



Workload, Work Stress, and Work Discipline Effects on Turnover Intention at PT. Besra Utama Sinaran Pekanbaru

***Indah Dzil Arsi**

Universitas Muhammadiyah Riau,
Indonesia

Alum Kusumah

Universitas Muhammadiyah
Riau, Indonesia

Sulistiyandari

Universitas Muhammadiyah
Riau, Indonesia

***Corresponding author:**

Indah Dzil Arsi, Universitas Muhammadiyah
Riau, Indonesia. ✉naya94421@gmail.com

Article Info:

Article history:

Received: June 20, 2026

Revised: August 15, 2026

Accepted: August 20, 2026

Available Online: September 14,
2026

Keywords:

Job Satisfaction; Turnover
Intention; Workload; Work Stress;
Work Discipline



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

Copyright © 2026 by Author. Published by
Politeknik Siber Cerdika International

Abstract

Background: Employee turnover is a critical human resource management issue because it can disrupt operational stability, increase recruitment costs, reduce productivity, and weaken organizational performance. At PT. Besra Utama Sinaran Pekanbaru, turnover requires attention due to workload, work stress, work discipline, and job satisfaction.

Objective: This study aims to examine the effects of workload, work stress, and work discipline on turnover intention at PT. Besra Utama Sinaran Pekanbaru, with job satisfaction as a mediating variable.

Methods: This study employed a quantitative approach involving 217 respondents. Data were collected using a questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 3.0. Workload, work stress, and work discipline were independent variables, job satisfaction was the mediating variable, and turnover intention was the dependent variable.

Results: Workload and work stress had negative and significant effects on job satisfaction, while work discipline had a positive and significant effect. Workload and work stress positively affected turnover intention, whereas work discipline and job satisfaction had negative effects. Job satisfaction significantly mediated the effects of workload, work stress, and work discipline on turnover intention. The model also demonstrated medium predictive relevance for job satisfaction and turnover intention.

Conclusion: Job satisfaction plays an important mediating role in turnover intention. Organizations should manage workload and work stress while strengthening work discipline to improve job satisfaction, reduce turnover intention, and support workforce stability and sustainable organizational performance.

To cite this article: Arsi, I. D., Kusumah, A., & Sulistiyandari. (2026). The effect of workload, work stress, and work discipline on turnover intention at PT. Besra Utama Sinaran Pekanbaru, with job satisfaction as a mediating variable. *INKUBIS: Jurnal Ekonomi dan Bisnis*, 8(3), 2173-2187. <https://doi.org/10.59261/inkubis.v8i3.387>

INTRODUCTION

One of the main strategic challenges in human resource management within international companies is the high level of employee turnover. Beyond the immediate financial burden of recruitment and training, turnover represents a critical threat to organizational sustainability. A high turnover rate serves as an indicator of underlying internal problems, such as job dissatisfaction, weak employee engagement, or excessive work pressure. These factors collectively erode organizational effectiveness, disrupt team cohesion, and diminish competitive advantage. Beyond financial costs, turnover reduces organizational memory, disrupts operational stability, decreases productivity, and weakens institutional knowledge transfer.

According to Work Institute's Retention Report (2024), in 2023 average rate Turnover Employees globally account for more than 20% per year, with the main reasons for resignations being a lack of career development opportunities, uncompetitive compensation, as well as an imbalance between work and personal life. The survey also noted that more than 75% of the

2173 | INKUBIS: Jurnal Ekonomi dan Bisnis

reasons employees leave the company could actually be prevented if the organization was more responsive to employees' needs and expectations. The LinkedIn Global Talent Trends report demonstrates that companies that fail to retain their best talent are at risk of decreased team performance and workload imbalances. Similar conditions also occur in Indonesia, where the high turnover rate of employees is a challenge for companies in maintaining human resources. Turnover, whether voluntary or involuntary, can disrupt operational stability and raise recruitment and training costs, potentially hampering company growth. According to statistics bureau data by Awardco in 2023, the average rate Turnover employees in Indonesia in 2023 reached 41%. This means that 41% of employees in Indonesia leave their jobs within one year. Level Turnover The highest occurred in the professional and business services industry (57%), followed by the construction industry (54%) and the trade, transportation, and utilities industry (49%). Industries with levels Turnover The lowest is the government industry (18%), followed by the financial activity industry (29%) and the information industry (32%).

The same phenomenon can also be seen in Riau Province. While BPS Riau does not directly publish turnover data, employment dynamics in Riau indicate significant workforce movement patterns, with an open unemployment rate (TPT) of 3.85% in February 2024 (BPS Riau, 2024). This reflects broader employment challenges including turnover-related workforce displacement. High employee turnover can contribute to rising unemployment if not offset by new job creation aligned with workers' skills. This phenomenon indicates that the dynamics of employment in Riau Province are still facing serious challenges, especially in terms of workforce stability. This condition also shows that many workers may feel dissatisfied with their current working conditions, including due to work stress, unbalanced workload, and unclear career paths.

Every business activity conducted by a company certainly has a goal that the owner or party who has control of the company wants to achieve. The profits produced are a form of achievement of the previously formulated targets. The achievement of targets has a very central role, because when the company manages to achieve or even exceed the set targets, this becomes a separate success indicator for management. This success is used as a benchmark for effectiveness in company management. On the other hand, if the target is not achieved, it reflects a failure of the management in carrying out the company's management function optimally. Indicators of management's success in managing the company can be seen from the company's human resources (Kasmir, 2016).

This study focuses on PT. Besra Utama Sinaran in Pekanbaru, a telecommunications construction service company, for three principal reasons. First, its eight branches across the Riau Islands, Palembang, Jambi, Bangka Belitung, Bogor, Medan, and Aceh provide evidence from varied regional settings. Second, field-based telecommunications construction involves high mobility, demanding targets, and strict discipline, making the investigated variables especially relevant. Third, employee records for 2020-2024 were available to verify reported turnover patterns. The company faces substantial voluntary and involuntary employee movement, which raises recruitment and training expenditure, reduces productivity, and disrupts team performance and operational continuity. Potential triggers include occupational stress arising from workload, limited supervisory support, an uncondusive work environment, and work-life imbalance. Because each departure requires a replacement process that consumes time and resources, the personnel unit needs strategic retention measures to preserve workforce stability and prevent continued resignations.

