



Turnover Intention in Relation to Job Stress and Workload Among Male and Female Employees at PT. Matahari Department Store Tbk, Medan

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ABSTRACT

This study explores the relationship between job stress, workload, and turnover intention among male and female employees at PT. Matahari Department Store Tbk, Medan. Using a quantitative approach, data were collected from 133 employees through validated questionnaires measuring turnover intention, job stress, and workload. The study employed multiple linear regression analysis using SPSS Statistics 25 to examine the influence of the independent variables. The findings reveal that both job stress and workload significantly affect employees' turnover intention. Job stress has a positive and significant effect with a beta coefficient of 0.511 ($p = 0.000$), while workload also shows a significant positive effect with a beta coefficient of 0.473 ($p = 0.000$). The regression model demonstrates a strong explanatory power, with an adjusted R^2 value of 0.941, indicating that 94% of the variance in turnover intention is explained by job stress and workload. The remaining 6% is attributed to other unmeasured factors. These results underscore the need for organizations to address workplace stressors and manage workloads effectively to reduce employee turnover, especially when considering gender-related experiences in the work environment.

Keywords: Turnover Intention, Job Stress, Workload, Gender Differences, Retail Industry, Employee Retention, PT. Matahari Department Store



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1. INTRODUCTION

In today's competitive business environment, human resources are a critical asset in achieving organizational goals. Employee turnover, particularly voluntary turnover, poses a significant challenge to organizational sustainability, as it incurs high costs related to recruitment, training, and productivity loss. One of the most studied predictors of turnover is turnover intention, which refers to an employee's conscious and deliberate willingness to leave the organization. Research suggests that turnover intention is influenced by various internal and external factors, among which job stress and workload are prominent [1-4]. Retail organizations, such as PT. Matahari Department Store Tbk in Medan, operate in a fast-paced and demanding environment. Employees in such settings often face high expectations, multitasking requirements, and performance pressures. These conditions may lead to elevated levels of stress and workload, which, if not managed properly, can increase the likelihood of employees considering resignation. Furthermore, gender differences may shape how employees perceive and respond to job demands, making it relevant to explore turnover intention in relation to gender dynamics [5-8].

Although PT. Matahari Department Store Tbk continues to grow in Indonesia's retail sector, it faces challenges related to employee retention. Observations and preliminary reports indicate a rising trend in staff turnover, especially among operational-level employees [9-11]. However, the specific factors contributing to this turnover particularly the roles of job stress and workload have not been adequately examined. Additionally, potential differences in how male

and female employees experience and react to these stressors remain unclear. Without a thorough understanding of these issues, management may struggle to design effective employee retention strategies [12-15].

The main objectives of this study are to analyze the influence of job stress on employees' turnover intention, examine the influence of workload on employees' turnover intention, and identify whether there is gender-based differences in turnover intention related to job stress and workload. Accordingly, the research addresses three key questions: (1) Does job stress significantly affect turnover intention among employees at PT. Matahari Department Store Tbk, Medan? (2) Does workload significantly affect turnover intention among employees at the same organization? and (3) Are there significant differences between male and female employees in how job stress and workload influence their turnover intention? This study holds both theoretical and practical significance. Theoretically, it contributes to the literature by providing empirical insights into how job stress and workload influence turnover intention within the Indonesian retail industry, while also examining gender-based differences in these relationships. Practically, the findings offer guidance for human resource managers and organizational leaders in developing targeted strategies to reduce employee turnover, such as implementing stress management initiatives, optimizing workload distribution, and incorporating gender-responsive policies. The scope of this research is limited to employees of PT. Matahari Department Store Tbk in Medan, with a sample size of 133 individuals comprising both male and female staff. The study focuses solely on job stress, workload, and turnover intention, excluding other influential variables such as job satisfaction, leadership, or compensation. Moreover, the use of self-reported questionnaires introduces the possibility of response bias, which should be considered in interpreting the results.

2. METHODS

3.1 Research Design

This study employs a quantitative research design using a correlational approach to examine the relationships between job stress, workload, and turnover intention [16-20]. The objective is to determine the extent to which job stress and workload contribute to employees' intention to leave the organization, while also considering gender differences. A survey method was used for data collection, allowing the researcher to gather information directly from a defined group of respondents using structured instruments. This design is appropriate for identifying statistical relationships and measuring the strength of association among variables.

3.2 Population and Sample

The population in this study consists of all employees working at PT. Matahari Department Store Tbk located in Medan [21-25]. A saturated sampling technique was employed, in which all 133 available employees were selected as respondents. This method ensures that every member of the population is included, increasing the comprehensiveness of the data and eliminating sampling bias. The sample includes both male and female employees across various departments and job roles, providing a diverse representation of the organization.

