

**Pengaruh Work Stress, Worklife Balance, Dan Workload Terhadap Turnover Intention***The Effect of Work Stress, Worklife Balance, and Workload on Turnover Intention***Ridwan Adam, Andhatu Achsa<sup>2</sup>, Khairul Ikhwan<sup>3</sup>**<sup>1,2,3</sup>Fakultas Ekonomi, Universitas Tidar<sup>4</sup>Jl. Kapten Suparman 39 Potrobangsari, Magelang Utara, Jawa Tengah 56116.\*Corresponding author: [ridwanadam2008@gmail.com](mailto:ridwanadam2008@gmail.com)**Histori Artikel:**Diajukan:  
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15/01/2025**ABSTRAK**

Penelitian ini dilakukan, untuk menguji dan menganalisis pengaruh stres kerja terhadap turnover intention, pengaruh worklife balance terhadap turnover intention, pengaruh beban kerja terhadap turnover intention, pengaruh stress kerja terhadap worklife balance, pengaruh beban kerja terhadap worklife balance. Populasi dalam penelitian ini adalah karyawan produksi PT Surya Mandiri Jaya Sakti sejumlah 126 karyawan. Alat analisis dalam penelitian ini adalah analisis regresi berganda dengan menggunakan software SPSS 21.0. Hasil dari penelitian ini menunjukkan bahwa secara parsial variabel stres kerja berpengaruh positif terhadap turnover intention, variabel worklife balance berpengaruh negatif terhadap turnover intention, dan variabel beban kerja berpengaruh positif terhadap turnover intention, stress kerja tidak berpengaruh terhadap worklife balance, beban kerja tidak berpengaruh terhadap worklife balance.

**Kata Kunci:** Stres Kerja, Worklife Balance, Beban Kerja, Turnover Intention.**ABSTRACT**

*This study was conducted to test and analyze the effect of work stress on Turnover Intention, the effect of Worklife Balance on Turnover Intention, the effect of Workload on Turnover Intention, the effect of work stress on Worklife Balance, the effect of Workload on Worklife Balance. The population in this study was 126 production employees of PT Surya Mandiri Jaya Sakti. Analysis tool in this study is multiple regression analysis using SPSS 21.0 software. The results of this study show that partially the variable of work stress has a positive effect on Turnover Intention, the variable Worklife Balance has a negative effect on Turnover Intention, and the variable Workload has a positive effect on Turnover Intention, work stress has no effect on Worklife Balance, Workload has no effect on Worklife Balance.*

**Keywords:** Work Stress, Worklife Balance, Workload, Turnover Intention.**1. INTRODUCTION**

In general, human resources refer to individuals who work as the driving force of an organization—whether in an institution or a company—and serve as assets that must be trained and developed to enhance their capabilities (Susan, 2019). Companies must pay attention to their employees by empowering and maximizing their potential. If a company fails to properly empower its employees, they may develop the intention to leave (turnover intention).

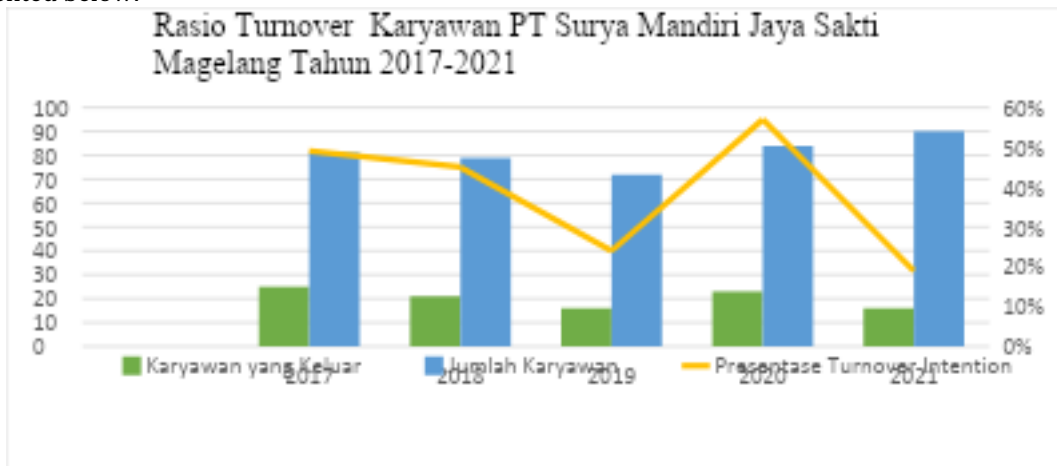
Turnover intention is the employee's intention to leave the company, either through resignation or termination. A high turnover rate can reduce a company's effectiveness due to the loss of experienced employees (Amadi, 2019). There are many factors influencing turnover intention. One of them is job stress. According to Garg in Vijayan (2017), job stress is the result of a mismatch between an individual's abilities and the organizational demands or targets set by the company.