Table 1

Employee Turnover Data of PT. Besra Main Radiation 2020-2024

No	Year	Number of Employees at the Beginning of the Year	Number of Employees Leaving	Number of Incoming Employees	Number of Year-End Employees	Turnover Rate
1	2020	351	33	9	327	9,73%
2	2021	327	25	12	314	7,80%
3	2022	314	31	11	294	10,20%
4	2023	294	34	10	270	12,06%
5	2024	270	27	7	250	10,38%

Source: PT. Besra Utama Sinaran, 2025

Based on Table 1 above, the data presents employee turnover rates calculated as the percentage of employees who voluntarily or involuntarily separated during each calendar year divided by the average workforce during that period, sourced from PT. Besra Utama Sinaran's Human Resources Department records. The data demonstrates that employee turnover percentages of PT. Besra Utama Sinaran increased notably in 2022, 2023, and 2024, reaching levels that warrant organizational attention and strategic intervention.

Turnover intention is closely associated with job satisfaction. Robbins and Judge (2022) describe job satisfaction as an overall evaluation of one's job that reflects the comparison between rewards received and rewards considered appropriate. It is also an emotional reaction to the various elements of a job rather than a single, uniform state. Accordingly, employees may be satisfied with one aspect of their work while remaining dissatisfied with other aspects (Edy, 2023).

Existing research presents contrasting findings regarding job satisfaction's relationship with turnover intention. A growing body of evidence consistently demonstrates that job satisfaction negatively influences turnover intention, suggesting that satisfied employees are more likely to remain with their organizations (Azizah & Murniningsih, 2022; Dewi, 2021; Wijayanto et al., 2022). However, studies by Egarini & Prastiwi (2022) report non-significant relationships, potentially reflecting industry-specific contexts or measurement differences. This divergence suggests the need for mediating mechanisms to better explain how work-related stressors influence intentions to leave through their effects on satisfaction.

Besides job satisfaction, workload, work stress, and work discipline are among the factors associated with employee turnover intention (Mobley, 2011). Workload is defined as the volume of tasks or work outputs produced by employees within a particular unit. It may also be viewed as a gap between a worker's capacity and the demands that must be fulfilled. Because work involves both mental and physical activity, the burden experienced at each level may differ. Demands that are too high can consume excessive energy and create overstress, whereas demands that are too low may produce boredom, monotony, or understress.

Research conducted by Fatmawati & Mansyur (2024), Egarini & Prastiwi (2022) which states that workload has a positive effect on turnover intention. The findings are different from the research conducted by Bogar et al. (2021), Ahmad Shobirin et al. (2023), Akhmar et al. (2024) which states that workload has no effect on turnover intention.

Work stress refers to physical or psychological pressure that exceeds an individual's capacity. If it is not addressed promptly, this pressure may adversely affect health. Stress generally develops in response to events or circumstances that influence an individual's psychological condition, particularly when those demands are perceived as being beyond personal control or capability. In the workplace, stress may affect emotions, cognition, and physical or mental well-being. Persistent occupational pressure can intensify stress and eventually prompt employees to consider leaving the organization (Robbins & Judge, 2022).

Research conducted by Wrap et al. (2024), Egarini & Prastiwi (2022), which states that work stress has a positive effect on turnover intention. The findings are different from the research conducted by Jannavi (2024), Asmi & Hazmi (2024) which states that work stress has no effect on turnover intention.

Work discipline is the ability of employees to comply and voluntarily adapt to all applicable rules and procedures within the organization. Work discipline is the awareness and compliance of employees with all regulations, policies, and directions that have been set by the organization where they work. Based on this opinion, work discipline is a sense that employees have in complying with all the rules and norms that have been set by their company (Robbins & Judge, 2022).

Research conducted by Nuraldy et al. (2021), Anggara & Putra (2024), Cahyaniz & Badrianto (2023), Elok Hermawati et al. (2021) Elok which states that work discipline negative effects on turnover intention. The findings are different from the research conducted by Saruksuk et al. (2023) and Usmeila et al. (2024) which states that work discipline has no effect on turnover intention.

Theoretical and Practical Contributions: This study offers novelty by investigating the integrated mechanisms through which Workload, Work Stress, and work discipline influence

Turnover Intention via job satisfaction as a mediating pathway at PT. Besra Utama Sinaran Pekanbaru. While previous studies have examined these variables individually, the systematic investigation of the complete mediation model in the context of telecommunications construction services—characterized by field-based work with high mobility, strict operational targets, and demanding work discipline requirements—represents a gap in the existing literature. This research extends beyond variable combination to provide theoretical understanding of organizational behavior specific to this industry sector.

This research was also conducted on telecommunication construction service companies that have the characteristics of field work with high mobility, strict operational targets, and high work discipline demands, thus providing a different context from previous research. In addition to examining the direct influence, this study analyzes the role of job satisfaction as a mediator to explain the mechanism of the relationship between workload, work stress, and work discipline on turnover intention. Consequently, this research is expected to make a theoretical and practical contribution in understanding the factors that affect turnover intention and become a basis for companies to raise job satisfaction and reduce employee turnover rates. Theoretically, this research contributes to organizational behavior literature by elucidating the mechanisms through which job stress factors influence turnover decisions via affective pathways. Practically, the findings provide actionable insights for human resource management strategies focused on workload optimization, stress management interventions, and discipline-enhancing policies that enhance job satisfaction and reduce turnover rates.

METHOD

This investigation adopted a quantitative design, which emphasizes findings generated through statistical procedures and tests theory by measuring variables numerically (Sujarweni, 2023; Noor, 2022). The study was conducted during July-August 2025 at the Pekanbaru head office and seven branches located in the Riau Islands, Palembang, Jambi, Bangka Belitung, Bogor, Medan, and Aceh.

The population comprised 250 employees of PT. Besra Utama Sinaran across eight branches. Total-population sampling was applied; after a non-response rate of 13.2%, 217 usable responses remained for analysis. The model included workload (X1), work stress (X2), and work discipline (X3) as independent variables, job satisfaction (Z) as the mediating variable, and turnover intention (Y) as the dependent variable. Each construct was operationally defined through indicators measured on a Likert scale. Potential non-response bias was addressed by comparing representation across branches and job positions. Company records showed no significant demographic differences between respondents and non-respondents.

