A variable is stated reliable if the value composite reliability > 0.70. Reliability testing on each latent variable can be presented in Table 10.

The results of the reliability test of work stress, workload, organizational culture, job satisfaction, and turnover intention were obtained with composite reliability outputs showing a value of 0.791 on the work stress variable, 0.795 on the workload variable,

0.810 on the organizational culture variable, 0.815 on the job satisfaction variable, and 0.801 on the turnover intention variable. Thus, the research questionnaire can be declared to meet the composite reliability requirements because it has a > value of 0.70.

Table 10. Reliability Test

Variable	CR	0,70	Information
Work Stress	0,791	0,70	Reliable
Workload	0,795	0,70	Reliable
Organizational Culture	0,810	0,70	Reliable
Job Satisfaction	0,815	0,70	Reliable
Turnover Intention	0,801	0,70	Reliable

Source: Primary data processed, 2024

Data Analysis

The statistical test of processing results with SEM was carried out by looking at the significant level of relationship between variables shown through the critical ratio (CR) with a value Significance probability each relationship between variables (Ghozali, 2017:197).

Table 11. Regression Weights Standardized Estimates

			C.R.	P	Information
Job Satisfaction	<---	Work Stress	-,775	,438	No Effect
Job Satisfaction	<---	Workload	,371	,711	Positive and Insignificant
Job Satisfaction	<---	Organizational Culture	,652	,514	Positive and Insignificant
Turnover Intention	<---	Work Stress	5,105	***	Positive and Significant
Turnover Intention	<---	Workload	4,137	***	Positive and Significant
Turnover Intention	<---	Organizational Culture	2,982	,003	Positive and Significant
Turnover Intention	<---	Job Satisfaction	2,055	,004	Positive and Significant

Source: Primary data processed (2024).

The hypothesis testing in this study was conducted using a significance level of 0.05, with a critical ratio (C.R.) threshold of greater than 1.96 to determine the acceptance or rejection of hypotheses (Ghozali, 2017:220). If the probability value (P) is below 0.05 and the C.R. exceeds 1.96, the null hypothesis (Ho) is rejected, meaning the research hypothesis is accepted. Conversely, if the P-value is above 0.05 and the C.R. is below 1.96, the null hypothesis is accepted, leading to the rejection of the research hypothesis. Based on the analysis, Hypothesis 1, which posits that work stress negatively affects job satisfaction, is rejected as the C.R. value is -0.775 and the P-value is 0.438. Similarly, Hypothesis 2, suggesting that workload positively but insignificantly affects job satisfaction, is also rejected with a C.R. of 0.371 and a P-value of 0.711. Hypothesis 3, stating that organizational culture positively but insignificantly influences job satisfaction, is rejected as well, with a C.R. of 0.652 and a P-value of 0.514. On the other

hand, Hypothesis 4, which claims that work stress has a positive and significant impact on turnover intention, is accepted with a C.R. of 5.105 and a P-value of 0.000. Likewise, Hypothesis 5, asserting that workload significantly affects turnover intention, is supported with a C.R. of 4.137 and a P-value of 0.000. Hypothesis 6, indicating that organizational culture has a significant effect on turnover intention, is also accepted, with a C.R. of 2.982 and a P-value of 0.003. Finally, Hypothesis 7, which proposes that job satisfaction significantly influences turnover intention, is accepted with a C.R. of 2.055 and a P-value of 0.040. These findings provide a comprehensive understanding of the relationships among work stress, workload, organizational culture, job satisfaction, and turnover intention at PT Garudafood Putra Putri Jaya Tbk.

Table 12. Indirect Effect, Direct Effect, and Total Effect Estimation Results

	Direct Effects	Indirect Effects	Total Effects	Information
Organizational Culture	0,304	0,014	0,318	Unable to Mediate
Workload	0,472	0,009	0,481	Unable to Mediate
Work Stress	0,666	-0,019	0,647	Unable to Mediate

Source: Primary data processed (2024).

