



Workload and Work Environment in the Dynamics of Turnover Intention: A Study of Drivers at a Logistics Company in Tuban

Ristanti Akseptori^{1*}, Alika Sholikhatus Nisa², Danis Maulana³, Yesica Novrita Devi⁴

^{1,2,3,4} Business Management, Politeknik Perkapalan Negeri Surabaya, Indonesia

Abstract

This study aims to examine the impact of workload and work environment on turnover intention among transportation drivers at a logistics company in Tuban. Utilizing a quantitative approach, data were collected through questionnaires from 136 randomly selected respondents and analyzed using multiple linear regression. The results reveal a counterintuitive finding: workload has a significant negative effect on turnover intention, indicating that drivers choose to remain in their roles despite heavy workloads, likely due to economic necessities and limited alternative job opportunities. In contrast, the work environment alone does not significantly affect turnover intention, although both factors jointly exert a significant influence on drivers' intentions to leave. Practically, these findings imply that logistics management must implement data-driven retention strategies that focus on equitable workload distribution and the enhancement of workplace facilities to effectively support driver well-being and ensure workforce stability.

Keywords: *Workload, Work Environment, Turnover Intention, Logistics Drivers, Employee Retention*

OPEN ACCESS

ISSN 2528-4649 (online)

ISSN 2338-4409 (print)

**Correspondence:*

Ristanti Akseptori

ristanti@ppns.ac.id

Citation:

Received: May, 21, 2026

Accepted: September, 02, 2026

Published: September, 29, 2026

JBMP: Jurnal Bisnis, Manajemen dan Perbankan.

Vol: 12 / No. 02

doi: 10.21070/jbmp.v12i2.2258

1. INTRODUCTION

Human Capital Theory, within the broader field of human resource management, emphasizes that employees are not merely organizational assets but a form of capital that contributes to sustained competitive advantage (Becker, 1993). Khaeruman et al. (2021) contend that fair and efficient workforce management should constitute a key business strategy. Similarly, Strategic Human Resource Management requires human resource decisions to be aligned with the organization's overall business strategy (Wright & McMahan, 1992). Effective management that promotes a positive work environment and balances job demands may therefore strengthen employee retention and organizational performance. Sustainable human resource management is also an important component of organizational success. Khaeruman et al. (2021) explain that human resource management recognizes the workforce as a vital resource for achieving organizational objectives and employs various functions and activities to ensure that human resources are managed efficiently and equitably for the benefit of individuals, organizations, and society. Marnis and Priyono (2008) likewise describe human resource management as the effective utilization of human resources to meet employees' needs and achieve organizational objectives. One major challenge in this area is reducing employees' turnover intention.

Turnover intention refers to the extent to which employees wish or plan to leave an organization, as described by Martin (Ridlo, 2012). Addressing turnover intention is important because it may reduce productivity and the quality of work and may require organizations to undertake additional recruitment to replace departing employees. Selecting capable and suitable employees is essential for firms seeking to grow and remain competitive (Maulana et al., 2024). Turnover intention represents an intended behavior in which employees express a desire or plan to resign from their positions. The Theory of Planned Behavior (Ajzen, 1991) identifies intention as an important predictor of behavior, shaped by attitudes toward the behavior, subjective norms, and perceived behavioral control. In this context, a heavy workload or an unfavorable work environment may influence employees' perceptions of their jobs and, in turn, their intention to leave.

Excessive workload is frequently associated with increased turnover intention. Lestari and Ratna (I. K. Budiasa, 2021) distinguish between quantitative workload, which concerns an excessive number of tasks, and qualitative workload, which concerns tasks that are excessively complex. When employees perceive their workload as excessive, their intention to leave may increase. This is consistent with Purwati and Maricy (2021), who reported a significant positive relationship between workload and turnover intention. By contrast, Ello et al. (2024) found a significant negative relationship, indicating that turnover intention decreased as workload increased. They attributed this pattern to difficulties in obtaining alternative employment and to performance-based incentives, which may encourage employees to remain in their jobs despite demanding workloads.