Primary data were obtained from employees through a structured questionnaire. A questionnaire provides respondents with a set of written questions or statements for completion. Secondary information was drawn from books, journal articles, other scholarly publications, and relevant websites.

Data were examined using descriptive and parametric statistics with the Structural Equation Model (SEM-PLS) through SmartPLS 3.0 to evaluate the complex relationships between latent variables simultaneously. Responses were recorded using a 5-point Likert scale (Strongly Agree=5 to Strongly Disagree=1). The measurement model test (outer model) included Convergent Validity with the criteria of Outer Loading > 0.708 and AVE > 0.5 (Hair Jr et al., 2021); Discriminant Validity via Cross Loading, Fornell-Larcker Criterion, and HTMT < 0.90 (Hair Jr et al., 2021); and Reliability with Cronbach's Alpha > 0.6, Composite Reliability > 0.7, and rho_A > 0.70 (Hair Jr et al., 2021). The test also includes Inner VIF < 5 to detect multicollinearity.

The structural model was evaluated through effect size (f^2), using thresholds of 0.02, 0.15, and 0.35 for small, medium, and large effects, respectively, and predictive relevance (Q^2), using 0.02, 0.15, and 0.35 for weak, medium, and high predictive relevance. Bootstrapping produced the confidence intervals, while the coefficient of determination (R^2) was interpreted from 0.00-0.19 (very weak) to 0.80-1.00 (very strong). Direct effects were assessed through bootstrapped path coefficients, and mediation was evaluated through specific indirect effects at $\alpha = 0.05$. An effect was considered unsupported when t was below the critical value and Sig. exceeded 0.05; it was supported when t reached or exceeded the critical value and Sig. was no greater than 0.05.

RESULTS AND DISCUSSION

Results

Outer Model Test Results (PLS Algorithm)

Outer-model evaluation confirmed that every indicator for workload (X1), work stress (X2), work discipline (X3), job satisfaction (Z), and turnover intention (Y) satisfied convergent-validity requirements. All outer loadings exceeded the 0.70 threshold, indicating that the indicators adequately represented their respective constructs. The AVE values were likewise above 0.50: 0.677 for workload, 0.623 for work stress, 0.589 for work discipline, 0.598 for job satisfaction, and 0.620 for turnover intention. Each construct therefore explained more than half of its indicators' variance and demonstrated acceptable convergent validity.

Cross-loading results established discriminant validity because every indicator loaded most strongly on its intended construct. The Fornell-Larcker assessment provided further support: the square root of each construct's AVE exceeded its correlations with the other constructs, and all HTMT ratios remained below 0.90. Reliability was also acceptable, with Cronbach's alpha above 0.60, composite reliability above 0.70, and rho_A above 0.70 for every variable. Moreover, all inner VIF values were below 5, indicating no problematic multicollinearity in the structural model. The model was therefore sufficiently valid, reliable, and free of multicollinearity for subsequent analysis.

Inner Model Test Results (Bootstrapping)

The hypotheses were evaluated by applying the Bootstrapping technique on SmartPLS with a number of 500 subsamples, using the two-tailed method, and a significance level of 5% (0.05).

Effect Size Test Results (f^2)

The f^2 assessment quantifies how much contribution each independent variable has in accounting for the dependent variable. Effect-size interpretation uses the following thresholds (f^2) are as follows:

- Small effect ($f^2 = 0.02$)
- Moderate effect ($f^2 = 0.15$), and
- Large effect ($f^2 = 0.35$)

Here are the results of the *Effect Size* (f^2) test.

Table 2

Effect Size Test Results (f^2)

	f^2	Remarks
Workload (X1) -> Job Satisfaction (Z)	0.377	Big effect
Work Stress (X2) -> Job Satisfaction (Z)	0.072	Small effect
Work Discipline (X3) -> Job Satisfaction (Z)	0.081	Small effect
Workload (X1) -> Turnover Intention (Y)	0.030	Small effect
Work Stress (X2) -> Turnover Intention (Y)	0.074	Small effect
Work Discipline (X3) -> Turnover Intention (Y)	0.052	Small effect
Job Satisfaction (W) -> Turnover Intention (Y)	0.125	Small effect

Source: PLS Output Results, 2026

The f^2 values reported in the table indicate a large effect of workload (X1) on job satisfaction (Z), whereas the remaining relationships have small effects. Thus, most predictors make relatively limited individual contributions to the endogenous constructs, even though several paths remain statistically significant.

Predictive Relevance Test Results (Q^2)

Predictive relevance (Q^2) reflects a structural model's capacity to reproduce observed values and therefore represents its predictive performance. Following Hair Jr et al. (2021), Q^2 values of 0.02, 0.15, and 0.35 indicate weak, moderate, and high predictive relevance, respectively.

Here are the results of the *Predictive Relevance* (Q^2) test.

Table 3*Predictive Relevance Test Results (Q2)*

	Q2	Remarks
Job Satisfaction (Z)	0.293	Medium Predictive Relevance
Turnover Intention (Y)	0.309	Medium Predictive Relevance

Source: PLS Output Results, 2026

The Q^2 results presented in the table place the model in the moderate predictive-relevance category. Accordingly, the model demonstrates adequate predictive capability for the dependent constructs.

Confidence Interval Test Results

Bootstrapped confidence intervals were examined to estimate the plausible range of each parameter and to corroborate significance decisions beyond the p-values alone. A significant path is supported when its interval does not contain zero. The confidence-interval estimates are reported below.

Table 4*Confidence Interval Test Results*

Direct Influence			
		97.50	
	2.50%	%	Remarks
Workload (X1) -> Job Satisfaction (W)	-0.616	-0.340	Significant
Work Stress (X2) -> Job Satisfaction (W)	-0.323	-0.106	Significant
Work Discipline (X3) -> Job Satisfaction (W)	0.093	0.350	Significant
Workload (X1) -> Turnover Intention (Y)	0.044	0.295	Significant
Work Stress (X2) -> Turnover Intention (Y)	0.090	0.351	Significant
Work Discipline (X3) -> Turnover Intention (Y)	-0.336	-0.051	Significant
Job Satisfaction (Z) -> Turnover Intention (Y)	-0.548	-0.162	Significant
Indirect Influence (Mediation)			
		97.50	
	2.50%	%	Remarks
Workload (X1) -> Job Satisfaction (Z) -> Turnover Intention (Y)	0.076	0.280	Significant
Work Stress (X2) -> Job Satisfaction (Z) -> Turnover Intention (Y)	0.022	0.140	Significant
Work Discipline (X3) -> Job Satisfaction (Z) -> Turnover Intention (Y)	-0.156	-0.025	Significant

Source: PLS Output Results, 2026

The intervals were evaluated using the 2.5% lower bound and 97.5% upper bound. A relationship was regarded as statistically significant when zero did not fall between these limits.