Based on table 12, it can be concluded that job satisfaction is able to mediate work stress partially to turnover intention. Job satisfaction is able to mediate the workload partially against turnover intention. Job satisfaction is able to partially mediate organizational culture against turnover intention.

Table 5. Square Multiple Correlation

	Estimate
Job_Satisfaction (influenced by work stress, workload, organizational culture)	,012
Turnover_Intention (influenced by work stress, workload, organizational culture, and job satisfaction)	,857

Source: Primary data processed (2024).

The results of the calculation above show that in this model, the variables of work stress (X1), workload (X2), and organizational culture (X3) together have an influence on job satisfaction (Y1) by only 1.2% and the other 98.8% are influenced by other variables. Meanwhile, turnover intention influenced by work stress (X1), workload (X2), organizational culture (X3), and job satisfaction (Y1) had a greater influence of 85.7%, which means that the proportion in this study contributed a large influence. Meanwhile, 14.3% were influenced by other factors outside the exogenous variable.

5. Discussion

The effect of work stress on job satisfaction

Based on the results of the hypothesis test, the influence between variables shows that work stress has a negative and insignificant effect on job satisfaction. This shows that higher work stress has no effect on job satisfaction employees of PT Garudafood Putra Putri Jaya Tbk. This research is in accordance with the theory presented Ekawarna

(2018:37) that work stress has no effect on job satisfaction, this is because work stress is a challenge and opportunity that every employee must face without reducing job satisfaction. Job satisfaction cannot be influenced even if employees experience work stress because employees have an interest in the work they are doing. Employees have an optimistic and adaptive attitude so that work stress is not able to affect job satisfaction, because work stress is considered a challenge and an opportunity for employees.

This research is in accordance with carried out by Gofur (2018) states that work stress has a negative relationship with job satisfaction. The relationship between work stress and variables job satisfactio It can be said that what happens is that employees feel pressure and nervousness, which gives rise to unreasonable responsibilities and the need to complete work within a predetermined time. Employees who experience high work pressure often perceive their work as a hindrance. The feeling of comfort towards work will be lost when employees are stressed.

This research is in line with the theory put forward by Ridho & Susanti (2019), work stress variables have a negative and significant effect on job satisfaction (job satisfaction) on employees. Work stress can lead to decreased performance. Stressed employees tend to make mistakes more often and concentrate less. This can negatively impact (job satisfaction) employee. According to Fardah & Ayuningtias (2020) Work stress has a significant negative effect on employees. Work stress can lead to physical and mental exhaustion. Burnout can make employees feel incapable of working effectively and productively. This can cause employees to feel dissatisfied with their work.

Dwiriansyah et al. (2022) states that work stress has a negative and significant effect on employee job satisfaction in an organization. Work stress for employees is having abnormal physical conditions such as mental and emotional disorders. This is an elaboration of urgent work demands or difficulties so that employees quickly feel tired of working. Responses from respondents showed that employees who had high work stress caused a decrease in job satisfaction which had an impact on the non-optimal performance of employees in achieving goals. To overcome this, it is necessary to create a positive and conducive environment, training, development, and support for employees.

The effect of workload on job satisfaction

Based on the results of the hypothesis test, the influence between variables shows that the workload has a positive and insignificant effect on job satisfaction. Employee workload is a function of the organizational structure. Even within the same office, employee task requirements vary because employees of the same rank may not be assigned the same tasks. This is in accordance with the theory put forward by Hackman and Oldham (1976) which states that job satisfaction influenced by the compatibility of the workload with the employee's abilities and skills (Sabrina, 2021). Differences in workload may be largely influenced by educational qualifications, areas of specialization or positions at PT Garudafood Putra Putri Jaya Tbk. Employee perceptions of workload balance or imbalance as a result of perceived differences between the workload of one employee and another may lead to dissatisfaction.