In addition to workload, the work environment may influence turnover intention. The Job Demands-Resources (JD-R) Model developed by Demerouti et al. (2001) proposes two broad components of work: job demands and job resources. Workload is a job demand that may contribute to burnout when it is not balanced by adequate resources. A favorable work environment can function as a job resource that mitigates the adverse effects of workload on psychological outcomes and organizational outcomes such as turnover intention. According to Sutrisno (I. K. Budiasa, 2021), the work environment includes the facilities and infrastructure surrounding employees while they perform their duties. Guridno and Wajdi (2024) reported that the work environment had a positive and significant effect on turnover intention, whereas Reza et al. (2023) found no direct effect. In conditions where alternative employment is difficult to obtain, employees may remain in their positions even when they experience a heavy workload, thereby reducing their intention to leave.

The logistics sector in Indonesia continues to grow rapidly, driven by the expansion of e-commerce and increasing distribution activities. According to a publication by Statistics Indonesia (BPS), the warehousing, expedition, and courier industry is a strategic supporting sector in the national supply chain, with logistics service providers and operational activities continuing to expand across the country (BPS, 2025). Rising demand for logistics services has increased the need for reliable human resources, particularly transportation drivers, who play a crucial role in maintaining service continuity. At the same time, workforce retention has become an important challenge in the logistics industry. Previous studies indicate that turnover

intention among logistics employees remains relatively high and represents a major concern for logistics companies in Indonesia because it can disrupt operational efficiency and increase recruitment and training costs (Annas & Handra, 2023). The logistics sector is characterized by demanding delivery targets, long working hours, high mobility, and physically intensive tasks, all of which may contribute to employees' intention to leave. Understanding the factors associated with turnover intention among logistics drivers is therefore increasingly important for supporting organizational sustainability and workforce stability.

A logistics company in Tuban faces a serious problem related to employee turnover, particularly among drivers. Company data show that 531 drivers were employed in 2024. During the same period, 128 drivers left the company: 5 retired, 10 were dismissed for misconduct, and 113 resigned voluntarily. This resulted in an annual driver turnover rate of 24.12%, leaving 403 drivers. The annual turnover rate of 24.12% indicates a relatively high level of employee turnover that may increase recruitment and training costs, disrupt operational continuity, and reduce organizational effectiveness (Mobley, 1982; Cotton & Tuttle, 1986). High turnover may also disrupt distribution operations and reduce the quality of logistics services provided to customers.

Given the inconsistent findings of previous studies and the specific context of field-based employees such as logistics drivers, who may face high workloads and less-than-ideal working conditions, this study re-examines the effects of workload and the work environment on turnover intention. The study is intended to provide a deeper understanding of how these working conditions relate to turnover intention and to inform the development of more effective workforce-retention strategies in the logistics sector.

2. LITERATURE REVIEW

2.1 Turnover Intention

Turnover intention refers to an employee's conscious intention or plan to leave an organization. Sari et al. (2024) distinguish intention as an individual's plan to perform an action and turnover as an employee's voluntary departure from a job or movement from one workplace to another. According to the Theory of Planned Behavior (Ajzen, 1991), turnover intention represents a conscious plan to leave an organization and is an important predictor of actual turnover behavior.

2.2 Workload

Mahawati et al. (2021) define workload as the set of tasks that a worker is required to complete within a specified period. The concept also includes assignments that must be completed within a given timeframe using the worker's abilities and skills, as described by Munandar (I. K. Budiasa, 2021). Kasmir (2016) describes workload in terms of the expected time required to complete work relative to the total available time, expressed as a percentage, thereby indicating the proportion of productive time used within a specified period. The Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) classifies workload as a job demand that requires sustained physical and psychological effort and may lead to strain when adequate resources are unavailable.