Determination Coefficient Test Results

The corresponding results are presented below for the R-Square Adjusted test of the Smart PLS output results.

Table 5*R Square Value*

	R Square	R Square Adjusted
Job Satisfaction (Z)	0.500	0.493
Turnover Intention (Y)	0.504	0.495

Source: PLS Output Results, 2026

The table reports an adjusted R^2 of 0.493 for job satisfaction. This means that workload, work stress, and work discipline jointly explain 49.3% of its variance, while the remaining 50.7%

is attributable to other influences, including the work environment and compensation.

Turnover intention has an adjusted R^2 of 0.495. Hence, workload, work stress, work discipline, and job satisfaction account for 49.5% of its variance; the other 50.5% may be explained by factors outside the model, such as leadership style, work motivation, and organizational culture.

Hypothesis Testing Results

The direct-effect and mediation t-test results are presented below.

Table 6

Direct Effect t-Test Results

	Original Sample (O)	T Statistics ([O/STDEV])	P Values
Workload (X1) -> Job Satisfaction (W)	-0.478	7.177	0.001
Work Stress (X2) -> Job Satisfaction (W)	-0.209	3.573	0.001
Work Discipline (X3) -> Job Satisfaction (W)	0.224	3.673	0.001
Workload (X1) -> Turnover Intention (Y)	0.157	2.352	0.019
Work Stress (X2) -> Turnover Intention (Y)	0.218	3.142	0.002
Work Discipline (X3) -> Turnover Intention (Y)	-0.187	2.599	0.010
Job Satisfaction (Z) -> Turnover Intention (Y)	-0.353	3.514	0.001

Source: PLS Output Results, 2026

The critical t-value was determined as follows:

t table = number of samples – independent variable – 1 ; 0,05/2

t table = 217 – 4 – 1 ; 0,05/2

t table = 212 ; 0,025

t table = 1.970

The direct-effect tests may be interpreted as follows:

1. Workload significantly and negatively affects job satisfaction ($t = 7.177 > 1.970$; $p = 0.001 < 0.05$).
2. Work stress significantly and negatively affects job satisfaction ($t = 3.573 > 1.970$; $p = 0.001 < 0.05$).
3. Work discipline significantly and positively affects job satisfaction ($t = 3.673 > 1.970$; $p = 0.001 < 0.05$).
4. Workload significantly and positively affects turnover intention ($t = 2.352 > 1.970$; $p = 0.019 < 0.05$).
5. Work stress significantly and positively affects turnover intention ($t = 3.142 > 1.970$; $p = 0.002 < 0.05$).
6. Work discipline significantly and negatively affects turnover intention ($t = 2.599 > 1.970$; $p = 0.010 < 0.05$).
7. Job satisfaction significantly and negatively affects turnover intention ($t = 3.514 > 1.970$; $p = 0.001 < 0.05$).

The mediation-effect t-test results are reported below.

Table 7

Results of the Mediation Effect t Test

	Original Sample (O)	T Statistics ([O/STDEV])	P Values
Workload (X1) -> Job Satisfaction (Z) -> Turnover Intention (Y)	0.169	3.112	0.002
Work Stress (X2) -> Job Satisfaction	0.074	2.404	0.017

(Z) -> Turnover Intention (Y)			
Work Discipline (X3) -> Job Satisfaction (Z) -> Turnover Intention (Y)	-0.079	2.285	0.023

Source: PLS Output Results, 2026

The critical t-value for the mediation tests was calculated as follows:

$t_{table} = \text{number of samples} - \text{independent variable} - 1 ; 0,05/2$

$t_{table} = 217 - 4 - 1 ; 0,05/2$

$t_{table} = 212 ; 0,025$

$t_{table} = 1.970$

The mediation tests produce the following interpretations:

1. Workload has a significant positive indirect effect on turnover intention through job satisfaction ($t = 3.112 > 1.970$; $p = 0.002 < 0.05$).
2. Work stress has a significant positive indirect effect on turnover intention through job satisfaction ($t = 2.404 > 1.970$; $p = 0.017 < 0.05$).
3. Work discipline has a significant negative indirect effect on turnover intention through job satisfaction ($t = 2.285 > 1.970$; $p = 0.023 < 0.05$).

The resulting mediation types are described below:

1. For workload $\rightarrow$ turnover intention, the direct coefficient is 0.157 and the indirect coefficient is 0.169. Because both effects are significant and positive, job satisfaction provides complementary partial mediation.
2. For work stress $\rightarrow$ turnover intention, the direct coefficient is 0.218 and the indirect coefficient is 0.074. Their shared positive direction and significance indicate complementary partial mediation by job satisfaction.

For work discipline $\rightarrow$ turnover intention, the direct coefficient is -0.187 and the indirect coefficient is -0.079. As both effects are significant and negative, job satisfaction operates as a complementary partial mediator.

Discussion

The Effect of Workload (X1) on Job Satisfaction (Z)

Workload has a significant negative effect on job satisfaction at PT. Besra Utama Sinaran ($t = 7.177 > 1.970$; $p < 0.001$). This result is relevant to the respondent profile, as 47% occupy field positions involving installation, maintenance, and troubleshooting under varied conditions. Their workload is therefore both quantitative and qualitative, involving numerous duties as well as complex responsibilities. The statement "I always get extra tasks" received a mean score of 3.00 (moderate), suggesting that repeated additional assignments may heighten perceived workload, particularly when field employees face urgent jobs and short deadlines. When additional duties are not supported by effective scheduling and proportional task allocation, physical and mental fatigue may arise and reduce job satisfaction. The company should therefore distribute duties more equitably and provide sufficient rest periods and operational support.

