

# How Workload and Work Stress Influence Employee Turnover Intention in Healthcare Settings

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## Abstract

There is a rise in employee turnover at healthcare organizations, particularly at Ikhsan Medika Clinic Klaten where the turnover rate is 15%, higher than the industry average. The main reasons for this turnover seem to be heavy workloads and stress from clinical environments. This research looks into how the workload and stress at work impact employee turnover intentions at the Ikhsan Medika Clinic in Klaten. This particular study falls under the category of quantitative research. A total of 35 participants were selected by probability sampling. To gather data, a questionnaire was utilised. Various analytical techniques were employed including instrument validity tests, classical assumption testing, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination analysis. The data was processed using SPSS version 26. After conducting the t-test, it was found that the workload variable showed a t-value of 3.275 with a significance level (sig) of  $2.037 < 0.05$ . This points to a correlation between workload and turnover intentions among employees at the Ikhsan Medika Clinic in Klaten. The research found nothing significant came from work stress towards turnover intention at Ikhsan Medika Clinic, with a t-value of 0.507 and significance level of 2.037. However, workload and work stress were found to influence turnover intention, confirmed by an F-test with a significant value of 9.873 ( $p < 0.05$ ). The adjusted R-square of 0.618 shows that 38.2% of turnover intention is explained by these factors, whilst 62.8% was determined by factors outside the scope of this analysis.

**Keywords:** Workload, Work Stress, Employee Turnover Intention, Healthcare Employees, Organizational Behavior.

## 1. Introduction

The issue of employee turnover is of critical concern to organisations. It occurs when employees express their desire to leave and resign from their current role (Puangyoykeaw & Nishide, 2015). When employees leave, the risks faced by the company go beyond just the costs of recruiting and training new hires; the company also loses work continuity and productivity, and its trust and reputation may suffer (Koh et al., 2007). Additionally, it is difficult to replace employees with high productivity (Idiegbeyan-Ose et al., 2018). Turnover has the potential to result in losses in the form of leaked company information or secrets to competitors (Puangyoykeaw & Nishide, 2015). The nightmare scenario for companies facing turnover is the potential risks or losses they may incur when employees with high productivity leave.

Companies must identify the factors driving turnover intentions among employees (Marhaenis, 2024). The fast-paced dynamics of business often lead to increased workloads for employees. Wirawan (2014) states that economic factors, job security, workload, mismatch between job and employee, career, job satisfaction, and continuing education are factors influencing the tendency of employees to leave their jobs (also refers to turnover intention).



Stress can cause an employee to become ill or resign (Chen et al., 2010; Applebaum et al., 2010).

Employee turnover intention is subject to multiple contributing factors, one of the elements to consider is workload. As stated by Nurhalimah (2019), when employees have a high intention to leave, the workload on remaining employees tends to increase due to the decrease in workforce. The more employees want to quit, the more workload they are likely to face. According to Regulation No. 12 of 2008 by the Ministry of Home Affairs, workload is described in Article 1 as the quantity of tasks assigned to a role or department, determined by multiplying the amount of work and the standard time required. It represents the typical occurrence of each task within a designated timeframe. Furthermore, Prihatini (2007) state that workload refers to the amount of work that needs to be done within a specific timeframe. It can encompass physical, mental, or social tasks that employees need to complete (Fariz, 2019). Any type of work, whether it requires physical effort or mental effort, is a burden for the person performing it (Winarsih & Fariz, 2021). This burden can be physical, mental, or social, depending on the type of work. Each person has different capabilities in relation to work load (Fariz, 2022a). Some people are better suited to handle physical load, while others are better suited to tasks that involve more mental or social load (Mutia, 2014). Wirawan (2014) states that extremely heavy workloads can lead to work-related stress, causing employees to be unable to perform their duties and choose to leave their jobs. In this case, workloads, the number of tasks needing mental, physical, and time management to meet deadlines, can play a role in the rise of turnover intentions.