2.3 Work Environment

The work environment encompasses the physical and non-physical conditions surrounding employees while they perform their duties and may influence them either directly or indirectly. Kasmir (2016) describes the work environment as the conditions and atmosphere surrounding the workplace, including the physical layout, available facilities and infrastructure, and interpersonal relationships among colleagues. Sutrisno, as cited by Kasmir (2016), similarly defines the work environment as the facilities and infrastructure available while employees carry out their responsibilities and that may influence their performance. Herzberg's Two-Factor Theory (Herzberg et al., 1959) categorizes the work environment as a hygiene factor associated with employee dissatisfaction and organizational commitment.

Based on the theoretical arguments and previous empirical findings, the following hypotheses were formulated:

H1: Workload has a significant effect on turnover intention.

Within the Job Demands-Resources (JD-R) Model, workload is classified as a job demand that requires sustained

physical and psychological effort. Excessive workload may lead to stress, fatigue, and burnout, thereby increasing employees' intention to leave the organization. Similarly, the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984) explains that when employees perceive their workload as exceeding their available resources, they may experience psychological strain that encourages withdrawal behaviors, including turnover intention. Previous research has also reported a positive and significant effect of workload on turnover intention (Purwati & Maricy, 2021). Although other studies have reported different findings (Ello et al., 2024), the theoretical framework of this study predicts a positive relationship between workload and turnover intention.

H2: Work environment has a negative and significant effect on turnover intention.

Within the JD-R Model, the work environment can function as a job resource. A conducive work environment characterized by comfort, safety, and physical and psychological well-being may enhance employee motivation and engagement, thereby reducing turnover intention. Conversely, an unfavorable work environment may contribute to stress and job dissatisfaction and increase employees' intention to leave. Guridno and Wajdi (2024) found that the work environment significantly affected turnover intention. However, Reza et al. (2023) reported that this effect was not significant, potentially because of external constraints such as limited alternative employment opportunities.

H3: Workload and work environment simultaneously have a significant effect on turnover intention.

This hypothesis proposes that turnover intention is jointly influenced by job demands and job resources. According to the JD-R Model, the interaction between job demands and resources is important in shaping work-related psychological and behavioral outcomes, including burnout and turnover intention. When a high workload is not balanced by a supportive work environment, turnover intention may increase. Conversely, a favorable work environment may reduce the adverse effects of a high workload. The model therefore suggests that workload and the work environment may exert simultaneous and interrelated effects. Previous research also supports the proposition that workload and the work environment jointly affect turnover intention (I. M. Budiasa, 2021).

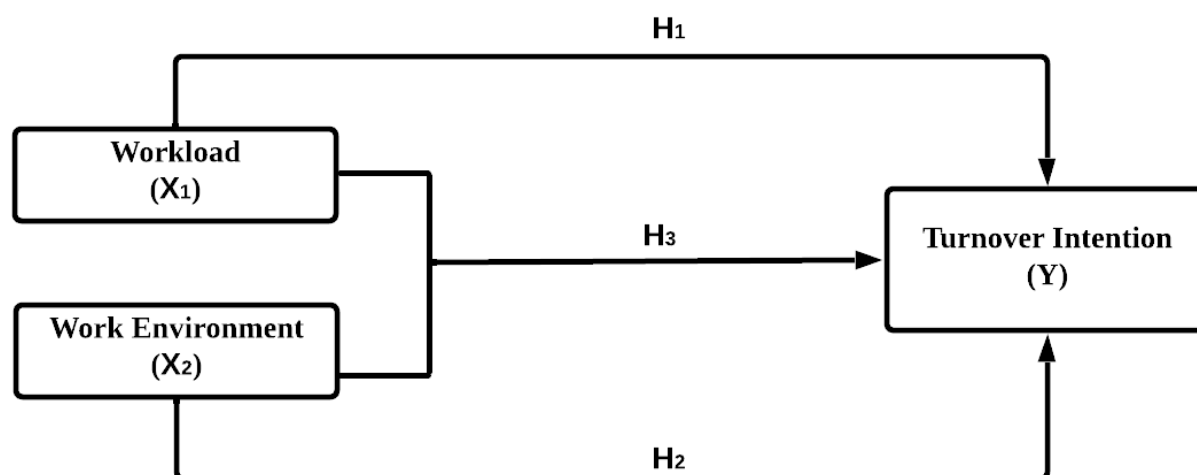


Figure 1. Conceptual Framework

3. RESEARCH METHOD

3.1 Research Design

This study employed an explanatory quantitative design. According to Sugiyono (2013), quantitative methods are used to examine specified populations or samples through research instruments and statistical data analysis to test established hypotheses. In this study, numerical data and hypothesis testing were used to examine relationships among the variables.