The workload assigned to employees has direct consequences, particularly when demands become excessive. Numerous or difficult assignments can divide attention, disrupt clear thinking, and reduce concentration because human cognitive capacity is limited. Employees may also feel emotionally pressured when they must complete demanding tasks regardless of their volume or complexity. Difficulty regulating these emotions can increase sensitivity and create interpersonal conflict in the workplace. Such conditions may ultimately generate dissatisfaction, strain relationships with colleagues, and reduce the quality of work output (Munandar, 2001).

Herzberg's Two-Factor Theory positions workload as a hygiene factor that may generate dissatisfaction when it is poorly managed. As perceived workload rises, job satisfaction is therefore likely to decline because excessive demands create physical and psychological pressure and make employees feel burdened. Hygiene factors do not directly produce satisfaction, but they are important for preventing dissatisfaction. A workload aligned with employee capacity supports stable and conducive working conditions, whereas demands beyond that capacity produce fatigue and diminish satisfaction. Balanced workload management is consequently necessary to maintain employee satisfaction. This interpretation accords with Azizah and Murniningsih (2022), who

identified a significant negative effect of workload on job satisfaction.

The Effect of Work Stress (X2) on Job Satisfaction (Z)

Work stress has a significant negative effect on job satisfaction ($t = 3.573 > 1.970$; $p < 0.001$). Occupational stress is one source of employee dissatisfaction and represents a serious challenge for contemporary organizations because it can harm both employees and organizational functioning. Mangkunegara (2014) describes work stress as a dynamic state arising when individuals encounter opportunities, constraints, or demands connected to desired outcomes that are perceived as important yet uncertain.

The respondent profile shows that 47% of employees hold field positions involving uncertain conditions, strict deadlines, and installation, maintenance, or repair duties requiring speed and precision. These requirements may create greater pressure than administrative work. Consistent with this profile, the indicator "Lack of time allocated to do all work" recorded the lowest work-stress mean of 3.20 (moderate), pointing to time constraints in task completion. Deadline pressure and field demands may increase fatigue, reduce comfort, and ultimately diminish job satisfaction. More effective scheduling, realistic targets, and adequate organizational support are therefore needed to control stress and maintain satisfaction.

Overall, work stress is inversely related to job satisfaction. Intense stress can leave employees anxious, fatigued, demotivated, and psychologically burdened, preventing them from experiencing their work positively and encouraging unfavorable evaluations of the workplace. When prolonged, it may also weaken performance and engagement while increasing boredom. Job satisfaction consequently tends to decline as occupational stress becomes more severe (Robbins & Judge, 2022).

Herzberg's Two-Factor Theory treats working conditions associated with occupational stress as hygiene factors. Although these factors do not directly create satisfaction, poor management can generate dissatisfaction. Elevated stress signals unfavorable working conditions; controlling it can therefore make the workplace more comfortable and support greater job satisfaction. This explanation is consistent with Andini & Hardinawati (2024), who found that work stress significantly and negatively affects job satisfaction.

The Effect of Work Discipline (X3) on Job Satisfaction (Z)

Work discipline significantly and positively affects job satisfaction ($t = 3.673 > 1.970$; $p < 0.001$). Job satisfaction represents an employee's assessment of the rewards received from the various aspects of work, and disciplined conduct may reflect this positive assessment. Strong discipline supports better work outcomes by encouraging punctuality and consistent service or product quality. It also represents employees' awareness of, and willingness to comply with, organizational rules. Attendance provides one observable indication: frequent absence suggests weak discipline and may coincide with lower satisfaction (Mangkunegara, 2014).

This outcome is reinforced by the characteristics of respondents who mostly work in the field (47%), where the work requires a high level of discipline in adhering to working hours, safety procedures, and task completion. Good work discipline can help employees work more structured, increasing job comfort and satisfaction. The findings are also supported by the description of the work discipline variable, where the indicator with the lowest score is the statement "I return home from work at the hours determined by the company" with an average value of 3.20 (the category of good enough), which signals that there are still employees who work more than hours due to the demands of field work. However, if these conditions are managed properly through effective work schedule arrangements and appropriate compensation, work discipline can have a positive impact on job satisfaction. Consequently, work discipline is an important factor in increasing job satisfaction, especially in field work that requires compliance with work rules and procedures.

Overall, work discipline has a positive influence on job satisfaction (job satisfaction). Highly disciplined employees generally be capable of manage time and tasks better, so that work can be completed regularly and on target. Such circumstances will reduce work pressure, raise confidence, and provide a feeling of achievement at work. In addition, a workplace environment supported by good discipline also produces an orderly, comfortable, and conducive work atmosphere, so that employees feel more valued and motivated. Consequently, the higher the level

of work discipline of employees, the higher the level of job satisfaction they feel (Hasibuan, 2014).

In the perspective of Herzberg's Two-Factor Theory, work discipline can be associated with hygiene factors related to organizational conditions and policies. Good work discipline reflects the existence of clear rules and work systems, to be capable of create a stable and structured workplace environment. If this hygiene factor is fulfilled properly, it can prevent job dissatisfaction. For this reason, the application of consistent and fair work discipline in the organization is one of the important efforts to maintain and raise employee job satisfaction.

This interpretation is consistent with Syardiansah et al. (2024) which demonstrates that work discipline exerts a statistically significant positive effect on job satisfaction.

Effect of Workload (X1) on Turnover Intention (Y)

Workload significantly and positively affects turnover intention ($t = 2.352 > 1.970$; $p = 0.010 < 0.05$). Excessive demands can produce physical and mental fatigue and reduce comfort at work. Employees who feel unable to meet those demands optimally may view other employment as more suitable. When heavy duties are not accompanied by adequate organizational support, negative perceptions of work can become stronger and the inclination to resign may rise. Turnover intention therefore tends to increase with perceived workload (Vanchapo, 2020).

Workload is a number of work targets or output targets that must be achieved in a certain unit of time. Workload that is too excessive makes employees feel uncomfortable doing their work. This is also based on additional work provided by the company because the employee who has responsibility for the work has not been capable of carry out his work properly so that the work is delegated to other employees who are not his responsibility, so that the employee who is entrusted with the additional work feels an excessive workload, because the work is not comparable to the skills that are owned by employees (Koesomowidjojo, 2017).

