

WORKLOAD AND TURNOVER INTENTION OF EMPLOYEES OF DEPARTMENT X, KAIMANA DISTRICT

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Abstract. This study examines the correlations between workload and turnover intention among employees at Department X in Kaimana Regency. The research used a quantitative approach with a correlational design. The participants consisted of 70 employees selected through total sampling. Measurement tools included a workload scale and a turnover intention scale. Data analysis using Pearson correlation revealed a significant positive relationship between workload and turnover intention. The higher the perceived workload, the greater the employees' intention to leave the organization. This study is expected to provide practical contributions for Department X in creating a more balanced workload distribution strategy and reducing turnover intention in the workplace.

Keywords: Employees; Government Agency; Turnover Intention; Workload

I. INTRODUCTION

Human resources (HR) are a very important asset in the world of work, both in the private sector and government agencies. According to Rahmawati (2016), HR plays a key role in achieving organizational goals. In the current era of globalization, companies and government agencies face major challenges in preparing HR who are able to think critically, analyze data, and adapt quickly to change.

However, the quality of HR is often disrupted by the phenomenon of turnover instruction, namely the desire of employees to leave their jobs. According to Mobley et al. (1979), turnover intention is an employee's voluntary intention to leave their current job. Mobley (1977) explains that turnover intention is influenced by various factors, such as job dissatisfaction, workload, other job opportunities, age, length of service, organizational commitment, and perceptions of career opportunities outside. When employees feel that their needs and expectations are not being met, and are under pressure from work, they tend to consider moving to another workplace that is considered more profitable (Sumari & Malino, 2023).

Turnover intention has a negative impact on the organization, such as HR instability, decreased productivity, increased HR costs, and disrupted work program implementation (Nugroho & Pramukty, 2023; Prayogo et al., 2020). Mobley et al. (1978) stated that turnover intention indicators consist of thoughts of quitting, intentions to search, and intentions to quit, all of which can be triggered by work dynamics such as high workload. Workload itself, according to Mobley (1977), is a task that must be completed by employees, which is quantitative in nature related to a certain period of time and can qualitatively cause mental stress. Kristin et al. (2022) stated that excessive workload causes stress, loss of focus, decreased work enthusiasm, and the

desire to find another job. Riani & Putra (2017) also found that workload has an effect on turnover intention. This is in line with research by Hisbih et al. (2023) which states that high work pressure reduces employee welfare and increases the intention to leave work. Common symptoms of excessive workload include ineffective working hours, avoidance of responsibility, unstable emotions, fatigue, and significant work stress.

The researchers conducted a pre-survey by interviewing three employees of Service X of Kaimana Regency from January to March 2024. The results showed that a number of employees felt a high workload, mainly due to the uneven division of tasks. An employee named HM from the Prevention and Control of Infectious Diseases (P2PM) section explained that of the 10 existing work programs, only three of the five available employees were assigned. Another employee, YS, added that the division of work was not evenly distributed because superiors only entrusted tasks to certain employees who were considered competent, while other employees were considered less capable. This caused the workload to stop on some people.

Through a follow-up survey via Google Form conducted in May 2024 on 30% of total employees, it was found that 25% felt they had excessive workload, 23% had had the desire to change jobs, 11% felt stressed due to the mismatch between workload and transmission, and 8% explicitly had the intention to leave due to workload. Data from Office X shows that in the last six months, 14% of employees have been inactive. This finding strengthens the researcher's reasons for studying the relationship between workload and turnover at Office X, Kaimana Regency. Several previous studies, such as those conducted by Riani & Putra (2017) and Kristin et al. (2022), showed that workload has a significant effect on turnover intention. However, different results were found by Agnes (2023) at Medan City Hospital, Bogar et al. (2021) at

PT. Batavia Prosperindo Finance Tbk Manado, and Aisyah (2024), who concluded that workload did not have a significant effect on turnover intention. The inconsistency of the results of this study shows the importance of re-examining the relationship between the two variables, especially in the context of government agencies which are still rarely studied.