3.2 Population and Sample

This study was conducted at a logistics company in Tuban, East Java, Indonesia. The company employed 403 transportation

drivers, all of whom constituted the study population. Accordingly, the findings should be interpreted within the context of this company and should not be generalized to all logistics companies without caution. The sample size was determined using Slovin's formula with a 7% margin of error, resulting in 136 respondents. Simple random sampling was applied by assigning identification numbers to all drivers and selecting respondents using a random-number generator, thereby providing each driver with an equal probability of selection.

3.3 Data Collection Method

Data were collected through surveys and in-depth interviews. The questionnaire contained items measuring three main variables: workload, work environment, and turnover intention. A four-point Likert scale was used, with the following response options: 1 = Strongly disagree, 2 = Disagree, 3 = Agree, and 4 = Strongly agree.

Table 1 | Operational Variables

Variable	Indicators	Source
Workload	Time load, mental effort load, psychological pressure	Mahawati et al. (2021)
Work Environment	Physical environment, facilities, coworker relationships, safety	Kasmir (2016)
Turnover Intention	Intention to quit, job-search behavior, desire to leave	Ridlo (2012)

Source: Data Processed (2026)

3.4 Data Analysis Techniques

The survey data were analyzed using SPSS Statistics 30 for Windows. The analysis included multiple linear regression, partial t-tests, an F-test, and the coefficient of determination to evaluate the relationships specified in the research hypotheses.

a) Multiple Linear Regression Analysis

Multiple linear regression analysis was used to estimate the linear relationship between two independent variables and the dependent variable and to determine the direction and magnitude of the regression coefficients.

b) t-Test (Partial Test)

According to Sugiyono (2013), the t-test is used to assess the individual effect of each independent variable on the dependent variable. In this study, the regression coefficients were tested at a 95% confidence level and a 5% significance level. The degrees of freedom were calculated as $df = n - k$, where n denotes the sample size and k denotes the number of independent variables.

c) F-Test (Simultaneous Test)

According to Purnomo (2016), the F-test is used to determine whether the independent variables jointly have a statistically significant effect on the dependent variable. A significance level of 0.05 was applied. If the p-value is less than 0.05, the null hypothesis is rejected; otherwise, it is not rejected.

4. RESULTS AND DISCUSSION

4.1 RESULTS

4.1.1. Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effects of Workload (X1) and Work Environment (X2) on Turnover Intention (Y) among transportation drivers at the logistics company in Tuban.

Table 2 | Results of Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
1	Variable	B	Std. Error	Beta			Tolerance	VIF
	(Constant)	26.106	2.849		9.163	< 0.001		
	X1	-0.344	0.078	-0.360	-4.419	< 0.001	0.987	1.013
	X2	0.022	0.088	0.021	0.256	0.799	0.987	1.013

Source: SPSS output, processed by researchers.
Note: Dependent Variable: Y.

The regression equation derived from the multiple regression coefficient table is as follows:

$$Y = 26,106 - 0,344X_1 + 0,022X_2$$

The multiple regression equation can be interpreted as follows:

1. The constant is 26.106, indicating the predicted value of turnover intention (Y) when workload (X1) and work environment (X2) are held at zero.
2. The regression coefficient for workload is -0.344. Holding the work environment constant, a one-unit increase in workload is associated with a 0.344-unit decrease in turnover intention.
3. The regression coefficient for the work environment is 0.022. Holding workload constant, a one-unit increase in the work environment score is associated with a 0.022-unit increase in turnover intention.