The second factor affecting turnover intention is work-life balance. According to Nurendra and Saraswati (2016), work-life balance is a condition in which there is an equilibrium between job demands

and personal life. From the employee's perspective, work-life balance represents the ability to manage obligations within the company, personal interests, and responsibilities toward their family.

Another factor that can influence turnover intention is workload. According to Vanchapo (2020), workload refers to the physical and mental capacity required to perform a job. Mahawati et al. (2021) also define workload as the amount of task responsibility assigned to employees, both physically and mentally. One of the common problems employees face in fulfilling their job demands is having an excessive workload.

The issue of high turnover intention is also experienced by PT. Surya Mandiri Jaya Sakti 1 Magelang. This was revealed in an interview with the company's HRD Manager (Human Resource Development), who stated that turnover intention remains relatively high in the company. The high turnover rate at PT. Surya Mandiri Jaya Sakti 1 Magelang is also reflected in the data on employee departures between 2017 and 2021, as presented below:



Source: PT Surya Mandiri Jaya Sakti 1 Magelang, 2022 (processed)

Based on the graph above, the number of employee turnovers at PT. Surya Mandiri Jaya Sakti 1 shows that in 2017, there were 23 employees who left the company; in 2018, 21 employees; in 2019, 16 employees; in 2020, 23 employees; and in 2021, 19 employees. This indicates that the company's turnover rate fluctuates each year. Therefore, the data on employee departures from PT. Surya Mandiri Jaya Sakti 1 Magelang demonstrate that the company's turnover intention level remains relatively high.

According to Prawitasari (2016), turnover intention refers to the proportion of organizational members who voluntarily or non-voluntarily leave the organization within a certain period. Generally, the turnover intention rate is considered high if it exceeds 10% per year. Based on the above explanation, the objectives of this study are as follows: 1) To provide empirical evidence and analyze the effect of job stress on turnover intention. 2) To provide empirical evidence and analyze the effect of work-life balance on turnover intention. 3) To provide empirical evidence and analyze the effect of the work environment on turnover intention. 4) To provide empirical evidence and analyze the two-way influence between job stress and workload on work-life balance.

## 2. LITERATURE REVIEW

### Job Demand-Resource (JD-R) Theory

The Job Demand-Resource (JD-R) theory was developed by Bakker and Demerouti (2007). This theory explains that every job has specific risk factors related to job stress, which are categorized into two main factors: job demands and job resources. These two components play a crucial role in determining organizational outcomes. Job demands are negatively correlated with job resources, meaning that higher resources can reduce job demands. High job demands tend to increase stress levels, whereas sufficient job resources can decrease stress.

Bakker and Demerouti (2007) further explain that the JD-R theory can be broadly applied to various work contexts, including human resource management, which involves the interaction between job demands and job resources. Job demands consist of physical, psychological, social, or organizational aspects that require physical or psychological effort or skills (such as cognitive and emotional support).

Meanwhile, job resources refer to the physical, psychological, social, or organizational aspects that serve several functions: facilitating goal achievement, reducing physical and psychological demands, and

stimulating personal growth, learning, and development (Bakker & Demerouti, 2007). Job resources may include elements that motivate employees, such as job autonomy, feedback, and task significance. These resources can be found at various levels — within the organization (e.g., salary, career opportunities, job security), social relations (e.g., leadership support, teamwork), job position (e.g., role clarity, participation in decision-making), and task execution (e.g., skills, task identity, autonomy, and performance feedback). This study adopts the Job Demand-Resource (JD-R) theory because it illustrates the phenomenon in which high job demands negatively affect employees' psychological and physical well-being. Related factors such as job stress, work-life balance, and workload influence employees' commitment to their work and may lead to a higher turnover intention. Based on this theory, workload and work-life balance represent the job demand component, while job stress and turnover intention represent the job resource component, both of which contribute to employees' intentions to leave their jobs.