The results of research in the field prove that when an employee experiences job satisfaction or dissatisfaction. However, employees who have the appropriate interests and skills will consider the burden as a challenge that must be solved with happy conditions. This is in line with the theory presented Sabrina (2021:64) stated that the amount of compensation that employees will receive, the higher the responsibility will be done. Therefore, compensation is one of the factors that can make the workload have no

effect on job satisfaction. This is in line with the theory presented by Inegbedion et al. (2020) Employee workload and task complexity are functions of the organizational structure.

The results of this research are also in line with the theory presented by Antoni et al. (2021) which states that workload has a positive and insignificant effect on job satisfaction. The results of this study indicate that workload has no effect on job satisfaction employee. This means that a high level of employee workload does not leads to low job satisfaction employee. Employees feel that between the time and the amount of work provided by the company is not enough or less to adjust the work well.

In addition, according to Novita & Kusuma (2020) that there is a negative and significant influence of workload variables on job satisfaction (job satisfaction) on employees. With the high workload, it will certainly be further reduced job satisfaction by employees. An employee's perception of workload balance or imbalance as a result of perceived differences between his workload and other members of the company can lead to dissatisfaction. In most organizations, employee workload may be largely influenced by the department of an organization. But even within the same department, there is no guarantee that the employee workload will be balanced. Yuridha (2022) states that there is a positive and insignificant effect of the workload on job satisfaction. Looking at the amount of work that must be carried out by employees, a human resources manager must be able to see problems that arise that can reduce employee performance satisfaction itself

The influence of organizational culture on job satisfaction

Based on the results of the test of the influence hypothesis between variables, it shows that organizational culture has a positive and insignificant effect on job satisfaction. This shows that the higher the organizational culture, the more ineffective it is job satisfaction employees of PT Garudafood Putra Putri Jaya Tbk. The highest response from the workload indicator is results-oriented. Organizational culture can influence how members behave in order to achieve company goals. This research is relevant to the theory put forward by Schein, Edgar H (2017:39) which states that organizational culture is a system of symbols used by members of the organization to interpret the reality and behavior of employees. Organizational culture simply provides a framework for each employee to interpret the reality and behaviors performed. This framework can have a positive or negative impact on job satisfaction, depending on how members of the organization interpret it.

This is in line with research from Hamsal (2021) which states that organizational culture has a positive and insignificant effect on employee job satisfaction. This means that the good or bad organizational culture owned by the company does not make a meaningful contribution to employee job satisfaction.

The effect of work stress on turnover intention

Based on the results of the hypothesis test of the influence between variables, it shows that work stress has a positive and significant effect on Turnover Intention. This shows that higher work stress has an effect and is significant on Turnover Intention employees of PT Garudafood Putra Putri Jaya Tbk. the results of this study are supported by Based on research Wahyu Bawono (2020), there is a significant positive influence between work stress and Turnover Intention. This means that the higher the work stress, the higher the desire to change jobs. Increased stress in employees occurs if overwork and inappropriate time occur. Fitriantini et al. (2019) Work stress has a significant effect on

Turnover Intention where the direction of the relationship is positive. This means that if the work stress felt by an employee is high, then the employee will tend to want to leave the organization where he works.

This research is also supported by research theories from Anees et al. (2021) Work stress has a positive and significant influence on Turnover Intention. This is because the higher the work stress of employees at work can also trigger their desire to leave the company or organization. In addition, according to Marcella & Ie (2022) also have the same opinion that work stress has a positive effect on Turnover Intention. Employees who have a positive working relationship and have the same mindset so that employees do not feel pressured and employees also feel that the company does not or rarely provides work outside of working hours so that they do not experience work stress and eventually downgrade turnover intention.