4.1.2. Partial t-Test

A partial t-test was conducted to examine the individual effect of each independent variable on turnover intention. The decision criteria were as follows:

- a. If the absolute calculated t-statistic exceeds the critical t-value ($|t| > t\text{-table}$), or if the p-value is less than 0.05, H_0 is rejected, indicating that the independent variable has a statistically significant effect on the dependent variable.
- b. Conversely, if the absolute calculated t-statistic is less than or equal to the critical t-value ($|t| \leq t\text{-table}$), or if the p-value is greater than or equal to 0.05, H_0 is not rejected, indicating that the independent variable does not have a statistically significant effect on the dependent variable.

The partial t-test results for each independent variable were as follows:

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

The partial t-test showed that workload had a t-statistic of -4.419 and a p-value of < 0.001. Because the absolute t-statistic ($|-4.419| = 4.419$) exceeded the critical t-value (1.977) and the p-value was less than 0.05, H_0 was rejected. These results indicate that workload had a statistically significant effect on turnover intention among transportation drivers at the logistics company in Tuban. The negative regression coefficient indicates that the direction of this effect was negative.

2. Effect of Work Environment (X2) on Turnover Intention (Y)

The partial t-test showed that the work environment had a t-statistic of 0.256 and a p-value of 0.799. Because the absolute t-statistic ($|0.256|$) was lower than the critical t-value (1.977) and the p-value exceeded 0.05, H_0 was not rejected. Thus, the work environment did not have a statistically significant effect on turnover intention among transportation drivers at the logistics company in Tuban.

4.1.3. F-Test

The following is the ANOVA (Analysis of Variance) table of the results of the multiple linear regression test from SPSS which is used to conduct the F Test (Simultaneous Test).

Table 3 | ANOVA Test Results (F Test)

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.765	2	100.883	9.793	< 0.001
	Residual	1370.110	133	10.302		
	Total	1571.875	135			

Source: Data Processed (2026)

- a. Dependent Variable: Y
- b. Predictors: (Constant), X2, X1

The hypotheses for the F-test were formulated as follows:

H0: $\beta_1 = \beta_2 = 0$. Workload and the work environment do not jointly have a statistically significant effect on turnover intention.

H1: At least one regression coefficient is not equal to zero. Workload and the work environment jointly contribute significantly to the regression model for turnover intention.

The value of Sig. < .001 is much smaller than 0.05, the regression model is suitable for use (fit) and it can be concluded that X1 and X2 simultaneously have a significant effect on Y. The F(count) value (9.793) is much larger than the F(table) (with $df_1 = 2$, $df_2 = 133$, the value is around 3.06. Since $F(\text{count}) > F(\text{table})$, this confirms that the effect of the combination of X1 and X2 on Y is significant.

4.1.4. Coefficient of Determination

The coefficient of determination was used to assess the proportion of variation in turnover intention explained by workload and the work environment in the regression model. The manuscript text reports an R-square value of 0.115 and states that 11.5% of the variation in turnover intention is explained by workload and the work environment, while the remaining 88.5% is attributable to factors not included in the analysis.

4.2 DISCUSSION

4.2.1. H1: Effect of Workload on Turnover Intention

The results indicate that workload has a significant negative effect on turnover intention among transportation drivers. Thus, as drivers' workload increases, their turnover intention decreases. Although this finding differs from the commonly held assumption that excessive workload increases employees' intention to resign, it may reflect the specific characteristics of the logistics industry and the socioeconomic circumstances of the respondents. One possible explanation is that transportation drivers may perceive a high workload as an indicator of job security, organizational trust, and stable income rather than solely as a burden. Herzberg's Two-Factor Theory (Herzberg et al., 1959) proposes that employees are influenced not only by hygiene factors such as salary and working conditions but also by motivators such as responsibility, achievement, and recognition. In this context, a heavier workload may be interpreted as greater responsibility and organizational trust, thereby strengthening employees' willingness to remain with the company. The socioeconomic circumstances of transportation drivers may also help explain the finding. Limited educational attainment, restricted employment opportunities, and financial responsibilities may reduce employees' willingness to leave their current jobs despite demanding workloads. Under such conditions, employees may prioritize job stability and income security over seeking alternative employment. Consequently, a high workload does not necessarily correspond to a stronger intention to resign.