### **Job Stress**

Job stress refers to an individual's perception of stressful conditions that affect their emotions, thoughts, and physical state. According to S. Robbins and Timothy (2008), there are several indicators of job stress, namely: 1) Workload, 2) Work environment, 3) Nature of autonomy, 4) Working hours, and 5) Personal problems.

### **Worklife Balance**

Worklife Balance Work-life balance refers to a situation and condition in which employees are able to maintain a balance between work demands and their personal and family needs. It represents the equilibrium that allows employees to manage their responsibilities at work and in their social lives effectively. According to Fisher, Smith, and Bulger (2009), there are four dimensions that form work-life balance, namely: 1) Work Interference with Personal Life, 2) Personal Life Interference with Work, 3) Personal Life Enhancement of Work, and 4) Work Enhancement of Personal Life.

### **Workload**

Workload refers to an individual's perception of the amount of work that needs to be completed within a specific period of time. According to Koesomowidjojo (2017), there are several indicators used to determine the level of workload borne by employees, namely: 1) Working conditions, 2) Utilization of working time, and 3) Targets that must be achieved.

### **Turnover Intention**

Turnover Intention is defined as an employee's acknowledgment or desire to leave their current job. According to Soelton et al. (2020), the turnover intention variable is measured using five indicators, namely: 1) Thinking about leaving the company, 2) Trying to find a job in another company, 3) Intending to leave the company, 4) Planning to leave the company in the near future, and 5) Intending to leave the company when a better opportunity arises.

## **3. RESEARCH METHOD**

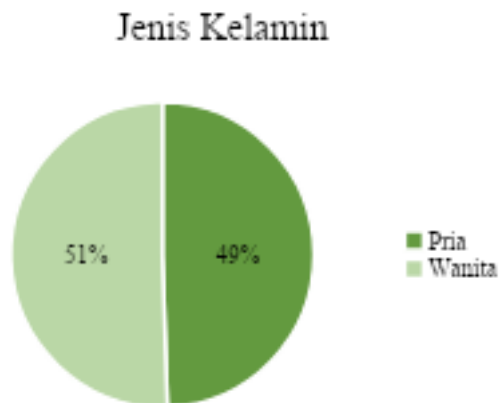
This research is a causal associative study using a quantitative approach, aiming to determine the influence between independent and dependent variables (Monica & Putra, 2017). The population in this study consists of 126 employees working at PT. Surya Mandiri Jaya Sakti 1 Magelang. The sampling method used is purposive sampling, with a total sample of 95 respondents. Data in this study were collected through interviews and questionnaires, while the analytical tool used was multiple regression analysis.

## **4. RESULT AND DISCUSSION**

### **4.1 Descriptive Test**

The descriptive statistical test is intended to observe the distribution of respondent data frequency. The respondent data are categorized based on several aspects, namely gender, age, last education level, and length of service.

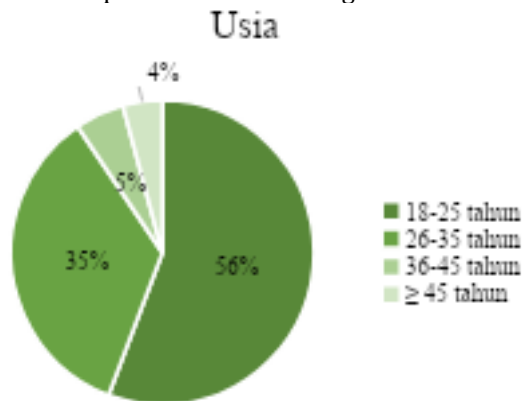
**Figure 1** Respondents Based on Gender



Source: processed data, 2023

The respondent categories based on gender are divided into male and female. Based on the frequency data of 95 respondents, there were 47 male respondents and 48 female respondents. The difference between the two groups is not significant, with male respondents representing 49% and female respondents representing 51% of the total sample.

**Figure 2.** Respondents Based on Age



Source: data processed, 2023

The respondent categories based on age were divided to observe the age distribution of participants. The categories were classified into four age groups: 18–25 years, 26–35 years, 36–45 years, and above 45 years. Based on the results from a total of 95 respondents, there were 53 respondents aged 18–25 years, 33 respondents aged 26–35 years, 5 respondents aged 36–45 years, and 4 respondents aged above 45 years. The majority of respondents were in the 18–25 years age range, representing 56% of the total sample.