Effect of workload on turnover intention

Based on the results of the hypothesis testing, the influence between variables shows that the workload has a positive and significant effect on Turnover Intention. This shows that the higher the Turnover Intention have an influence and significant on Turnover Intention employees of PT Garudafood Putra Putri Jaya Tbk. the results of this study are supported by research theories from Authar (2019) which states that the workload has a significant positive effect on the Turnover Intention and employee performance. Workload should be a natural thing for the growth of the company and its own employees, but when it is interpreted as a negative thing, it has an impact on the discomfort of employees who do not have a high work ethic. According to Purwati & Maricy (2019) workload has a positive effect on Turnover Intention, the higher the workload on employees, the higher it will be Turnover Intention employee. The results of this study prove that a balanced workload can reduce Turnover Intention, where it is undeniable that excessive workload is indeed the responsibility of each employee. However, the high workload can be detrimental to employees and the company, because the workload is too high while the employee's ability cannot meet the demands of the job, the company will need additional time for employees to be able to complete it, causing employees of PT Garudafood Putra Putri Jaya Tbk. to have the intention to move.

This research is also supported by research Anees et al. (2021) shows that excessive workload affects the intention to move. An increase in the volume of work without adequate completion time can cause physical and mental stress for employees. Excessive workload creates tension among employees which makes work uncomfortable. Wulansari et al. (2022) stated that excessive workload affects the desire to move. This discomfort makes employees choose to quit their jobs.

The influence of organizational culture on turnover intention

Based on the results of the test of the hypothesis of the influence between variables, it shows that organizational culture has a positive and significant effect on turnover intention. This shows that the higher the organizational culture, the more influential and significant the turnover intention of PT Garudafood Putra Putri Jaya Tbk employees. To reduce turnover intention, companies need to pay attention to strong organizational culture factors. Organizational culture may have diverse elements and norms, but company programs such as career development implemented are usually consistent and have clear goals. If this program succeeds in providing benefits in improving employee

skills and knowledge, then this applies to all employees regardless of the cultural variations of the organization.

According to the theory, it was put forward by Burso (2018:3) which states that employees will tend to stay in an organization whose culture is in line with employee values and expectations. If employees feel that they fit in with the organization's culture, they will be more satisfied with their work. But on the other hand, if employees have a vision and mission that is not in accordance with the company, it will increase Turnover Intention. This is supported by research According to Girma (2019) stated that organizational culture has a positive and significant effect on Turnover Intention. This is related to the work culture of a company providing certain risks to employees so that the rate of employee turnover increases. Organizational culture is related to employees' understanding of the cultural characteristics of an organization, and is not related to whether employees like those characteristics or not. The results of research at PT Garudafood Putra Putri Jaya Tbk indicate that the organizational culture in the company is too competitive, resulting in unsupportive conditions.

The effect of job satisfaction on turnover intention

Based on the results of the hypothesis test of the influence between variables shows that job satisfaction have a positive and significant effect on Turnover Intention. This shows that the higher the job satisfaction (job satisfaction) have a positive and significant effect on turnover intention of employees of PT Garudafood Putra Putri Jaya Tbk. Research Ningtias et al. (2020) states that job satisfaction (job satisfaction) have a significant positive relationship to Turnover Intention in a company. Job satisfaction It has a bad influence on a company when employee commitment is not good.

Job satisfaction can affect turnover intention because basically employees with a high level of satisfaction tend to feel that they have achieved their goals. Employees who feel that they have achieved their goals at work may feel that there is no longer any challenge or motivation to stay at the company. Therefore, many employees leave their jobs looking for new experiences or greater challenges. At PT Garudafood Putra Putri Jaya Tbk, employees who have been satisfied with their jobs but have no future promotions will feel the need to develop for their future life goals. Employees feel that the company cannot offer opportunities to grow and reach the potential of employees. So employees may feel the need to look for a company that can provide opportunities for growth.

Basically, employees who work are to meet needs as explained in Abraham Maslow's theory in 1943 came up with a theory that explains the entire spectrum of human behavior. Hierarchy theory states the functions of five basic needs, namely physiological, safety, love, reward and self-actualization. In field research, it is also like that employees often leave their jobs even though they are satisfied in the company, this is done to find a better job so that they can maintain reputation, prestige, and recognition from others. As well as to meet the needs of self-actualization, namely the desire to fulfill oneself to be the best.