This finding is consistent with Ello et al. (2024), who reported a significant negative effect of workload on turnover intention. They argued that challenging labor-market conditions and performance-based incentive systems may encourage employees to remain with their organizations despite demanding workloads. In the context of logistics companies, workload

therefore may not always function solely as a stressor associated with turnover intention. When accompanied by appropriate compensation, performance incentives, and perceived job security, a demanding workload may instead coexist with stronger employee retention. From a managerial perspective, organizations should not automatically interpret high workload as a direct trigger of employee turnover. Management should ensure that demanding workloads are balanced with fair compensation, adequate incentives, and organizational support so that employees do not experience the workload as an excessive burden.

4.2.2. H2: Effect of Work Environment on Turnover Intention

The results indicate that the work environment does not have a statistically significant effect on turnover intention among the drivers in this study. Because transportation drivers spend much of their working time outside the office and across different locations, aspects of the work environment such as workplace comfort, facilities, and social interaction may be less influential in their decision to stay or leave than factors such as workload, compensation, working hours, and physical demands. The Theory of Planned Behavior (Ajzen, 1991) suggests that although intention is an important predictor of behavior, constraints on perceived behavioral control may prevent intentions from being translated into action. In the case of transportation drivers, an unfavorable work environment may contribute to thoughts of leaving, but limited alternative employment opportunities, educational background, skill constraints, and financial responsibilities may reduce the likelihood of actual resignation. This interpretation is consistent with Reza et al. (2023), who reported no direct effect of the work environment on turnover intention, and with Purwati and Maricy (2021), who also found no significant effect. Herzberg's Two-Factor Theory further treats the work environment as a hygiene factor; accordingly, an unfavorable environment may contribute to dissatisfaction without necessarily producing an intention to resign. In practice, companies should continue improving working conditions while also addressing working hours, workload, incentives, emotional support, communication, recognition, and opportunities for driver training or certification.

4.2.3. H3: Joint Effect of Workload and Work Environment on Turnover Intention

The simultaneous regression analysis indicates that workload and the work environment jointly contribute to the regression model for turnover intention. However, the partial regression results show that only workload has a statistically significant effect, whereas the work environment does not. Thus, the significance of the overall regression model appears to be driven primarily by the workload variable. The workload coefficient is negative, indicating that transportation drivers tend to report lower turnover intention as workload increases. One possible explanation is that drivers may associate a high workload with stable employment, organizational trust, and opportunities for greater income through performance-based incentives. Limited alternative employment opportunities and financial responsibilities may also encourage employees to remain in their current jobs even when work demands are high.

By contrast, the work environment was not found to have a statistically significant effect on turnover intention. This finding suggests that although the quality of the work environment remains important for employee well-being, it may not be the primary factor influencing transportation drivers' decisions to remain with or leave the organization. Other factors, including job security, compensation, workload-related incentives, and broader economic conditions, may play a more prominent role in shaping turnover intention in this logistics-company context.

These findings partially align with Herzberg's Two-Factor Theory. Although Herzberg proposes that unfavorable hygiene factors may contribute to job dissatisfaction, the present study suggests that the work environment alone is insufficient to explain turnover intention among transportation drivers. Workload may operate differently in this organizational context. Rather than being perceived solely as a job demand, a higher workload may also be interpreted as greater responsibility, stronger organizational trust, or increased earning opportunities, which may help explain the negative association with turnover intention.

From a managerial perspective, logistics companies should continue to monitor drivers' workloads to ensure that operational demands remain manageable while maintaining fair compensation and performance-based incentive systems. Organizations should also continue improving the work environment, despite its non-significant direct effect on turnover

intention in this study, because a supportive workplace remains relevant to employee well-being and long-term organizational performance.