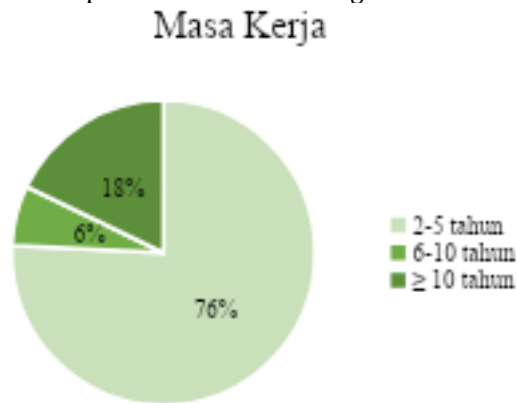
**Figure 3.** Respondents Based on Last Education Level



Source: data processed, 2023

The criteria for the respondents' last education level were used to identify their educational background. This criterion is divided into three levels: junior high school (SMP), senior high school (SMA), and bachelor's degree (S1). The majority of respondents were SMA graduates, totaling 52 people or 55% of all respondents. The second largest group consisted of SMP graduates, with 39 respondents. Meanwhile, respondents with a bachelor's degree (S1) were the fewest, with only 4 people, representing 4% of the total respondents.

Figure 4 Respondents Based on Length of Service



Source: data processed, 2023

The respondents' length of service was analyzed to determine how long they had been working at the company, as tenure is often associated with employee loyalty. Based on the results, the majority of respondents had worked for 2 to 5 years, totaling 72 people or 76%. The difference is quite significant, as only 17 respondents (or 18%) had worked for more than 10 years, while 6 respondents (or 6%) had worked for 6 to 10 years of total service.

#### 4.2 Data Instrument Test

##### Validity Test

The validity test was conducted by comparing the calculated r-value  $r$  with the r-table value  $r$  table. A research instrument is considered valid if the calculated value is greater than the table value  $r$  table. With a total of 95 respondents, the r-table value is 0.199. The results of the validity test calculations are presented in the following table:

Tabel 2. Results of Validity Test

| Variabel                  | R hitung | R tabel | Keterangan |
|---------------------------|----------|---------|------------|
| <i>Work stress</i>        |          |         |            |
| X1.1                      | 0,780    | 0,199   | Valid      |
| X1.2                      | 0,762    | 0,199   | Valid      |
| X1.3                      | 0,759    | 0,199   | Valid      |
| X1.4                      | 0,776    | 0,199   | Valid      |
| X1.5                      | 0,636    | 0,199   | Valid      |
| <i>Work life Balance</i>  |          |         |            |
| X2.1                      | 0,741    | 0,199   | Valid      |
| X2.2                      | 0,768    | 0,199   | Valid      |
| X2.3                      | 0,479    | 0,199   | Valid      |
| X2.4                      | 0,752    | 0,199   | Valid      |
| X2.5                      | 0,740    | 0,199   | Valid      |
| <i>Workload</i>           |          |         |            |
| X3.1                      | 0,863    | 0,199   | Valid      |
| X3.2                      | 0,666    | 0,199   | Valid      |
| X3.3                      | 0,832    | 0,199   | Valid      |
| X3.4                      | 0,895    | 0,199   | Valid      |
| X3.5                      | 0,817    | 0,199   | Valid      |
| <i>Turnover Intention</i> |          |         |            |

|     |       |       |       |
|-----|-------|-------|-------|
| Y.1 | 0,876 | 0,199 | Valid |
| Y.2 | 0,817 | 0,199 | Valid |
| Y.3 | 0,888 | 0,199 | Valid |
| Y.4 | 0,881 | 0,199 | Valid |
| Y.5 | 0,851 | 0,199 | Valid |

Source: data processed, 2023

Based on the calculation results above, with a significance level of 0.05, it was found that the question items for all three variables are valid, as their correlation values are greater than the r-table value (0.199).