This research was also triggered by the political dynamics in Kaimana Regency identified during the observation. In interviews with two section heads, it was found that discriminatory practices occurred after the regional head election, where employees who supported the elected candidate were placed in strategic positions with low workloads, while those who did not support were placed in strategic positions with low workloads, while those who did not support were placed in high workloads, demotions, or transferred to remote areas. This practice causes dissatisfaction and has the potential to increase turnover intention among employees.

With this background, this study is the first to be conducted at Office X of Kaimana Regency and is expected to contribute to improving the distribution of workloads, as well as improving employee welfare and retention through fairer and more professional HR management policies.

Based on the formulation of the problem above, the purpose of this study is to determine the relationship between workload and turnover intention among employees of Office X of Kaimana Regency.

II. RESEARCH METHOD

This study uses a quantitative approach with a correlational design that aims to determine the relationship between workload and turnover intention in employees of Department X of Kaimana Regency. The independent variable (X) is workload and the dependent variable (Y) is turnover intention.

Workload measurement uses the NASA-TLX scale from Hart and Staveland (1988), which consists of 24 items—equally divided between 12 favorable and 12 unfavorable items. This scale covers six main dimensions: physical demand, effort, mental demand, temporal demand, frustration level, and performance, each represented by four items. Responses are given through a six-point Likert scale, from Very Low (SR) to Very High (ST).

Turnover intention is measured using a scale from Mobley et al. (1978), consisting of 12 items (6 favorable, 6 unfavorable) based on three aspects: thinking of quitting, intention to search for alternatives, and intention to quit. The answer scale is a five-point Likert scale from Very Disagree (STS) to Very Appropriate (SS).

Validity test refers to Azwar (2013, 2015), with the criteria of item-total coefficient ($r_{ix} \geq 0.3$). On the turnover intention scale, two items (1 and 8) are dropped. The construct validity of this scale was previously proven by Hom et al. (1984) and strengthened by Brothma & Roodt (2013). On the workload scale, three items (2, 10, and 13) are invalid. The construct validity of NASA-TLX has been tested by Katsiroumpa et al. (2024), and Hernandez et al. (2024) through the convergent validity test stating that this scale is construct-valid. For reliability, referring to Azwar (2019), the test results show

that the turnover intention scale has a Cronbach's alpha value of 0.822, in line with the results of Nemeth et al. (2024) of 0.835. The workload scale showed an alpha value of 0.849, the same as the findings of Zhonghua et al. (2005), and reinforced by Xiao et al. (2005) with a coefficient between 0.516 and 0.753. Data analysis was performed using SPSS. According to Sugiyono (2017), correlational research is used to determine the relationship between variables without manipulation. Assumption tests include normality tests using the One Sample Kolmogorov-Smirnov Test and linearity tests to ensure that the relationship between variables is stated as linear if the significance value is more than 0.05.

III. RESULT AND DISCUSSION

Research Participants

The participants in this study were 70 employees of Department X of Kaimana Regency.

Based on research data, the first point of gender classification shows that female participants totaling 34 people with a percentage of 48.6% are fewer than male participants totaling 36 people with a percentage of 51.4%. The second point of age classification shows that participants are late adolescents as many as 18%, early adults 44.3%, late adults 30.0%, and early elderly 7.1%.

Research Results

Descriptive Statistical Results

Table 1. Descriptive Statistical Results of Workload and Turnover Intention

	n	Minimum	Maximum	Mean	Std. Deviation
Turnover Intention	70	20	38	30.01	4.592
Beban Kerja	70	17	55	35.63	7.608
Valid N (listwise)	70				

Based on the results of the statistical description analysis, it is shown that 70 participants in turnover intention have a minimum score of 20 to a maximum score of 38. The resulting standard deviation is 4,592 and the average obtained is 30.01. Then on the workload the minimum score is 17 to a maximum score of 55. The resulting standard deviation is 7,608.