5. CONCLUSION

The study concludes that workload has a statistically significant negative effect on turnover intention among transportation drivers at the logistics company in Tuban. This finding indicates that higher workload scores are associated with lower turnover intention in the study sample. Although this pattern differs from the common expectation that heavy workloads increase employees' intention to leave, the results may reflect the specific economic and employment context of the drivers. Economic necessity, performance-based incentives, limited alternative employment opportunities, and perceptions of job stability may help explain why drivers remain in their jobs despite demanding workloads.

The work environment was not found to have a statistically significant effect on turnover intention. This result suggests that, in the context of mobile field-based work such as transportation driving, workplace conditions may be less influential in decisions to remain or leave than other job-related and economic factors. Nevertheless, the non-significant statistical result should not be interpreted as evidence that the work environment is unimportant to employee well-being.

Overall, workload had a significant negative effect on turnover intention, whereas the work environment did not have a statistically significant partial effect. The regression model containing both variables was statistically significant. These findings indicate that the relationship between working conditions and turnover intention among transportation drivers should be interpreted in light of the specific organizational and socioeconomic context. The results should not be taken to establish causal effects beyond what is supported by the study design.

6. LIMITATIONS AND IMPLICATIONS

This study has several limitations related to the available time and resources. Future research should examine additional variables that may influence turnover intention, particularly compensation or salary. Although this study focused on workload and the work environment, the manuscript states that exit interviews indicated that some drivers left for financial reasons, including salary and uncertainty regarding incentives. Future studies could therefore incorporate compensation and other relevant predictors into a more comprehensive model of turnover intention. Additional research questions may also be developed to examine factors that were not included in the present analysis.

REFERENCES

- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Annas, M., & Handra, T. (2023). *High Rate of Turnover Intention: Study of Logistics Industrial Workers. Startuppreneur Business Digital (SABDA Journal)*, 2(2).
- Becker, G. S. (1993). *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education* (Third Edit). University of Chicago Press. <https://books.google.co.id/books?id=9t69iICmrZ0C&printsec=frontcover&h#v=onepage&q&f=false>
- Beehr, T. A., & Newman, J. E. (1978). Job stress, employee health, and organizational effectiveness. *Personnel Psychology*. <https://doi.org/10.1111/j.1744-6570.1978.tb02118.x>
- Budiasa, I. K. (2021). *Beban Kerja Dan Kinerja Sumber Daya Manusia*. CV. Pena Persada.
- Budiasa, I. M. (2021). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Turnover Karyawan. *Jurnal Ekonomi Dan Bisnis*, 14(2), 88–96.
- Cotton, J. L., & Tuttle, J. M. (1986). *Employee Turnover: A Meta-Analysis and Review with Implications for Research. Academy of Management Review*, 11(1), 55–70.
- Creswell, J. W. (2018). *Research Design Qualitative, Quantitative, And Mixed Method Approaches*. In *Writing Center Talk over Time* (Fifth Edit). SAGE Publications Inc. <https://doi.org/10.4324/9780429469237-3>
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Scaufeli, W. B. (2001). The JD-R Model Of Burnout. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.86.3.499>
- Ello, Nursiani, Dhae, & Fanggidae. (2024). Pengaruh Stresss Kerja dan Beban Kerja Terhadap Turnover Intention Pada Kaaryawan CV Timor Makmur Pangan. *JurnalEkonomi&IlmuSosial*, 435–444.