Work stress affects turnover intention through job satisfaction as an intervening variable

Result The study shows that testing the direct effect of work stress on Turnover Intention greater than indirect influence. This shows that job satisfaction cannot be an intervening variable, This means that work stress affects Turnover Intention The effect is

greater when it is not through job satisfaction. The results of field research obtained that job satisfaction could not reduce work stress so that it was unable to mediate the level of employee turnover (Turnover Intention). These results are in line with research conducted by Pratiwi & Indarto (2020) which states that job satisfaction (job satisfaction) unable to mediate work stress against Turnover Intention.

Workload affects turnover intention through job satisfaction as an intervening variable

Result Research shows that testing the direct effect of workload on Turnover Intention greater than indirect influence. This shows that job satisfaction cannot be variable intervening, means that the workload in affecting Turnover Intention The effect is greater when it is not through job satisfaction. This research is in line with what was stated by Ong et al. (2023) which states that job satisfaction (job satisfaction) acts as a partial mediator of the workload's influence on turnover intention.

Organizational culture affects turnover intention through job satisfaction as an intervening variable

Result Research shows that testing the direct influence of organizational culture on Turnover Intention greater than indirect influence. This shows that job satisfaction cannot be variable intervening means that the organizational culture in influencing Turnover Intention The effect is greater when it is not through job satisfaction. Employees will feel dissatisfied if the organizational culture does not match the expectations of each employee. This is in line with research conducted by (Kalsum, 2022) which states that organizational culture has no effect on Turnover Intention through job satisfaction. This means job satisfaction inability to mediate the relationship between organizational culture and Turnover Intention.

This research is in line with Izzah et al. (2021) organizational culture has no effect on Turnover Intention through job satisfaction. This can be known because of the total influence value of the variable Organizational Culture smaller than the value of indirect influence. This means job satisfaction is unable to mediate the organizational culture against Turnover Intention

6. Conclusion

Based on the results of the study, it was found that work stress had a negative but not significant influence on the job satisfaction of employees of PT Garudafood Putra Putri Jaya Tbk., which indicated that the increase in work stress did not directly have a significant impact on job satisfaction. Workload and organizational culture also showed an insignificant positive influence on job satisfaction, so changes in these two variables did not directly increase or decrease job satisfaction significantly. However, work stress and workload have been shown to have a positive and significant influence on turnover intention, which means that the higher the level of work stress and workload, the greater the tendency of employees to leave the company. In addition, organizational culture also has a positive and significant effect on turnover intention, which shows that a less challenging organizational culture can lead to boredom and encourage employees to look for opportunities elsewhere. Meanwhile, job satisfaction does not have a significant effect on turnover intention, which means that changes in job satisfaction do not directly affect the employee's decision to stay or leave the company. Thus, this study highlights the

importance of managing work stress, workload, and organizational culture in an effort to reduce the turnover intention rate at PT Garudafood Putra Putri Jaya Tbk.

7. Theoretical and practical implication

The results of this study have several important theoretical implications. This research confirms employee performance. The direct influence of work stress on turnover intention showed a greater value than the indirect influence. This can be interpreted as job satisfaction cannot be used as an intervening variable. The direct influence of workload on turnover intention shows a greater value than the indirect influence. This can be interpreted as job satisfaction cannot be used as an intervening variable. The direct influence of organizational culture on turnover intention shows a greater value than indirect influence. This can be interpreted as job satisfaction cannot be used as an intervening variable.

8. Limitations and suggestions for further research

This study has several limitations that can be considered for future research. First, this study only analyzes Turnover Intention without examining employee performance. The sample used in this study cannot be generalized because it tends to be small. The next research is suggested to be able to add research variables, be it exogenous variables, endogenous variables, and intervening variables. So the suggestion for further research is to consider the existence of other factors that will affect Turnover Intention PT Garudafood Putra Putri Jaya Tbk. In this case, many other factors will affect Turnover Intention PT Garudafood Putra Putri Jaya Tbk such as salary, promotion, organizational environment, leadership attitude, employee perception, and so on (Anees et al.,2021).

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