Work stress is another key factor contributing to turnover intention. It refers to a state where individuals encounter challenges or demands that are linked to their goals and aspirations, and the outcomes are viewed as both crucial and uncertain (Robbins & Judge, 2015). Mangkunegara (2013) noted that work stress is a feeling of pressure on an employee in facing work. Symptoms of stress are typically manifested through physical, psychological, and behavioural disturbances. Additionally, Robbins and Judge (2012) state that other stress symptoms arising from the workload employees endure include changes in productivity, absenteeism, and employee turnover. The constant demands of work lead to work-related stress. At a later stage, stress can cause an employee to become ill or resign. Chen et al. (2010) and Applebaum et al. (2010) state that based on their research, as stress among employees becomes more intense, likewise the employee's intention to leave (turnover intention). Thus, it can be said that the stress experienced by employees can be a reason for employees to leave and seek employment at another company (turnover intention) (Fariz, 2022b).

Turnover intention, or an employee's desire to leave an organisation, represent a key issue to be dealt with in human resource management, especially in the healthcare industry. Clinics, as healthcare providers, must ensure that both medical and non-medical staff remain motivated to provide optimal care to patients. However, in recent years, the phenomenon of turnover intention has become increasingly common, including at Ikhsan Medika Clinic in Klaten.

One of the main factors believed to contribute to high turnover intention is high workload. In a clinical environment, medical and administrative staff often face significant work demands, ranging from an increasing number of patients, labour shortages, to complex administrative requirements. Excessive workload can lead to physical and mental fatigue, which ultimately reduces job satisfaction and increases the desire to leave the organisation.

In addition to workload, work-related stress also influences greatly turnover intention. Work-related stress in healthcare settings can arise from the pressure of caring for patients, uncertainty in work schedules, conflicts among colleagues, and high expectations from

management and patients (Fariz & Winarsih, 2024b). If this stress is not managed effectively, employees may experience a decline in psychological well-being, prompting them to seek employment elsewhere that is perceived as more comfortable (Fariz & Winarsih, 2024).

The high turnover intention rate at Ikhsan Medika Klaten Clinic has the potential to cause various negative impacts on the organisation, such as a decline in service quality, increased recruitment and training costs for new employees, and reduced team productivity. Therefore, it is important to understand how workload and work-related stress contribute to turnover intention so that management can take strategic steps to reduce employees' intentions to leave the company. Ikhsan Medika Clinic Klaten has experienced a relatively high turnover intention rate over the past year. It is known that Ikhsan Medika Clinic Klaten has an employee turnover intention rate of around 15%, which is considered quite high for a company over the course of a year and has the potential to negatively impact Ikhsan Medika Clinic Klaten. Gillies et al. (1989) states that employee turnover is considered normal at between 5-10% per year and high if it exceeds 10% per year. Based on the available data, the turnover rate at the Ikhsan Medika Clinic in Klaten is above the normal limit. Therefore, it can be concluded that the Ikhsan Medika Clinic in Klaten has a high employee turnover problem.

Based on an interview with one of the employees at Ikhsan Medika Klaten Clinic, it was found that some employees intend to leave the company due to their own desires and to seek better employment opportunities. The high employee turnover rate occurs because most employees feel overwhelmed by the large number of patients visiting the clinic. The influx of patients or visitors often exceeds the room capacity due to the limited size of the workplace. Employees are required to work extra hard to maximise service delivery to patients or visitors, which also leads to a tendency for work-related stress among employees. Additionally, high loyalty further burdens employees, potentially causing stress and strain.

Multiple scholars have investigated the impact of workload and job-related stress on the intention to leave a job, such as Jufri (2019) and Nurhendar (2007), concluded that the impact of workload and work stress on turnover intention is significant. This research aims to investigate how workload and work stress affect employees' desire to leave their jobs at Ikhsan Medika Clinic in Klaten, building on previous research. It specifically aims to determine if workload influences turnover intention and also if work stress contributes to this desire to leave. Furthermore, the study will explore how workload and work stress together impact turnover intention among clinic employees. Ultimately, the findings are anticipated to offer a detailed understanding of the factors that drive turnover intention in the healthcare setting.

