



Impact of workload and incentives on employee turnover intention: work stress as mediation

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Abstract

This study aims to examine and explain the role of job stress in mediating the relationship between workload, incentives, and turnover intention. Samples were taken from as many as 44 employees who worked for at least 6 months. Hypothesis testing in this study using Smart PLS 3.3.3. The study's results explain that incentives have a negative effect on work stress and turnover intention, and work stress has a positive impact on turnover intention. This finding also explains that job stress is a competitive partial mediation. This study develops a model from previous studies that give different results between workload and work stress.

Keywords: workload, incentives, turnover intention

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Introduction

In line with the current globalization, which continues to run rapidly, one of the essential factors in a company is the human resource factor, and this follows the opinion of (Farisi et al., 2020) that: "Human resources are an essential asset owned by companies where human resources can develop to determine the company's success in the long term. According to (Candrawati, 2013), the incentive is the relationship between pay and performance to quickly and directly offset employee performance above average and strengthen the relationship between performance and reward, motivating employees with incentives so they can work even harder. The Incentive Program pays an individual/group or employee for what they have produced, namely, work performance. Incentives are a form of stimulation or motivation intentionally given to employees to encourage employee morale to work more productively and increase job satisfaction to achieve company goals.

Salary satisfaction and satisfaction with incentives are important determinants of overall job satisfaction, which ultimately have a significant effect on employee commitment to work optimally. For this reason, it is essential to study how incentives affect employee turnover intention. In general, stress is seen as a negative condition. However, stress at a certain level can trigger better employee performance because stress arises from pressures from superiors and competition in the work environment. It can be defined as a positive feeling about one's job that results from evaluating its characteristics (Ridho & Susanti, 2019). Turnover intention needs serious attention from a company's management because it can affect the company's income. Conversely, if the company's turnover intention is low, the company can save costs can increase the effectiveness and efficiency of the company. The turnover intention has a positive impact on the company where the company can issue employees whose performance can harm the company so that companies have the opportunity to recruit new employees with better performance and more beneficial for the company so that with the presence of new employees, the company's performance can be better. The work stress gap is a severe problem for every employee in the workplace (Manihuruk & Tirtayasa, 2020). According to (Sharifah Nazenin, 2014), Job stress significantly affects turnover intention, if the perceived work stress of employees is very high, it can increase turnover intention, and vice versa. If the level of employee work stress is low, it can reduce employee turnover intention. The gap in this research is that there are differences in findings between workload and turnover intention (Hardi et al., 2019; Purwati et al., 2020; Fauziah et al., 2021; Kurniawati et al., 2018). The difference in these findings is that the researcher tries to place work stress as a mediation that impacts increasing employee turnover intention.

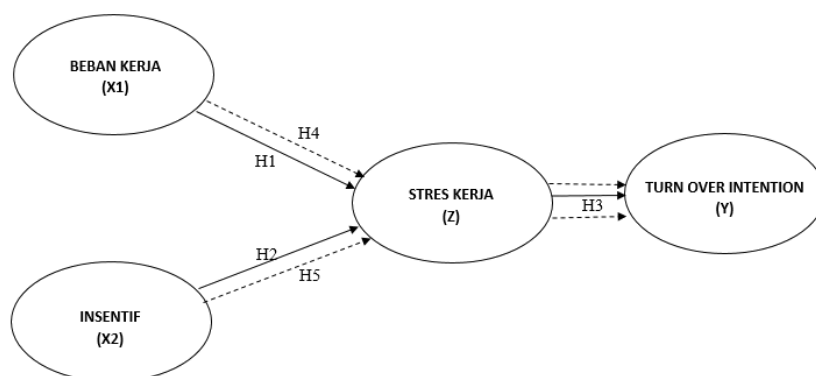


Fig. 1. Research Model

Research conducted by (Kokoroko & Sanda, 2019) explained that the workload positively and significantly affects work stress. Logically we can understand that the workload must be appropriate and adapted to the employees' abilities. With excessive workloads, there will be work stress that will affect the employees' performance. Research conducted (Maulina & Lukito, 2020) states that workload positively and significantly affects work stress. Of the four indicators of workload variables, namely psychological demands, role ambiguity, concentration, and work mental disorders, the results obtained by researchers show that the higher the workload carried by the employee, the higher the work stress that will be experienced by the employee.

H1: There is an effect of Workload on Work Stress of PT FIFGROUP Branch Office employees in Sampit Kotawaringin Timur

According to research conducted by (Latriani, 2018), Incentives have a positive and significant effect on job stress. The same research (Sari, Putu Indah Mariska, 2019) states that Manpower is one of the essential factors that companies must consider, both in terms of providing incentives, stress at work, and job satisfaction. Incentives are one of the strategies implemented by the company to stimulate the workforce to work optimally. And to improve the progress of the company, must also pay attention to work stress experienced by employees so that employees can work well.