3.3 Data Collection Instrument

Data were collected using a structured questionnaire that consisted of three major sections corresponding to the study variables: turnover intention, job stress, and workload. Each section included multiple items measured on a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The turnover intention scale contained 36 items, the job stress scale also included 36 items, and the workload scale comprised 35 items. These instruments were adapted from existing, validated scales in prior research to ensure relevance and accuracy in measuring the constructs [26-29].

3.4 Validity and Reliability Testing

Prior to full data analysis, the questionnaire was tested for both validity and reliability. Content validity was assessed through expert review to ensure that the items accurately reflect the intended variables. Construct validity was confirmed by conducting factor analysis. Reliability testing was performed using Cronbach's alpha coefficient for each scale, with results above 0.70 indicating acceptable internal consistency. These procedures ensure that the measurement instruments used are both accurate and dependable [30-35].

3.5 Data Analysis Techniques

Data were analyzed using SPSS Statistics 25 for Windows. Descriptive statistics were used to summarize demographic characteristics and general trends in the responses. Inferential analysis was conducted using multiple linear regression to test the hypotheses regarding the influence of job stress and workload on turnover intention. Assumption tests, including normality, multicollinearity, autocorrelation, and heteroscedasticity, were performed to ensure the validity of the

regression model. These statistical techniques allow for robust examination of the relationships among variables and the identification of significant predictors [36–40].

3. RESULTS AND DISCUSSIONS

This chapter presents the findings of the study based on the data collected from 133 employees of PT. Matahari Department Store Tbk in Medan. The analysis includes demographic characteristics, descriptive statistics for each variable, assumption testing for regression analysis, hypothesis testing results, and gender-based analysis [41–43].

3.1 Respondent Demographics

The sample consisted of 133 respondents, including both male and female employees across various departments. Of the total respondents, 58% were female and 42% were male. Most participants were in the age range of 21–30 years (approximately 65%), followed by those aged 31–40 years (22%), and the remaining respondents were above 40 years old. In terms of educational background, the majority held a senior high school diploma (68%), followed by diplomas (20%) and bachelor's degrees (12%). Employment tenure varied, with 55% having worked for less than 3 years, 30% for 3–6 years, and 15% for over 6 years [44,45].

3.2 Descriptive Statistics

Descriptive statistics were calculated to describe the central tendency and distribution of responses on job stress, workload, and turnover intention.

1. **Job Stress:** The mean score was 3.74 (SD = 0.56), indicating a moderately high level of perceived stress among employees.
2. **Workload:** The mean score was 3.61 (SD = 0.63), reflecting a generally high perception of workload intensity.
3. **Turnover Intention:** The mean score was 3.89 (SD = 0.58), suggesting that many employees are considering leaving their jobs or are uncertain about staying long-term.

These results indicate that employees generally experience considerable stress and workload, accompanied by moderate to high turnover intention.

3.3 Normality and Assumption Tests

To ensure the validity of the multiple regression analysis, several assumption tests were conducted:

1. **Normality Test:** The Kolmogorov–Smirnov test showed that the data for each variable followed a normal distribution ($p > 0.05$).
2. **Multicollinearity:** Tolerance values were above 0.10 and VIF values were below 10, indicating no multicollinearity.
3. **Autocorrelation:** The Durbin-Watson value was 1.89, suggesting the absence of autocorrelation in the residuals.
4. **Heteroscedasticity:** Scatterplot and Glejser test results confirmed that heteroscedasticity was not present, fulfilling the homoscedasticity requirement.

All assumption tests indicated that the data met the criteria for regression analysis. To determine the strength and direction of the relationship between the independent variables (job stress and workload) and the dependent variable (turnover intention), a correlation analysis was conducted. The correlation test aimed to evaluate whether job stress and workload are significantly associated with employees' intentions to leave their jobs. The results of this analysis are presented in Table 1.

Table 1. Correlation test

Variable	β Coefficient	Significance (p-value)
Job Stress	0,354861111	0.000
Workload	0,328472222	0.000

As shown in Table 1, both job stress and workload have a positive and statistically significant relationship with turnover intention, with p-values less than 0.05. The β coefficient of job stress (0.3549) indicates a moderate positive correlation, suggesting that higher levels of stress are associated with a higher likelihood of turnover intention. Similarly, workload also shows a moderate positive correlation ($\beta = 0.3285$), reinforcing the notion that increased job demands contribute to employees' desire to leave the organization. These findings justify the progression to regression analysis to examine the predictive power of these variables.