Assumption Test Results

a) Normality Test

Table 2. Results of the One-sample Kolmogorov-Smirnov Test normality

	Turnover Intention	Workload
N	70	70
Normal Parameters a,b	Mean	30.91
	Std. Deviation	5.477
Most Extreme Differences	Absolute	.103
	Positive	.103
	Negative	-.095
Test Statistic	.103	.194
Asymp. Sig. (2-tailed)	.200c	.200c

Based on the normality test, the significance value for the turnover intention variable is $.20 > .05$ ($p > 0.05$) so that the

data is normally distributed, while for the workload variable $.20 < .05$ ($p < .05$) it can be concluded that the data is normally distributed.

b) Linearity test

Table 3. ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Beban Kerja	Between Groups	196.138	19	10.323	.836	.366
	Linearity	22.159	1	22.159	.447	.507
	Deviation from Linearity	173.979	18	9.665	.640	.845
Within Groups		2476.473	50	49.529		
Total		3072.611	69			

Based on the results of the linearity test in table 3, it shows that the significance value of Deviation from Linearity = .930 ($p > .05$). This shows that the data is linear.

c) Categorization Test

Table 4. Turnover Intention and Workload Scale Categories

	Interval	Category	Frequency	Percentage
Turnover Intention	10 < X < 19	Low	0	00.0%
	20 ≤ X < 29	Currently	33	47.1%
	30 ≤ X < 40	Tall	37	52.9%
Total			70	100%
Beban Kerja	14 < X < 27	Low	13	18.6%
	28 ≤ X < 41	Currently	45	64.3%
	42 ≤ X < 56	Tall	12	17.1%
Total		Category	70	100%

From the data results, it can be seen that the average turnover intention score is in the high category 52.9%, medium 47.1%, while for the workload it is in the low category 18.6%, medium 64.3%, high 17.1%.

Table 5. Cross Tabulation Between Demographic Characteristics of Respondents with Turnover Intention Categories

		Turnover Intention			Total
		Low	Medium	High	
Gender	Male	0	18	17	34
	%	0.0%	52.9%	47.2%	100.0%
Female	0	14	20	34	
	%	0.0%	41.2%	58.8%	100.0%
Total		0	32	37	70
		0.0%	47.1%	52.9%	100.0%
Late teen	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%
Early adulthood	0	18	17	34	
	%	50.0%	48.0%	100.0%	
Late adulthood	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%
Early elderly	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%
Total		0	32	37	70
		0.0%	47.1%	52.9%	100.0%

Based on the cross tabulation, it can be seen that the dominant turnover intention score is in the high category, male respondents in the high category are 24.29% while female respondents in the high category are 28.57%. The dominant respondents are in early adulthood in the medium

category as much as 22.86% and the high category as much as 21.43%.

Table 6. Cross Tabulation Between Demographic Characteristics of Respondents with Workload Categories

		Workload			Total
		Low	Medium	High	
Gender	Male	8	23	3	34
	%	22.2%	67.6%	8.3%	100.0%
Female	0	2	20	9	34
	%	14.7%	58.8%	26.5%	100.0%
Total		10	43	12	70
		14.3%	61.4%	17.1%	100.0%
Late teen	0	0	11	2	13
	%	0.0%	84.6%	15.4%	100.0%
Early adulthood	0	7	17	7	31
	%	22.6%	54.8%	22.6%	100.0%
Late adulthood	0	4	14	5	21
	%	19.0%	66.7%	24.3%	100.0%
Early elderly	0	2	3	0	5
	%	40.0%	60.0%	0.0%	100.0%
Total		13	48	12	70
		18.6%	68.6%	17.1%	100.0%

Based on the cross tabulation, it can be seen that the dominant workload score is in the moderate category. The workload score in the moderate category is dominated by male respondents (35.71%) and early adulthood (24.29%)