From the perspective of the Theory of Planned Behavior (TPB), behavioral intention is influenced by attitudes toward behavior, subjective norms, and perceived behavioral control. elevated work demands can shape an employee's negative attitude towards his or her work and the organization, as work is perceived as a stressful burden. In addition, excessive workload can reduce perceived behavioral control, where employees feel unable to control the demands of their jobs. In the context of subjective norms, pressure from the workplace environment, supervisory demands, and high organizational expectations can strengthen the perception that the working conditions experienced are not ideal. The combination of negative attitudes, social pressure, and low perception of control will raise employees' intention to exit the organization. Consequently, TPB accounts for that workload plays an central role in shaping employee turnover intention.

The findings are in line with research conducted by Egarini & Prastiwi (2022) which demonstrates that workload exert a statistically significant positive effect on turnover intention.

Effect of Work Stress (X2) on Turnover Intention (Y)

Work stress has a significant positive effect on turnover intention ($t = 3.142 > 1.970$; $p = 0.002$). Stress may originate from internal or external sources, including a mismatch between an employee's capabilities and assigned duties. Such incompatibility can create difficulty, anxiety, and sustained psychological pressure, with adverse consequences for both employees and the company. As occupational stress intensifies, employees become more likely to consider leaving; conversely, lower stress is associated with weaker turnover intention (Robbins & Judge, 2022).

as the intensity of work stress rises, the felt by employees, the greater their desire to exit the organization or workplace. Persistent work stress can lead to emotional exhaustion, decreased morale, and feelings of discomfort at work. This encourages employees to look for other work alternatives that are more mentally healthy and more supportive of life balance. Stress-causing factors such as excessive pressure, role conflicts, lack of management support, or an imbalance between job demands and an employee's ability can strengthen their intention to resign. For this reason, it is important for organizations to manage and reduce sources of work stress in order to reduce the level of employee turnover intention.

Within the Theory of Planned Behavior (TPB), intention to behave (Behavioral Intention), including the intention to exit the organization (turnover intention), influenced by attitudes towards behavior, subjective norms, and perceptions of behavior control. elevated work stress can shape an employee's negative attitude towards his or her work because work is perceived as

a source of stress and discomfort. In addition, work stress also decreases perceived behavioral control, where employees feel unable to control the demands of the job they are facing. In terms of subjective norms, pressure from superiors, high work targets, and excessive organizational demands can strengthen the perception that working conditions no longer support employee welfare. The accumulation of negative attitudes, social pressure, and low perception of control will raise employees' intention to look for other work alternatives. Consequently, the SDGs explain that work stress has a central role in encouraging the emergence of turnover intention. The findings indicate that work stress has a statistically significant positive effect on turnover intention.

The Effect of Work Discipline (X3) on Turnover Intention (Y)

Work discipline has a significant negative effect on turnover intention ($t = 2.599 > 1.970$; $p = 0.010$). It refers to employees' awareness, willingness, and capacity to comply with organizational rules, procedures, policies, and instructions. In this sense, disciplined conduct reflects voluntary adherence to the standards and norms established by the company (Robbins & Judge, 2022).

Stronger employee work discipline is associated with a reduced tendency to leave the job or organization. Disciplined employees are generally more responsible, positively involved in work, and have a high commitment to the organization. They feel comfortable with the existing rules, are capable of adjust to the work culture, and have their own satisfaction in completing tasks well. Conversely, low work discipline is often associated with low attachment and loyalty to the company, which can encourage the emergence of an intention to leave. For this reason, the application of good work discipline can be one of the organizational strategies in lowering the level of employee turnover intention.

Within the Theory of Planned Behavior (TPB), intention to behave (Behavioral Intention), including turnover intention, influenced by attitudes towards behavior, subjective norms, and perceptions of behavior control. High work discipline can form a positive attitude of employees towards their work because of the clarity of work rules and expectations. In addition, an organizational culture that emphasizes discipline will form subjective norms that encourage employees to stick to the rules and stay within the organization. Work discipline also improves perceived behavioral control, which is the employee's belief that they are capable of control work behavior according to the set standards. When employees feel capable of manage time, meet targets, and work according to procedures, then confidence and attachment to the organization will raise. Such circumstances can reduce the tendency of employees to have the intention to exit the organization. The findings are in line with research conducted by Nuraldy et al. (2021) which states that work discipline negative effects on turnover intention.

The Effect of Job Satisfaction (Z) on Turnover Intention (Y)

Job satisfaction significantly and negatively affects turnover intention ($t = 3.514 > 1.970$; $p < 0.001$). Dissatisfaction can precede employee turnover, which refers to the actual movement of workers out of an organization, while turnover intention represents an employee's evaluation of whether to continue the employment relationship before any definite departure occurs (Edy, 2023). Lower satisfaction is therefore associated with stronger intentions to leave. Employees also expect a compensation system that is fair, clear, and consistent with job demands, individual competence, and prevailing pay standards; when these expectations are met, satisfaction is more likely to develop (Robbins & Judge, 2022).

Greater employee job satisfaction corresponds with a weaker desire to leave the job or organization. Job satisfaction represents the degree to which employees are satisfied with various aspects of the job, such as salary, relationships with colleagues, career development opportunities, and overall working conditions. When employees feel satisfied, they tend to be more loyal, motivated, and have a high commitment to the organization. Conversely, job dissatisfaction can lead to frustration, demotivation, and an urge to seek alternative employment that better meet expectations. For this reason, increasing job satisfaction is a strategic step for organizations to reduce turnover intention and retaining quality employees (Mangkunegara, 2014).

Within the Theory of Planned Behavior (TPB), turnover intention is shaped partly by attitudes toward behavior. Job satisfaction captures employees' evaluations of their work and

organization: positive evaluations weaken the intention to leave, whereas dissatisfaction can create negative attitudes and encourage a search for alternative employment. Satisfaction may also relate to subjective norms and perceived behavioral control because satisfied employees are more likely to perceive workplace support and confidence in their ability to perform effectively. These perceptions strengthen their intention to remain. Job satisfaction therefore functions as an important psychological antecedent of turnover intention. This finding is consistent with Dewi (2021), who reported a significant negative relationship between the two constructs.

The Effect of Workload (X1) on Turnover Intention (Y) through Job Satisfaction (Z) as Mediation

The workload variable on turnover intention through job satisfaction, the t-value is calculated as $3.112 >$ the critical value of 1.970, with p-values of $0.002 < 0.05$. This statistical evidence confirms that the workload variable exerts a statistically significant positive effect on turnover intention through job satisfaction as mediation.