### Reliability Test

The reliability test in this study was conducted using the Cronbach's Alpha method. The testing criterion states that each variable is considered reliable if the Cronbach's Alpha value is greater than 0.6. The results of the reliability test calculations are presented in the following table:

**Tabel 3.** Result of Reliability Test

| Variabel                  | Cronbach's Alpha | Keterangan |
|---------------------------|------------------|------------|
| <i>Work stress</i>        | 0,789            | Reliabel   |
| <i>Work life Balance</i>  | 0,773            | Reliabel   |
| <i>Workload</i>           | 0,810            | Reliabel   |
| <i>Turnover Intention</i> | 0,817            | Reliabel   |

Source: data processed, 2023

From the data processing results above, the work stress variable has a value of 0.789, the work-life balance variable has a value of 0.773, the workload variable has a value of 0.810, and the turnover intention variable has a value of 0.817. Based on these results, it can be concluded that all variables are reliable.

## 4.3 Classical Assumption Test

### Normality Test

**Tabel 4.** Results of Normality Test

#### One-Sample Kolmogorov-Smirnov Test

|  |                       | Unstandardized Residual |
|--|-----------------------|-------------------------|
| <i>N</i>                               |                       | 95                      |
| <i>Normal Parameters<sup>a,b</sup></i> | <i>Mean</i>           | 0,0000000               |
|  | <i>Std. Deviation</i> | 3,73567692              |
| <i>Most Extreme Differences</i>        | <i>Absolute</i>       | 0,066                   |
|  | <i>Positive</i>       | 0,066                   |
|  | <i>Negative</i>       | -0,064                  |
| <i>Test Statistic</i>                  |                       | 0,066                   |
| <i>Asymp. Sig. (2-tailed)</i>          |                       | 0,200 <sup>e,d</sup>    |

Source: data processed, 2023

The normality test in this study was conducted using the Kolmogorov-Smirnov test. According to Ghazali (2018), the basis for decision-making in the normality test is that if the significance probability is greater than 0.05, the data are considered normally distributed. Conversely, if the significance probability is less than 0.05, the data are not normally distributed. Based on the results above, the significance value is 0.200, which is greater than 0.05. Therefore, it can be concluded that the tested data are normally distributed.

### Multicollinearity Test

**Tabel 5.** Results of Multicollinearity Test

|                          | Tolerance | VIF   |
|--------------------------|-----------|-------|
| <i>Work stress</i>       | 0,549     | 1,821 |
| <i>Work life Balance</i> | 0,963     | 1,038 |
| <i>Workload</i>          | 0,562     | 1,781 |

Source: data processed, 2023

The purpose of the multicollinearity test is to determine whether there is a correlation among the independent variables in the regression model. The test is conducted by examining the Tolerance and VIF (Variance Inflation Factor) values. If the VIF value is less than 10 and the Tolerance value is greater than 0.1, it indicates that no multicollinearity exists. Based on the test results, the VIF values for each variable are below 10 ( $VIF \leq 10$ ), and the Tolerance values are greater than 0.10 ( $Tolerance \geq 0.10$ ). These results

indicate that there is no correlation among the independent variables, meaning the model successfully passes the multicollinearity test.

**Heteroscedasticity Test**

**Tabel 6.** Result of Heteroscedasticity Test

| Variabel         | Sig.  |
|------------------|-------|
| Work stress      | 0,076 |
| Worklife Balance | 0,871 |
| Workload         | 0,854 |

Source: data processed, 2023

The heteroscedasticity test was conducted using the Glejser test, which involves regressing the residual values against the independent variables. The criterion for this test is that if the significance value is greater than 0.05, the regression model is considered free from heteroscedasticity. Based on the test results, the significance values of all variables are greater than 0.05, indicating that the research model does not exhibit heteroscedasticity.

**4.4 Multiple Linear Regression Analysis**

**Multiple Linear Regression Analysis of Work Stress, Work-Life Balance, and Workload on Turnover Intention**

**Tabel 7.** Multiple Linear Regression Analysis Model

| <i>Coefficientsa</i> |                                    |                   |          |             |       |
|----------------------|------------------------------------|-------------------|----------|-------------|-------|
| Model                | <i>UnStandardized Coefficients</i> |                   | <i>t</i> | <i>Sig.</i> |       |
|                      | <i>B</i>                           | <i>Std. Error</i> |          |             |       |
| 1 (Constant)         | 5,367                              | 2,838             | 1,891    | 0,062       |       |
| Work stress          | 0,439                              | 0,127             | 0,362    | 3,465       | 0,001 |
| Worklife Balance     | -0,332                             | 0,110             | -0,238   | -3,012      | 0,003 |
| Workload             | 0,331                              | 0,121             | 0,283    | 2,737       | 0,007 |