## 2. Literature Review

### 2.1. Workload

The amount of work one has to do is influenced by the requirements of the job, the abilities of the worker, and their personal views (Hutabarat, 2021). Workload is operationally defined as the demands of tasks or efforts made to perform work. World Health Organization (2023) explains that the workload refers to a series of tasks that need to be finished within a specific timeframe by an individual or a department. Meanwhile, Munandar (2001) states that the capacity to perform work is defined as workload, and it is essential to adjust work capacity based on the number of employees present. Every workload accepted by an individual must be appropriate and balanced in terms of physical ability, cognitive ability, and the limitations of the person accepting the workload.

## 2.2. Work Stress

In general, work stress is a problem associated with an event in the work environment. Robbins and Judge (2015) explains that stress is a fluid state experienced when individuals encounter challenges, limitations, or requirements associated with their desires, the results of which are seen as both uncertain and significant. In essence, stress is linked to limitations and requirements. Limitations are factors that hinder a person from achieving their goals, whereas requirements involve having to give up something they desire. Additionally, Hobfoll (1988) explains that stress is a demand placed on someone regarding an object in the environment or a stimulus that is objectively harmful. Furthermore, according to Umam (2010), work-related stress is a feeling of pressure that impacts emotions, cognitive abilities, and an individual's well-being. Manurung and Ratnawati (2012) state that there are two indicators of work stress: a) Organisational Stressors. These include organisational policies, organisational structure, physical conditions within the organisation, and processes occurring within the organisation. b) Individual Stressors. These issues stem from disagreements and uncertainty in roles, as well as personal characteristics like Type B personality traits, internal control, feelings of powerlessness, belief in one's capabilities, and mental fortitude.

## 2.3. Turnover Intention

Employee turnover intention refers to an employee's wish to switch jobs or part ways with their current organisation. According to Putrianti (2014), turnover intention is the level of eagerness to depart from the company. Various factors can contribute to turnover intention, such as the aspiration to secure a more favourable job opportunity. The overwhelming workload assigned by the company is believed to be a factor prompting employees to seek alternative employment, or it could result from the work-induced stress faced by each individual employee.

According to Sutrisno (2016), the indicators for measuring turnover intention are: a) Thinking of quitting. The statement highlights an employee's contemplation of quitting their job or staying where they are currently employed. It starts with the employee experiencing discontent in their job, leading them to weigh the option of leaving their present workplace. b) When an employee actively looks for other job opportunities, it shows that they want to find work at a different company. If an employee is consistently thinking about leaving their current job, they will try to find a new job elsewhere that they believe is more appealing. c) Planning to resign. This indicates a person who plans to depart. An employee plans to leave if they have found a more desirable job, and this will ultimately determine whether they stay or leave their current role.

## 2.4. Hypothesis

In a recent study by Herawati (2018), an investigation among job demands and the desire to leave one's job at Mirota Batik Yogyakarta found that there is a clear and noteworthy link between work tasks and the intention to quit. A similar statement was also made by Junaidi et al. (2020) that the level of work assigned has a notable impact on employees' desire to leave their job, both when considered separately and when taken into account alongside other factors. Therefore:

**H<sub>01</sub>:** Workload does not affect turnover intention among employees at Klinik Ikhsan Medika Klaten

**H<sub>a1</sub>:** Workload affects turnover intention among employees at Klinik Ikhsan Medika Klaten

Previous research has proven that work stress affects turnover intention. Mangkunegara (2013) states that work stress refers to the sense of pressure that employees encounter while performing their job duties. According to a study conducted by Manurung and Ratnawati

(2013), heightened work stress is linked to a greater likelihood of employees wanting to leave their current job. The findings suggest that there is a positive correlation between employee turnover intention and work stress. A similar statement was also made by Zhamronny (2018), who stated that work stress is positively related to turnover intention. Therefore:

**H<sub>02</sub>:** Work stress does not affect the turnover intention of employees at the Ikhsan Medika Clinic in Klaten

**H<sub>a2</sub>:** Work stress affects the turnover intention of employees at the Ikhsan Medika Clinic in Klaten.

Previous research has proven that workload and work stress affect turnover intention. Jufri (2019) mentioned in his research that the two variables above have a partial and simultaneous effect on turnover intention among employees. Therefore

**H<sub>03</sub>:** Workload and work stress do not simultaneously influence turnover intention among employees at Ikhsan Medika Clinic in Klaten.