Theoretically, excessive workload diminishes job satisfaction by producing physical and psychological fatigue, intensifying pressure, and reducing comfort during task performance. Employees may then perceive that the demands imposed on them exceed the time and capability available, creating a sense of burden and dissatisfaction.

Reduced job satisfaction subsequently strengthens turnover intention. Dissatisfied employees commonly experience weaker motivation and emotional attachment, together with more negative attitudes toward their work. Under these circumstances, they begin to consider alternative employment that appears better suited to their expectations and needs (Robbins & Judge, 2022).

The mediated relationship between workload and turnover intention is positive. Heavy demands first reduce job satisfaction, and this reduction subsequently strengthens the intention to resign. Accordingly, even when workload does not invariably generate an immediate desire to leave, its adverse effect on satisfaction provides a significant pathway that increases employees' propensity to exit the organization (Mangkunegara, 2014).

The Effect of Work Stress (X2) on Turnover Intention (Y) through Job Satisfaction (Z) as Mediation

The variable of work stress on turnover intention through job satisfaction, t-value calculated $2.404 >$ the critical t-value 1.970, with p-values $0.017 < 0.05$. This statistical evidence confirms that the work stress variable exerts a statistically significant positive effect on turnover intention as mediation.

Conceptually, occupational stress reduces employee job satisfaction. Excessive stress can generate psychological strain, anxiety, emotional exhaustion, and discomfort, making it difficult for employees to enjoy their duties or regard the workplace as supportive of their well-being.

A decline in job satisfaction can then increase turnover intention. Employees who are dissatisfied often develop weak organizational attachment, become bored more readily, and seek positions that appear more comfortable or compatible with their expectations. Dissatisfaction thereby becomes an important precursor to the intention to leave (Robbins & Judge, 2022).

The indirect effect of work stress on turnover intention through job satisfaction is positive. Elevated stress lowers job satisfaction, and the resulting dissatisfaction strengthens employees' intention to leave. Job satisfaction therefore explains the psychological pathway through which occupational stress increases the propensity to exit the organization.

The Effect of Work Discipline (X3) on Turnover Intention (Y) through Job Satisfaction (Z) as Mediation

The variable of work discipline on turnover intention through job satisfaction, the t-value is calculated at $2.285 >$ table is 1.970, with p-values of $0.023 < 0.05$. This statistical evidence confirms that the work discipline variable exerts a statistically significant negative effect on turnover intention through job satisfaction as mediation.

Sound work discipline is expected to improve employee job satisfaction. Clear rules and orderly procedures create a more conducive workplace in which duties can be performed purposefully and comfortably. Employees consequently experience greater security and structure

in completing their responsibilities, which supports higher job satisfaction (Rifa'i, 2024).

Higher job satisfaction, in turn, reduces turnover intention. Satisfied employees generally develop stronger emotional attachment and a greater sense of belonging to the organization, making alternative employment less attractive and continued membership more desirable (Mangkunegara, 2014).

The mediated effect of work discipline on turnover intention is therefore negative: stronger discipline raises job satisfaction, and higher satisfaction subsequently lowers the intention to leave. Improvements in employee discipline can thus reduce turnover intention through the satisfaction they help create.

CONCLUSION

The findings establish that workload and work stress significantly reduce job satisfaction at PT. Besra Utama Sinaran, whereas work discipline significantly improves it. Workload and work stress also significantly increase turnover intention, while work discipline and job satisfaction significantly reduce employees' intention to leave. Job satisfaction serves as a significant mediator: it transmits positive indirect effects from workload and work stress to turnover intention and a negative indirect effect from work discipline. These results underscore the importance of balancing work demands, controlling occupational stress, and cultivating appropriate discipline to strengthen satisfaction and limit employee turnover intention.

For PT. Besra Utama Sinaran, these findings support retention policies that promote workforce stability through proportional workload allocation, stronger stress-management initiatives, consistent disciplinary arrangements, and working conditions that foster satisfaction. The evidence nevertheless comes from one organization during a defined period, limiting its transferability to other companies and industries. Future studies should include several telecommunications construction firms across multiple regions and use longitudinal panel data to trace changes over time. Incorporating leadership style, organizational culture, work-life balance, and compensation systems may also yield a more comprehensive account of employee turnover intention.

ACKNOWLEDGEMENT

The authors gratefully acknowledge PT. Besra Utama Sinaran for granting access and providing the support required to conduct this study. Appreciation is also extended to every respondent who completed the questionnaire and supplied valuable research information. Their cooperation was essential to the completion of the investigation.

AUTHOR CONTRIBUTION STATEMENT

Indah Dzil Arsi undertook the conceptualization, methodology, investigation, data collection, formal analysis, and original manuscript preparation. Alum Kusumah participated in the conceptualization and methodology and provided supervision, validation, and interpretation of the findings. Sulistyandari contributed to the methodology, supervision, validation, and interpretation. All authors participated in developing and finalizing the manuscript and approved the version submitted for publication.

REFERENCES

- Ahmad Shobirin, Dian Marlina Verawati, & Axel Giovanni. (2023). PENGARUH SELF-EFFICACY DAN WORKLOAD TERHADAP TURNOVER INTENTION MELALUI WORK LIFE BALANCE SEBAGAI MEDIASI (Studi Empiris Pada PT Putra Albasia Mandiri). *Modus*, 35(2). <https://doi.org/10.24002/modus.v35i2.7330>
- Akhmar, M., Violinda, Q., & Akbar, S. S. (2024). Pengaruh Workload, Burnout, Organizational Citizenship Behavior (OCB) Terhadap Turnover Intention Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus pada PT. Dasaplast Nusantara Jepara). *Innovative: Journal Of Social Science Research*, 4(4).
- Andini, A. N., & Hardinawati, L. U. (2024). PENGARUH ISLAMIC LEADERSHIP DAN ISLAMIC ORGANIZATIONAL CULTURE TERHADAP EMPLOYEE PERFORMANCE DENGAN VARIABEL INTERVENING JOB SATISFACTION (BANK SYARIAH INDONESIA KANTOR AREA JEMBER). *E-Journal Ekonomi Bisnis Dan Akuntansi*, 11(2). <https://doi.org/10.19184/ejeba.v11i2.51949>