*a. Dependent Variable: Turnover Intention*

Source: data processed, 2023

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

$$Y = 5,367 + 0,439 - 0,332 + 0,331 + e$$

Based on the regression equation above, the explanation is as follows:

- The constant value (Constant) of 5.367 indicates that if the independent variables — work stress (X1), work-life balance (X2), and workload (X3) — are equal to zero, then the value of the dependent variable turnover intention (Y) is 5.367.
- The regression coefficient for work stress is 0.439, meaning that for every 1% increase in work stress, the turnover intention will increase by 43.9%. The relationship is positive, indicating that higher work stress leads to higher turnover intention.
- The regression coefficient for work-life balance is -0.332, meaning that for every 1% increase in work-life balance, the turnover intention will decrease by 33.2%. The relationship is negative, indicating that a better work-life balance reduces turnover intention.
- The regression coefficient for workload is 0.331, meaning that for every 1% increase in workload, the turnover intention will increase by 33.1%. The relationship is positive, showing that heavier workloads tend to increase employees' turnover intention.

**Multiple Linear Regression Analysis of Work Stress and Workload on Work-Life Balance**

**Tabel 8.** Multiple Linear Regression Analysis Model II

| <i>Coefficientsa</i> |             |                                    |                   |                                  |          |             |
|----------------------|-------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| Model                |             | <i>UnStandardized Coefficients</i> |                   | <i>Standardized Coefficients</i> | <i>t</i> | <i>Sig.</i> |
|                      |             | <i>B</i>                           | <i>Std. Error</i> |                                  |          |             |
| 1                    | (Constant)  | 19,743                             | 1,717             |                                  | 11,496   | 0,000       |
|                      | Work stress | -0,171                             | 0,118             | -0,198                           | -1,447   | 0,151       |

|                 |       |       |       |       |       |
|-----------------|-------|-------|-------|-------|-------|
| <i>Workload</i> | 0,007 | 0,114 | 0,009 | 0,064 | 0,949 |
|-----------------|-------|-------|-------|-------|-------|

a. *Dependent Variable: Worklife Balance*

Source: data processed, 2023

$$Z = a + b_1X_1 + b_2X_3 + e$$

$$Z = 19,919 - 0,155 - 0,017 + e$$

a. Based on the regression equation above, the explanation is as follows:

The constant value of 19.743 indicates that if the variables work stress and workload are equal to zero, then the value of the work-life balance variable is 19.743.

b. The regression coefficient for work stress is -0.171, meaning that for every 1% increase in work stress, the work-life balance decreases by 17.1%. The relationship is negative, indicating that higher work stress leads to a lower work-life balance.

c. The regression coefficient for workload is 0.007, meaning that for every 1% increase in workload, the work-life balance increases by 0.7%. The relationship is positive, showing that an increase in workload slightly improves work-life balance.

#### 4.5 Hypothesis Test (Partial t-Test)

The hypothesis test was conducted to determine the effect of the independent variables on the dependent variable partially. The t-test (partial test) is used to assess the individual influence of each independent variable on the dependent variable.

##### t-Test (Partial) for Equation I – Multiple Linear Regression Model

The t-test is used to measure the extent to which each independent variable affects the dependent variable. An independent variable is considered to have a significant effect on the dependent variable if the probability (significance value) of the independent variable is less than the significance level ( $\alpha$ ). The results of the t-test for Equation I in the multiple linear regression model are presented in Table 4.8 below:

**Tabel 9.** Results of Partial t-Test (Model I Regression)

| Variabel                | t      | Sig.  |
|-------------------------|--------|-------|
| <i>Work stress</i>      | 3,465  | 0,001 |
| <i>Worklife Balance</i> | -3,012 | 0,003 |
| <i>Workload</i>         | 2,737  | 0,007 |

Source: data processed, 2023

The results of hypothesis testing for each variable in the regression equation model I are as follows:

a. *Work Stress on Turnover Intention*

The test of the work stress variable (X1) on the turnover intention variable shows a significance value of 0.001, which is less than 0.05. This result supports the first hypothesis, indicating that work stress has a significant effect on turnover intention. Therefore, the first hypothesis is accepted.

b. *Work-Life Balance on Turnover Intention*

The test of the work-life balance variable (X2) on the turnover intention variable shows a significance value of 0.003, which is less than 0.05. This result supports the second hypothesis, indicating that work-life balance significantly affects turnover intention. Therefore, the second hypothesis is accepted.

c. *Workload on Turnover Intention*

The test of the workload variable (X3) on the turnover intention variable shows a significance value of 0.007, which is less than 0.05. This result supports the third hypothesis, indicating that workload has a significant effect on turnover intention. Therefore, the third hypothesis is accepted.