H2: There is an effect of Workload on Work Stress of PT FIFGROUP Branch Office employees in Sampit Kotawaringin Timur

According to research presented by (Mochammad Taufan Permana Putra, 2016), Job stress has a positive and significant effect on Turnover Intention. Turnover Intention is the tendency or desire of employees to leave the company where the employee currently works for another place.

Meanwhile, (Rini Fitriantini, and Agusdin, 2020) stated that the workload positively affects Turnover Intention. In a company, Turnover Intention is a situation where employees tend to intend to move to find another job in a different company. Many things cause employees to move, including an increased workload that makes employees feel like they want to leave their jobs. Therefore there must be a balance in the workload imposed on employees so that their employees feel they are getting the results by the results they get.

H3: There is an effect of work stress on employee turnover intention of PT FIFGROUP Branch Office in Sampit Kotawaringin Timur.

Based on research conducted by (Fitriani et al., 2020), Workload and Work Stress positively affect Turnover Intention, where Turnover or the intention to move a worker is a tangible manifestation of turnover intention which has an impact on the company or organization. A high turnover rate is one measure that indicates a problem that occurs in a company. Perceptions about the workload of each individual or employee are certainly different. However, with the higher workload of a person accompanied by increased work stress, it will certainly give a negative perception of his work, and in the end, can cause someone to want to have the intention to leave or move from the workplace work now and looking for a better job than before. Meanwhile, (Setyawati & Widhy Setyawati, 2021) The study found a mediating effect of work stress on the effect of workload on turnover intention. Workload had a positive effect on turnover intention through work stress. Lower work stress will be easy to find when the workload is small. It is undeniable that workload has a very strong relationship and is in line with turnover intention. This shows that if someone has or faces a higher or heavier workload, the turnover intention will also increase and vice versa.

H4: There is an effect of Workload on Turnover Intention through work stress of PT FIFGROUP Branch Office employees in Sampit Kotawaringin Timur.

Based on research that has been conducted by (Pratiwi1 et al., 2020) explains that incentives have a positive and significant effect on Turnover Intention. Therefore, to prevent the occurrence of Turnover Intention, a company or an organization must pay attention to the incentives given to its employees according to the length and duration of work, the workload provided, and also the achievements of the employee. Meanwhile, according to (Setiawati et al., 2019), the results of the study state that incentives have a positive effect on Turnover Intention, Incentives usually also play a role in the occurrence of turnover intention in the company. Because the provision of incentives for each employee can be interpreted as a form of appreciation for achieving the targets that the company has proclaimed to its employees. This

can trigger employee motivation for what they have done, which will increase employee loyalty to the company. However, suppose the incentives provided by the company are not following what has been done. In that case, employees will feel less motivated even though the incentives themselves are based on the employee's performance. And this can trigger employee motivation for what they have done it will increase employee loyalty to the company. However, suppose the incentives provided by the company are not following what has been done. In that case, employees will feel less motivated even though the incentives themselves are based on the employee's performance. Furthermore, this can trigger employee motivation for what they have done it will increase employee loyalty to the company. However, suppose the incentives provided by the company are not following what has been done. In that case, employees will feel less motivated even though the incentives themselves are based on the employee's performance.

H5: Incentives affect Turnover Intention through work stress of PT FIFGROUP Branch Office employees in Sampit Kotawaringin Timur.

Method

Quantitative research is a research approach that requires many numbers, starting from data collection, interpretation of the data, and the appearance of the results. This study aimed to examine and analyze the effect of workload, and incentives, on employee turnover intention with work stress as a mediating variable at PT FIFGROUP Sampit Branch. The sampling technique used was purposive, with the sample characteristics being the employees of the FIFGROUP Sampit Branch and those at the Parenggean Post, Causei Post, and Upstream Disposal Post in the area. They have worked for a minimum of 6 months totaling 44 people.

Variable measurement

Workload

According to (Adityawarman, 2015), the workload is a process or activity that workers must complete within a specific time. The workload is significant for a company by providing an effective workload to employees, and the company can find out how far its employees work so that they can be given a maximum workload and to what extent the effect on the performance of the company itself. Using a scale of 1 to 5, strongly disagree - agree.

Incentive

Incentives are incentives in the form of income to meet the needs of life and can be valued in money. The indicators include: 1) the amount of salary, 2) bonuses, and 3) overtime pay using a scale of 1 to 5, strongly disagree - agree.