- Anggara, T., & Putra, D. (2024). PENGARUH DISIPLIN KERJA, KEPUASAN KERJA, DAN KOMPENSASI FINANSIAL TERHADAP TURNOVER INTENTION PADA KARYAWAN DIVISI COLLECTION CV INTAN JAYA SURABAYA. *Jurnal Ilmu Dan Riset Manajemen*, 13(11).
- Awardco. (2024). Turnover Rate di Indonesia Tahun 2023.
- Asmi, U., & Hazmi, S. (2024). Pengaruh Kepuasan Kerja, Stres Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Appelhouse. *MANTAP: Journal of Management Accounting, Tax and Production*, 2(2). <https://doi.org/10.57235/mantap.v2i2.3420>
- Azizah, C., & Murniningsih, R. (2022). Pengaruh Job Insecurity dan Workload Terhadap Turnover Intention dengan Job Satisfaction Sebagai Variabel Mediasi. *UMMagelang Conference Series*.
- Bogar, R., Sambul, S. A. P., Rumawas, W., Studi, P., & Bisnis, A. (2021). Pengaruh Beban Kerja dan Komitmen Organisasional terhadap Turnover Intention pada PT. Batavia Prosperindo Finance Tbk-Manado. *Productivity*, 2(4).
- Cahyaniz, S., & Badrianto, Y. (2023). Pengaruh Beban Kerja, Disiplin Kerja dan Lingkungan Kerja Terhadap Turnover Intention. *Journal Of Social Science Research*, 3.
- Dewi, A. P. and M. D. P. A. (2021). Pengaruh Kepuasan Kerja dan Stres Kerja terhadap Turnover Intention Karyawan: Studi pada PT. Pradnyana Artha Mandiri Money Changer. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 1(3), 1076–1088.
- Edy, S. (2023). Manajemen sumber daya manusia. *Kencana Prenada Media Group, Jakarta*.
- Egarini, N. N., & Prastiwi, N. L. P. E. Y. (2022). PENGARUH BEBAN KERJA, STRES KERJA, DAN KEPUASAN KERJA TERHADAP TURNOVER INTENTION PADA KARYAWAN SPBU 54.811.05 DESA LOKAPAKSA KECAMATAN SERIRIT. *KONTAN: Jurnal Ekonomi, Manajemen Dan Bisnis*, 1(3). <https://doi.org/10.59818/kontan.v1i3.236>
- Elok Hermawati, Ike Kusdyah R, & Tin Agustina K. (2021). PENGARUH BEBAN KERJA, DISIPLIN KERJA DAN LINGKUNGAN KERJA TERHADAP TURNOVER INTENTION KARYAWAN DI TIDAR PROPERTY GROUP MALANG. *Journal of Applied Management Studies*, 3(1). <https://doi.org/10.51713/jamms.v3i1.42>
- Fatmawati, C. D., & Mansyur, A. (2024). TURNOVER INTENTION : APAKAH WORKLOAD AND WORK LIFE BALANCE MEMILIKI PERAN? *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(3). <https://doi.org/10.31955/mea.v8i3.4473>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Hasibuan, M. S. P. (2014). *manajemen sumber daya manusia*. pt bumi aksara.
- Jannavi, A. N. (2024). Pengaruh kepuasan kerja dan stres kerja terhadap turnover intention pada karyawan di perusahaan konstruksi bangunan. *Lokawati: Jurnal Penelitian Manajemen Dan Inovasi Riset*, 2(4), 58–62.
- Kasmir, K. (2016). Manajemen Sumber Daya Manusia (Teori dan Praktik). *Jakarta: Rajawali Pers*, 72.
- Koesomowidjojo, S. (2017). Panduan praktis menyusun analisis beban kerja. *Jakarta: Raih Asa Sukses*.
- Mangkunegara, A. P. (2014). *manajemen sumber daya manusia*. pt remaja rosdakarya.
- Mobley, W. (2011). Pergantian karyawan: Sebab akibat dan pengendaliannya. In *(TerjemahanNurul Iman)*. *Jakarta: Gramedia*.
- Munandar, A. S. (2001). *Psikologi industri dan organisasi*.
- Nuraldy, H. L., Pratama, G. D., & Abdi, M. Z. M. (2021). Pengaruh Disiplin Kerja Dan Kepuasan Kerja Terhadap Turnover Intention Karyawan Pada PT. Citra Betawi Di Cilandak Jakarta Selatan. *Jurnal Ilmiah PERKUSI*, 1(2). <https://doi.org/10.32493/j.perkusi.v1i2.11036>
- Rifa'i, M. (2024). *Disiplin Kerja (Analisis Faktor Komitmen Tugas, Budaya Organisasi, Motivasi Kerja dan Kepuasan Kerja)*. umsu press.
- Robbins, S. P., & Judge, T. A. (2022). *Perilaku Organisasi*. Salemba Empat.
- Saruksuk, D., Magito, M., & Perkasa, D. H. (2023). Pengaruh Disiplin, Beban Kerja, dan Kompensasi terhadap Turn Over Karyawan. *GLOBAL: Jurnal Lentera BITEP*, 1(01). <https://doi.org/10.59422/global.v1i01.133>
- Syardiansah, S., Chandra, R., & Lestari, A. (2024). WORK DISCIPLINE AND MOTIVATION ON JOB SATISFACTION. *CAPITAL: Jurnal Ekonomi Dan Manajemen*, 8(1). <https://doi.org/10.25273/capital.v8i1.19046>
- Usmeila, E., Asai, M., Suryanto, S., & Cahaya, Y. F. (2024). The Influence of Turnover Intention, Work

- Discipline, Work Motivation, and Work Environment on Employee Performance of PT Telexindo Bizmart. *Mediastima*, 30(2). <https://doi.org/10.55122/mediastima.v30i2.1481>
- Vanchapo, A. R. and M. Mk. (2020). *Beban kerja dan stres kerja*. Penerbit Qiara Media.
- Wijayanto, T., Widiartanto, W., & Dewi, R. S. (2022). Pengaruh Job Satisfaction dan Employee Engagement terhadap Turnover Intention pada Karyawan Hotel Santika Premiere Semarang. *Jurnal Ilmu Administrasi Bisnis*, 11(3). <https://doi.org/10.14710/jiab.2022.35017>
- Work Institute. (2024). *2023 Retention Report The Complexities Of Employee Retention*