**H<sub>a3</sub>:** Workload and work stress simultaneously influence turnover intention among employees at Ikhsan Medika Clinic in Klaten.

### 3. Methods

This research employs a quantitative approach to examine how two separate factors (X) influence a particular outcome (Y). The survey method is utilised as the primary means of data collection, involving the distribution of questionnaires to gather information from the participants in the study population.

The study focused on all 35 employees of Ikhsan Medika Clinic in Klaten. Probability Sampling was the chosen method for data collection. As the clinic only had 35 employees with different roles, the researcher decided to include all of them in the study.

Primary and secondary data were gathered for the research. Primary data was collected through questionnaires directly from the employees, including information on workload, work stress, and turnover intention. Secondary data, on the other hand, was obtained from literature reviews and information from the clinic itself.

In this research, a variety of data analysis methods were employed. Initially, a descriptive analysis was used to outline the characteristics of the participants and research factors without drawing broad conclusions. Subsequently, the instruments underwent testing to assess their validity and reliability. The validity assessment employed the Pearson Product Moment correlation to confirm the legitimacy of each questionnaire item, while the reliability assessment used Cronbach's Alpha with a minimum threshold of 0.70 to guarantee the stability of the instrument. Prior to conducting the regression analysis, several classical assumption tests were undertaken. These included a normality test using the Kolmogorov-Smirnov Test to examine the distribution of residual data, a multicollinearity test to identify correlations between independent variables (IV), and a heteroscedasticity test to verify consistent residual variance. The main analysis used multiple linear regression to test the relationship and influence of IV, namely workload and work stress, on the dependent variable (DV), namely turnover intention. The testing was conducted through a t-test to see the individual influence of IV, an F-test for simultaneous influence, and a coefficient of determination ( $R^2$ ) to measure the ability of IV to explain the DV. All tests used a significance level of 5%.

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Respondent Demographic Data

This research involved 35 individuals working at Ikhsan Medika Clinic in Klaten. The purpose of sharing information about the respondents was to give a general idea of their backgrounds, such as their gender, age, and tenure at the clinic.

The questionnaires were handed out to all 35 employees and collected back successfully. The following segment outlines the traits of those who participated in the survey, including their gender.

**Table 1. Characteristics of respondents based on gender**

Indicators		Frequency
<b>Gender</b>	Male	8
	Female	27
<b>Age</b>	20-30 y.o	31
	31-41 y.o	3
	41-51 y.o	1
	51-61 y.o	0
<b>Length of employment</b>	0-2 years	14
	2.1-3 years	9
	3.1-4 years	6
	4.1-5 years	3
	5.1-6 years	3

Source: Processed data, 2024

Table 1 depicts the number of female respondents was higher, with 27 respondents or 77.1%, compared to male respondents, with 8 respondents or 22.9%. This indicates that women dominate among the total of 35 employees.

When examining respondents by age, the total number of 35 respondents shows that those aged 20-30 are more numerous than other age groups. Respondents aged 20-30 account for 31 or 88.5%, those aged 31-41 years old numbered 3 or 8.5%, those aged 41-51 years old numbered 1 or 2.8%, and those aged 51-61 years old numbered 0 or 0%, as none were found during the questionnaire distribution.

Respondents were reviewed based on their length of employment at Ikhsan Medika Klaten Clinic, which consisted of 35 respondents. Respondents who had worked for one (1) to two (2) years numbered 14 or 40%, respondents who had worked for two (2) to three (3) years numbered 9 or 25.7%, those who worked for three (3) to four (4) years numbered 6 or 17.1%, those who worked for four (4) to five (5) years numbered 3 or 8.5%, and those who worked for more than five (5) years numbered 3 or 8.5%.