Work Stress

According to (Yanne Aldi, 2019), work stress is due to an imbalance between the personality characteristics of employees and the characteristics of their work and can occur in all working conditions. The existence of specific attributes can affect an employee's stress resistance. In addition, according to (Yuda & Ardana, 2017), Job stress is a consequence of any activity (environment), external situation, or event that imposes excessive psychological or physical demands on a person. More specifically, stress is related to constraints and demands. Using a scale of 1 to 5, i.e., strongly disagree – agree.

Turnover Intention

According to (Nicolla et al., 2016), the Turnover intention is the feeling of wanting to leave the place of work that employees feel. The main problems that become frequent are guarantees and the work environment. The problem is that if, at the beginning of work, employees are not able to adapt well to the work environment, employees become uncomfortable and want to leave the company. The second factor is the relationship with the company if the employee has a bad relationship with the company's leadership or with other company superiors, the employee becomes uncomfortable and leaves the company. Using a scale of 1 to 5, which is strongly disagree - agree.

Empirical Result

The characteristics of the sample unit respondents based on Status, Gender, Years of Service, Education Level, Based on Work Division, Group/Position, Based on Branch/Post can be briefly seen as a visualization in Table 1 as follows:

Table 1. Characteristics of Respondents

No	Characteristics of Respondents	Amount (Person)	Percentage (%)
1.	By Status		
	Married	29	65.9%
	Single	15	34.1%
		44	100%
2.	By Gender		
	Male	26	59.1%
	Female	18	40.9 %
		44	100%
3.	Based on Working Period		
	< 1 Year	4	9.1%
	15 years	22	50.1%
	6 – 12 Years	18	40.8%
		44	100%
4.	Based on Education Level		
	S1	15	34.1%
	SMA / SMK / Equivalent	29	65.9%
		44	100%

5.	By Division of Work		
	Collection Section Head	2	4.5 %
	Collection	8	18.2%
	Credit	18	40.9 %
	Marketing	8	18, 2%
	Operational Support	8	18.2%
		44	100%
6.	Based on Group/Position		
	Head Unit	5	11.4%
	AO	3	6.8%
	Cashier	5	11.4%
	MCE / Survey	9	20.5%
	CS (Customer Service)	4	9.1%
	CR Fields	4	9.1%
	COC (Credit Order Clerk)	4	9.1%
	CR Coordinator	5	11.4%
	Section Head	4	9.1%
	Finance Coordinator	1	2.3%
		44	100%

Table 1 above describes that the characteristics of respondents based on married status are 29 people or with a percentage of 65.9% unmarried/single totaling 15 people or with a percentage of 34.1%. Gender, men amounted to 26 people or 59.1% female sex amounted to 18 people or 40.9%. Term of Service shows that most of the employees of FIFGROUP Sampit Branch are dominated by employees who work between 6 months to 12 years, based on Educational Levels are generally quite highly educated, meaning that all employees have a good awareness of education as the main supporter in carrying out their duties and work.

Research Model Analysis with Partial Least Square (PLS)

This study uses the SmartPLS program to test the research model. Evaluation of the structural equation model is done through research data processing.

Measurement Model (Outer Model)

Measurements in evaluating the reflective indicator measurement model use convergent validity, discriminant validity, and reliability. The following will present the results of the measurement model evaluation to test the validity and reliability of the research items, indicators, and constructs (variables). For testing the measurement model or the outer model consisting of the results of convergent validity, and discriminant validity, it is summarized in table 2 as follows:

Table 2. Testing the Outer Model

Variable	Indicator	Outer Loading	AVE	Composite Reliability	Cronbach's Alpha	Cross Loading	Fornell-Larcker Criterion						
Workload	BK.1	0.856	0.707	0.960	0.954	All 0.7	AVE root value > from Correlation value						
	BK.2	0.854											
	BK.4	0.889											
	BK.5	0.842											
	BK.6	0.855											
	BK.7	0.821											
	BK.8	0.805											
	BK.10	0.791											
	BK.11	0.841											
	BK.12	0.848											
	Incentive	I.1						0.904	0.772	0.964	0.958	All 0.7	AVE root value > from Correlation value
		I.2						0.890					
I.3		0.854											
I.4		0.884											
I.6		0.829											
I.7		0.838											
I.8		0.920											
I.9		0.906											
Work Stress		SK.1	0.734	0.599	0.912	0.887	All 0.7	AVE root value > from Correlation value					
	SK.3	0.701											
	SK.6	0.729											
	SK.8	0.715											
	SK.9	0.799											
	SK.10	0.811											
Turnover Intention	TI.1	0.894	0.655	0.930	0.912	All 0.7	AVE root value > from Correlation value						
	TI.2	0.835											
	TI.3	0.819											
	TI.4	0.775											
	TI.8	0.731											
	TI.9	0.814											
TI.10	0.787												