2. Hypothesis Testing

Table 7. Pearson Correlation Test

		Workload	Turnover Intention
Workload	Pearson Correlation	1	.966
	Sig. (2-tailed)		.048
	N	70	70
Turnover Intention	Pearson Correlation	.966	1
	Sig. (2-tailed)	.048	
	N	70	70

Hypothesis testing was conducted using the Pearson correlation test. Based on the Pearson correlation test in table 7, the r value = .966 and the sign value = .048 ($p < 0.05$) means that there is a significant positive correlation between the workload variable and turnover intention. The higher the workload, the higher the turnover intention.

Before conducting data analysis, the researcher first conducted a requirement test, namely the normality test and the linearity test. The results showed that the data was normally distributed and had a linear relationship, as listed in tables 4.3 and 4.4. Because the data was normally distributed, the data analysis was then continued with the Pearson correlation test, the results of which can be seen in table 4.8. The results of the study showed that the hypothesis in this study was accepted, namely that there was a significant relationship between workload and turnover intention in employees of Department X of Kaimana Regency, the higher the workload, the higher the turnover intention in employees of Department X of Kaimana Regency. This indicates that the level of workload experienced by employees has a fairly strong influence on their desire to leave the service. This is in line with research conducted by Kristin et al. (2022) which shows that workload affects turnover intention at PT. Alfaria Trijaya. The greater the workload felt by employees at PT. Alfaria Trijaya, the greater the employee's desire to do turnover intention.

Bogar et al. (2021) and Aisyah (2024) who also found inconsistent results, namely that there was no significant influence between workload and turnover intention. Based on the results of the study, it was found that workload is not the main factor that is a problem in an organization or company. Before deciding to leave, an employee will first consider various aspects or feel the desire to leave their job. Therefore, it can be concluded that even though the workload experienced is quite high, employees tend to choose to stay in the company or organization in the current conditions. According to Agnes (2023) although the effect of workload on turnover intention is not significant, it can still have various consequences for employees and the work environment. One possible impact is that employees often experience fatigue, both physically and mentally, due to high workloads. This condition can lead to decreased motivation, productivity, and job satisfaction. In addition, prolonged fatigue also has the potential to disrupt the effectiveness of communication, both between employees and with superiors, so that it can reduce the overall quality of work and have an impact on team dynamics within the organization.

The cross-tabulation results between the age of respondents and the turnover intention category in table 5 show that there is a tendency where the younger the respondents are, the higher the turnover intention is than the older respondents. According to Prawitasari (2016), younger workers tend to have higher turnover intention levels than older workers. Previous research also supports this, showing a significant negative relationship between age and turnover intention. This means that the older a person is, the lower their tendency to leave their job (Mobley, 1977). The cross-tabulation results between the gender of respondents and the turnover intention category in table 5 show the same tendency, where female respondents tend to have a higher desire for turnover intention. Although showing higher results, women tend to stay in their jobs rather than leave the company. This is different from male employees who tend to be more willing to take risks to leave the company and seek greater opportunities elsewhere. This may be due to the differences in gender roles that are still strong in Indonesian society. (Fahrizal & Mariyati, 2024) explained that men are perceived to be more focused on work, while women are more attached to family. Data analysis shows that there is a significant influence between workload and turnover intention. This finding indicates that with the presence of workload, it will have a significant influence on turnover intention. However, the study has several limitations, namely less attention to age and position factors. This is in line with the conceptual framework developed by Jewell and Siegall (1988) which emphasizes the importance of individual and organizational variables in explaining the phenomenon of turnover intention. This can be a consideration for further researchers to consider individual and organizational factors such as age and position.

IV. CONCLUSIONS

Based on the results of the study, it can be concluded that there is a significant relationship between workload and turnover intention in employees of Department X of Kaimana Regency. This finding indicates that the level of workload

experienced by employees is a factor that influences their desire to leave their jobs.

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