#### 4.1.2. Analysis of Research Results

##### A. Validity Test and Reliability Test

Following the initial stage of validity testing, it can be confirmed that certain instruments have been excluded. The criteria used to evaluate the validity of the data indicate that a statement is considered valid when the sig. value is less than 0.05 ( $\alpha = 5\%$ ). Conversely, a statement is deemed invalid when the sig. value exceeds 0.05 ( $\alpha = 5\%$ ).

The validity test outcome demonstrate that all 11 statements related to the workload variable (X1) have a calculated value that surpasses the table value and a Sig. (2-tailed) value

that is below the  $\alpha$  value of 0.05. Therefore, it can be inferred that these statements hold validity for use in this study.

The data collected for the work stress variable (X2), which includes 10 items, shows a higher r value compared to the table r value and a significance level (2-tailed) lower than the  $\alpha$  value of 0.05. Hence, the statement items are reliable and suitable for this study.

Similarly, the data for the turnover intention variable (Y), comprising of 9 items, also exhibits a value higher than the table value and a significance level (2-tailed) lower than the  $\alpha$  value of 0.05. This indicates that the 9 statements are valid and appropriate for inclusion in this study.

If a Cronbach's alpha value is above 0.05, it suggests that the questionnaire for assessing a particular variable can be trusted. On the other hand, if the Cronbach's alpha value falls below 0.05, it implies that the questionnaire used to evaluate the variable is not reliable.

According to the data in the table, the work stress tool demonstrates a reliability score of 0.874, while the turnover intention tool indicates a result of 0.937. From this, we can infer that the three tools - workload, work stress, and turnover intention - are dependable and meet the necessary criteria.

**B. Classical Assumption Test**

**1) Normality Test**

To verify the assumption of normality, the researcher used the Kolmogorov-Smirnov (K-S) analysis as follows:

**Table 2. Kolmogorov-Smirnov test results  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.43683225
	Most Extreme Differences	
	Absolute	.123
	Positive	.072
	Negative	-.123
Test Statistic		.123
Asymp. Sig. (2-tailed)		.197 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors from data.

Source: SPSS v.26 processing results, 2024

A Kolmogorov-Smirnov normality test was conducted, yielding an Asymp. Sig. (2-tailed) value of 0.197. Since this value is above 0.05, the data passes the normality test, affirming the assumption of normality.

### 2) Multicollinearity Test

Based on the results of calculations using SPSS version 23.2021, the following results were obtained:

**Table 3. Multicollinearity test results**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work_Load	.655	1.527
Work_Stress	.655	1.527

Source: SPSS v.26 processing results, 2024

Table 3 provides the relevant details about the Tolerance values for all variables are shown as follows: the value for workload (X1) is 0.655, and for work stress (X2) it is also 0.655. The VIF figures for workload (X1) stand at 1.527, while for work stress (X2) they are at 1.527. As both the Tolerance values for the IV are greater than 0.10 and the VIF values are less than 10.00, we can see that there's no issue with multicollinearity.

### 3) Heteroscedasticity test

**Table 4. Results of Heteroscedasticity test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	15.362	8.425			1.823	.078
Work_Load	-.154	.127	-.258		-1.211	.235
Work_Stress	-.227	.204	-.237		-1.114	.274

a. Dependent Variable: Abs\_Res

Source: processed results from SPSS v. 26.2024

Table 4 shows that the significant value of the workload variable (X1) is 0.235 and the work stress variable (X2) is 0.274. From these two variable values, it can be seen that the values are greater than 0.05, meaning that no sign of heteroscedasticity exist.

### 4) T-test (partial)

The t-test seeks to test each IV, namely workload and work stress, individually to determine whether they have a significant effect on the DV, namely turnover intention.