##### Partial t-Test for Equation II – Multiple Linear Regression Model

The results of the t-test for Equation II in the multiple linear regression model are presented in Table 4.9 below:

**Tabel 10.** Results of Partial t-Test (Model II Regression)

| Variabel           | t      | Sig   |
|--------------------|--------|-------|
| (Constant)         | 11,814 | 0,000 |
| <i>Work stress</i> | -1,447 | 0,151 |
| <i>Workload</i>    | 0,064  | 0,949 |

Source: data processed, 2023

The results of hypothesis testing for each variable in regression equation II are as follows:

a. *Work Stress on Work-Life Balance*

The test of the work stress variable on the work-life balance variable shows a significance value of 0.151, which is greater than 0.05. This indicates that work stress has no significant effect on work-life balance. In other words, work stress is not a determining factor in the occurrence of work-life balance. Therefore, the fourth hypothesis is rejected.

*b. Workload on Work-Life Balance*

The test of the workload variable on the work-life balance variable shows a significance value of 0.949, which is greater than 0.05. This indicates that workload has no significant effect on work-life balance. In other words, workload is not a determining factor in the formation of work-life balance. Therefore, the fifth hypothesis is rejected.

**4.6 Coefficient of Determination**

**Coefficient of Determination of Work Stress, Work-Life Balance, and Workload on Turnover Intention**

**Tabel 11.** Coefficient of Determination for Regression Model I

| <i>Model Summary</i>   |                    |                 |                          |                                   |
|--|--------------------|-----------------|--------------------------|-----------------------------------|
| <i>Model</i>   | <i>R</i>           | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
| 1  | 0,673 <sup>a</sup> | 0,453           | 0,435                    | 3,797                             |
| a. Predictors: (Constant), Workload, Worklife Balance, Work stress |                    |                 |                          |                                   |

Source: data processed, 2023

Based on the table above, the R<sup>2</sup> value is 0.453, which means that 45.3% of the variation in turnover intention can be explained by the variables work stress, work-life balance, and workload. The remaining 54.7% is influenced by other variables not included in this study.

**Coefficient of Determination of Work Stress and Workload on Work-Life Balance**

**Tabel 11.** Coefficient of Determination for Regression Model II

| <i>Model Summary</i>                             |                    |                 |                          |                                   |
|--|--------------------|-----------------|--------------------------|-----------------------------------|
| <i>Model</i>                                     | <i>R</i>           | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
| 1  | 0,192 <sup>a</sup> | 0,037           | 0,016                    | 3,587                             |
| a. Predictors: (Constant), Workload, Work stress |                    |                 |                          |                                   |

Source: data processed, 2023

Based on the table above, the R<sup>2</sup> value is 0.037, which means that 3.7% of the variation in work-life balance can be explained by the variables work stress and workload. The remaining 96.3% is influenced by other variables not included in this study

**5. CONCLUSION AND SUGGESTIONS**

**Conclusion**

The results of the study conducted on employees of PT. Surya Mandiri Jaya Sakti 1 Magelang show that the work stress variable has a significant effect on turnover intention, the work-life balance variable has a significant effect with a negative relationship toward turnover intention, and the workload variable has a significant positive effect on turnover intention. Meanwhile, the relationship between work stress and work-life balance as well as workload and work-life balance indicates that both variables do not have a significant effect on employees' work-life balance. The company's high performance targets that require employees to handle excessive workloads tend to affect their physical and psychological conditions, which in turn increase their turnover intention. Therefore, PT. Surya Mandiri Jaya Sakti 1 Magelang is advised to conduct regular evaluations to measure levels of work stress, work-life balance, and workload among employees, while future researchers are encouraged to develop a more comprehensive model of turnover intention by considering additional influencing variables.

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