- <https://ejurnal.undana.ac.id/index.php/glory/article/view/13320>
- Guridno, N., & Wajdi, M. F. (2024). Turnover Intention In Employees Of The Regional Office Of DJP Central Java II Pengaruh Lingkungan Kerja , Motivasi Kerja Dan Kompensasi Terhadap Turnover Intention Pada Pegawai Kanwil DJP Jawa Tengah II (Surakarta). *Management Studies and Entrepreneurship Journal*, 5(2), 9229–9240. <http://journal.yrpiiku.com/index.php/msej>
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation To Work*. John Wiley & Sons. <https://books.google.co.id/books?id=KYhB-B6kfSMC&printsec=copyright#v=onepage&q&f=false>
- Kasmir. (2016). *Manajemen Sumber Daya Manusia*. PT. Raja Grafindo.
- Khaeruman, Marnisasah, L., Idrus, S., Irawati, L., Farradia, Y., Erwantiningsih, E., Hartatik, Supatmin, Yuliana, Aisyah, N., Natan, N., Widayanto, mutinda teguh, & Ismawati. (2021). Meningkatkan Kinerja Sumber Daya Manusia Konsep & Studi Kasus. In *Bookchapter*.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, Appraisal, and Coping*. Springer Publishing Company. <https://books.google.co.id/books?id=i-ySQQUUp8C&printsec=copyright&hl=id#v=onepage&q&f=false>
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. P., Fani, T., Sari, A. P., Setijaningsih, R. A., Fitriyatinur, Q., Sesilia, A. P., Mayasari, I., Dewi, I. K., & Bahri, S. (2021). Analisis Beban Kerja Dan Produktivitas Kerja. In *Yayasan Kita Menulis*. [https://repository.unai.edu/id/eprint/285/1/2021-2022 Ganjil Analisis Beban Kerja Full compressed.pdf](https://repository.unai.edu/id/eprint/285/1/2021-2022%20Ganjil%20Analisis%20Beban%20Kerja%20Full%20compressed.pdf)
- Marnis & Priyono. (2008). *Manajemen Sumber Daya Manusia*. In *Manajemen Sumber Daya Manusia*. <https://doi.org/10.1017/CBO9781107415324.004>
- Maulana, D., Beauty, N. L. F., Rachman, F., & Akseptori, R. (2024). Penilaian Business Sustainability Menggunakan Model European Foundation for Quality Management pada Tenant Wirausaha Merdeka. *Jurnal Nusantara Aplikasi Manajemen Bisnis*, 9(2), 327–343. <https://doi.org/10.29407/nusamba.v9i2.21002>
- Mobley, W. H. (1982). *Employee Turnover: Causes, Consequences, and Control*. Addison-Wesley.
- Purnomo, R. A. (2016). Analisis Statistik Ekonomi dan Bisnis Dengan SPSS. In *Cv. Wade Group*.
- Purwati, A. A., & Maricy, S. (2021). Pengaruh Beban Kerja, Lingkungan Kerja dan Job Insecurity Terhadap Turnover Intention Karyawan PT. Bumi Raya Mestika Pekanbaru. *Management Studies and Entrepreneurship Journal*, 2(1), 77–91. <http://journal.yrpiiku.com/index.php/msej>
- Reza, S., Sitorus, G., & Wijaya, R. (2023). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Turnover Intention Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening pada PT. Pancaran Energi Transportasi. *El-Mujtama: Jurnal Pengabdian Masyarakat*, 4(2), 1378–1392. <https://doi.org/10.47467/elmujtama.v4i2.5286>
- Ridlo, I. A. (2012). *Turn Over Karyawan " Kajian Literatur " Ilham Akhsanu Ridlo*. PH Movement Publications.
- Sari, S. Y., Aima, H., & Zefriyenni. (2024). *Mengurai Turnover Intention: Strategi Mempertahankan Karyawan*. Statistics Indonesia (BPS). (2025). *Statistics of Warehousing, Expedition, and Courier 2024*. Badan Pusat Statistik.
- Sugiyono. (2013). *Metodologi Penelitian Kuantitatif, Kualitatif dan R & D*.
- Wreight, P. M., & McMahan, G. C. (1992). Theoretical Perspectives for SHRM. *Journal of Management*, 18(2), 295–320. <https://doi.org/10.1177/014920639201800205>

Conflict of Interest Statement: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Copyright © 2026 Ristanti Akseptori*, Alika Sholikhatus Nisa, Danis Maulana, Yesica Novrita Devi.. This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY). The use, distribution or reproduction in other forums is permitted, provided the original author(s) and the copyright owner(s) are credited and that the original publication in this journal is cited, in accordance with accepted academic practice. No use, distribution or reproduction is permitted which does not comply with these terms.