**Table 5. Results of the t-test (partial) Coefficients<sup>a</sup>**

Model	t	Sig.
1 (Constant)	-.769	.447
Work_Load	3.275	.003
Work_Stress	-.507	.615

Source: SPSS v.26.2024

Based on the results shown in Table 5, the following interpretation can be made:

#### 1) The Effect of Workload on Turnover Intention

In significance testing with decision criteria, Ha is accepted and Ho is rejected if tstatistic exceeds ttable and Sig. t is less than  $\alpha$ . Conversely, Ha is rejected and Ho is accepted if tstatistic is lower than ttable and Sig. t is greater than  $\alpha$ . The workload variable (X1) shows

a noteworthy positive impact on variable Y, as indicated by the probability value (X1) being 0.003 which is less than 0.05. Moreover, the t-table value is calculated as  $t(\alpha/2; n-k-1) = t(0.05/2; 35-2-1) = t(0.025; 32) = 2.037$ . This signifies that the t-value surpasses the t-table value ( $3.275 > 2.037$ ), leading to the rejection of  $H_{01}$  and acceptance of  $H_{a1}$ . Consequently, the hypothesis affirming the presence of an effect of workload on turnover intention among employees at Ikhsan Medika Clinic in Klaten is supported.

2) The Effect of Work Stress on Turnover Intention

In significance testing with decision criteria,  $H_a$  is accepted and  $H_0$  is rejected if tstatistic is greater than ttable or Sig. t is less than  $\alpha$ . On the other hand,  $H_a$  is rejected and  $H_0$  is accepted if tstatistic is less than ttable or Sig. t is greater than  $\alpha$ . It is evident that the work stress variable (X2) does not have a substantial impact on variable Y, as indicated by the probability value (X1) of 0.615 which is higher than 0.05. The t-table value is determined as  $t(\alpha/2; n-k-1) = t(0.05/2; 35-2-1) = t(0.025; 32) = 2.037$ . Considering that the t-value is lower than the t-table value ( $-0.507 < -2.037$ ),  $H_{a2}$  is rejected and  $H_{02}$  is accepted. Consequently, the hypothesis asserting that no impact within work stress on turnover intention among employees at Ikhsan Medika Clinic in Klaten is affirmed.

5) F-test (simultaneous)

F test is applied to test for the effect of the IV, the namely workload (X1) and work stress (X2), together on the DV, namely turnover intention (Y).

**Table 6. Results of the f test (simultaneous) ANOVA<sup>a</sup>**

Model		F	Sig.
1	Regression	9.873	.000 <sup>b</sup>
	Residual		
	Total		

a. Dependent Variable: Trunover\_Intention

b. Predictors: (Constant), Stress\_Work, Work\_load

Source: SPSS v.26.2024 processing results

According to the results of the test, it is evident that the Fstatistic value is 9.873, surpassing the Ftable value of 3.32. Additionally, the significance level is found to be less than 0.05, leading to the rejection of  $H_{03}$  and acceptance of  $H_{a3}$ . Consequently, it can be inferred that both workload (X1) and work stress (X2) play a major role in impacting turnover intention among employees at the Ikhsan Medika Clinic in Klaten.

6) Coefficient of Determination

**Table 7. Results of the coefficient of determination test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618 <sup>a</sup>	.382	.343	5.604

b. Predictors: (Constant), work\_stress, work\_load

Source: SPSS data analysis v.26.2024

The findings from the regression analysis demonstrate that the coefficient of determination ( $R^2$ ) or R square achieved is 38.2%. This suggests that 38.2% of the changes in turnover intention can be clarified by the variables of workload and work stress, whereas the remaining 62.8% is explained by variables not incorporated into this analysis. Additionally,

the R-squared value acquired was 0.618, indicating a relatively robust link between workload, job stress, and turnover intention.

#### 4.2. Discussion

Looking at the results of data collection through the distribution of questionnaires to all employees of the Ikhsan Medika Clinic in Klaten, an initial picture of employees' perceptions of workload, work stress, and turnover intention can be obtained. The instruments used in this study refer to constructs developed by previous researchers and adapted to the context of the organisation under study. After testing for validity and reliability, all items used in the variables of workload, work stress, and turnover intention were found to be valid and reliable, making them suitable for further analysis.