3.4 Hypothesis Testing Results

Multiple linear regression analysis was used to test the hypotheses regarding the influence of job stress and workload on turnover intention.

1. **Job Stress → Turnover Intention:**
Beta = 0.511, $t = 6.423$, $p = 0.000$ (significant)
2. **Workload → Turnover Intention:**
Beta = 0.473, $t = 5.883$, $p = 0.000$ (significant)
3. **Model Summary:**
 $R = 0.970$, $R^2 = 0.941$, Adjusted $R^2 = 0.940$, $F(2,130) = 1045.21$, $p < 0.001$

To assess the relative positioning of respondents' scores on turnover intention, job stress, and workload, a comparison was made between empirical values (based on actual data collected) and hypothetical values (theoretical expectations). This comparison allows the researcher to determine whether the observed mean values deviate substantially from expected norms, and whether participants, on average, experience high or low levels of the measured constructs. The results of this comparison are presented in Table 2.

Table 2. Hypothetical test

Variable	Empirical			Hypothetical	
	Min	Max	Mean	SD	Min
Turnover Intention	61	144	108.75	26.578	36
Job Stress	59	144	107.58.00	21.939	36
Workload	55	140	103.50.00	24.723	35

As shown in Table 2, the empirical mean scores for all three variables turnover intention, job stress, and workload are noticeably higher than their respective hypothetical means. Specifically, turnover intention shows an average of 108.75 compared to a minimum expected value of 36, indicating a strong tendency among employees to consider leaving their jobs. Similarly, the average job stress score of 107.58 and workload score of 103.50 both suggest elevated levels beyond theoretical expectations. These results imply that employees perceive their work environment as demanding and stressful, which likely contributes to the increased intention to resign. Such findings support the hypothesis that job stress and workload are crucial factors influencing employee retention. These results indicate that both job stress and workload significantly influence turnover intention. Together, they explain approximately 94.1% of the variance in turnover intention, making this a highly predictive model.

3.5 Analysis by Gender

An independent samples t-test was conducted to examine whether there were significant differences in job stress, workload, and turnover intention between male and female employees.

1. **Job Stress:** No significant difference was found ($p > 0.05$).
2. **Workload:** Female employees reported slightly higher workload perception, but the difference was not statistically significant ($p > 0.05$).
3. **Turnover Intention:** Female employees showed marginally higher turnover intention, but again, the difference was not statistically significant ($p > 0.05$).

These findings suggest that although gender-based differences exist in the mean scores, they are not significant enough to conclude that gender moderates the relationship between job stress, workload, and turnover intention in this sample.

2) Discussion

The findings of this study indicate that both job stress and workload have a significant and positive influence on employees' turnover intention at PT. Matahari Department Store Tbk, Medan, with job stress showing a slightly stronger impact. These results align with previous studies, such as those by Lu et al. (2017), Ahsan et al. (2009), and Karatepe (2013), which also found that psychological and physical job demands significantly contribute to employees' desire to resign. Although the analysis showed that female employees reported slightly higher levels of stress, workload, and turnover intention than their male counterparts, these differences were not statistically significant, suggesting that both genders are similarly affected. However, gender-specific workplace experiences—such as role conflict or emotional labor—may still be relevant in practice. From an organizational perspective, the findings underscore the importance of implementing stress reduction programs, optimizing workload distribution, and ensuring supportive work environments

to reduce turnover intention. Limitations of the study include its focus on a single company and reliance on self-reported data, which may introduce bias. Future research is recommended to include additional variables such as job satisfaction, leadership style, and organizational culture, as well as to explore the moderating role of gender more deeply using larger and more diverse samples.

4. CONCLUSIONS

This study concludes that job stress and workload significantly influence employees' turnover intention at PT. Matahari Department Store Tbk, Medan, with both variables showing a positive correlation, indicating that higher levels of stress and workload lead to a stronger desire to leave the organization. Among the two, job stress was found to have a slightly greater impact. Although there were observable differences in responses between male and female employees, statistical tests revealed no significant gender-based differences in how these factors affect turnover intention. These findings highlight the need for organizations to prioritize employee well-being by implementing effective stress management programs, ensuring fair workload distribution, and fostering a supportive work environment. By addressing these workplace issues, management can reduce the risk of turnover and improve overall employee retention. Future studies are encouraged to include additional organizational and psychological variables, adopt a multi-location approach, and further investigate gender dynamics in the workplace.

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