Analysis of the relationship between workload and turnover intention shows that workload has a positive influence on employees' tendency to leave their workplace. This indicates that the higher the workload felt by employees, the higher their desire to leave the organisation. These findings support hypothesis Ha1 and reject Ho1, so it can be concluded that workload significantly influences turnover intention. These findings are in line with the results of research by Herawati (2018), who saw a positive association between workload and turnover intention in the retail work environment in Yogyakarta. This condition can be explained through the theory of work stress and workload imbalance, where an imbalance between job demands and individual capacity will encourage individuals to consider leaving their jobs (Robbins & Judge, 2012).

In the meantime, the findings from the analysis suggest that job stress does not play a crucial role in employees' desire to leave their job. This implies that the amount of stress felt by employees does not greatly impact their decision to stay or leave the workplace. Therefore, the second hypothesis is upheld while the alternative hypothesis is refuted. These results contradict the findings of Zhamronny and Arif (2018), who stated that work stress has a positive relationship with turnover intention. This discrepancy may be explained by differences in organisational context and sources of work-related stress. In the context of Ikhsan Medika Klaten Clinic, employees may have developed specific coping mechanisms or there may be strong social support at the workplace, so that work-related stress does not directly increase the desire to leave the job.

Moreover, it was discovered that when considering the collective impact of job demands and job stress on the desire to leave a job, there is a noticeable effect on an employee's intention to quit. This supports hypothesis Ha3 and rejects Ho3, indicating that work load and work stress factors, although work stress individually has no effect, still contribute to turnover intention dynamics when combined. These findings support the arguments presented by Jufri (2019) and Nurhendar (2007), who state that workload and work stress are two important factors that can drive employees' decisions to stay within or exit the organisation.

Although the regression model employed was somewhat successful in elucidating the impact of IV on turnover intention, there still remained a considerable amount of variability (approximately 62.8%) that was attributed to factors not accounted for in the model. Other potential factors influencing turnover intention include job insecurity (Septiari & Ardana, 2016), job satisfaction (Alam & Asim, 2019), and fair compensation (Devi & Sudibia, 2015). Therefore, to enrich the understanding of the factors influencing turnover intention, further research is recommended to include these variables in the model.

Thus, it can be concluded that in the context of Ikhsan Medika Clinic Klaten, workload is an important determinant in driving employees' intention to leave, while work stress does not contribute significantly individually but plays a role in the overall model. These results

have managerial implications that proportional workload management is crucial in efforts to retain employees and decrease employees' intent to resign.

## 5. Conclusion

Looking at the findings from the data analysis, it is evident that the workload at Ikhsan Medika Clinic in Klaten has a considerable impact on employees' intention to leave, indicating that a heavier workload may lead to employees seeking employment elsewhere. On the other hand, it appears that job stress alone does not have a notable impact on the intention to leave, suggesting that the amount of stress felt by workers does not directly influence their decision to quit the company. In contrast, the workload and stress derived from work together have a strong effect on turnover intention, suggesting that the interplay of these two elements influences employees' inclination to depart from the workplace.

This research has important implications for healthcare management. The study shows that workload is a key factor in employee turnover in healthcare settings, and that managing workload can reduce turnover risk. It also suggests that healthcare organizations should address both workload and work stress together to improve employee retention and patient care quality.

As a recommendation, further investigations are suggested to widen the range of focus and coverage of the study by including other variables that may influence turnover intention, as well as using more varied data collection methods, such as interviews, to obtain more comprehensive and in-depth data. Additionally, researchers are advised to enrich the theoretical framework and consider using different data analysis techniques to enhance the validity and accuracy of research results. Meanwhile, for the management of Ikhsan Medika Clinic Klaten, it is important to conduct evaluations and adjustments in workload management, particularly for nursing staff, to ensure that the workload received aligns with employees' capacity, thereby reducing the potential for turnover intention and maintaining human resource stability at the clinic.

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