Source: data processed 2022

Table 2 above shows that all the evaluation values of the measurement model or outer model have met the specified cut-off value so that the analysis can be continued in the second stage, which is to analyze the evaluation of the model or inner model. The following are the results of the model evaluation/inner model analysis:

Table 3. Evaluation of The Model/Inner Model

Variable	Indicator	<i>coefficient determination (R2)</i>	<i>Cross-validated Redundancy (Q²)</i>	
Workload	BK.1		0.960	
	BK.2			
	BK.4			
	BK.5			
	BK.6			
	BK.7			
	BK.8			
	BK.10			
	BK.11			
	BK.12			
	Incentive	I.1		
		I.2		
I.3				
I.4				
I.6				
I.7				
I.8				
I.9				
Work Stress		SK.1	0.769	0.433
	SK.3			
	SK.6			
	SK.8			
	SK.9			
	SK.10			
	SK.11			
Turnover Intention	TI.1	0.734	0.420	
	TI.2			
	TI.3			
	TI.4			
	TI.8			
	TI.9			
	TI.10			

Source: data processed 2022

Table 3 results from the evaluation of the model from the coefficient of determination (R2) on the work stress variable of 0.769 with a firm decision, while the turnover intention variable is 0.734 with a strong category. The effect of exogenous variables of incentives and workload on work stress is 76.9%, meaning that the effect of exogenous variables on work stress is in a strong category. While the effect of workload, incentives, and work stress on turnover intention is 73.4%, meaning that the effect of exogenous variables on endogenous variables is vital.

The Q-square test using predictive relevance resulted in the value of the work stress construct of 0.433 or greater than 0 and turnover intention with a

value of 0.420 greater than 0. These results explain that the two endogenous constructs, work stress, and turnover intention, are accurate.

Research Hypothesis Testing

The results of complete data analysis can be seen in the output of the PLS model. Based on the conceptual framework of the study, hypothesis testing and the model of the relationship between variables were carried out in two stages, namely, testing the coefficients through the direct influence path and testing the coefficients through the mediating influence path. Based on the data processing results that have been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study can be declared acceptable if the T-Statistics > 1.96 and the P-Values < 0.05. The following are the results of hypothesis testing obtained in this study through the inner model

Table 4. Results of Direct Effect Hypothesis Testing

Relationships between constructs	Original Sample	T Statistics	P Values
Workload_ -> Work Stress	0.318	1.469	0.143
Incentive -> Work Stress	-0.576	2.863	0.004
Work Stress -> Turnover Intention	0.857	20,497	0.000

From the analysis results in table 4, the direct hypothesis, namely H1 is not proven to have an effect, this explains, in this case the workload cannot create or increase work stress on employees. Hypothesis 2 proved to have a negative effect, proving that employee satisfaction with the incentives they receive can reduce the intention of employees to move or leave the organization. Hypothesis 3 proved to have a positive effect, which proves that the higher the work stress experienced by employees, the intention of employees to move or leave the organization increases.

Indirect Path Coefficient Testing (Mediation)

The mediation influence path coefficient test aims to see the position or position of the mediating variable in the model. The mediating effect is the relationship between exogenous and endogenous constructs through connecting or intermediate variables. The influence of exogenous variables on endogenous variables can be direct but can also be through connecting or mediating variables. A variable that is thought to be a mediating variable can act as a complete mediation variable, partial mediation, or not as a mediating variable.

Table 5. Indirect Path Coefficient Test (Mediation)

Relationships between constructs	Original Sample	T Statistics	P Values
Workload -> Turnover Intention	0.272	1.427	0.154
Incentive -> Turnover Intention	-0.493	2.868	0.004*

*) significant at *) significant at = 0.05

Source: Data processed by researchers 2022

Table 5 above shows that job stress can only negatively mediate the relationship between incentives and turnover intention. This shows that if employee work stress can be appropriately managed and does not exceed a certain level, then work stress can reduce employee intentions to move or leave the organization. Because this study is negative mediation is categorized as competitive mediation.

The workload does not affect work stress. This means that the increasing workload does not cause work stress. Every job someone does is a workload for him. These burdens depend on how the person works, which is called workload. According to Permendagri No. 12/2008, the workload is the amount of work that must be carried out by a position or organizational unit and is the product of the work volume and the time norm. This study's results align with research conducted by (Kasmarani, 2012). The workload arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior, and perceptions of workers.

Incentives positively affect work stress, which means that the better the incentives obtained by employees, the less stress they will get. Vice versa, if employees do not receive appropriate incentives and are not satisfied with the incentives provided, even though the employee has completed all the work well, then stress arises for the employee, resulting in a decrease in performance and even the intention to move or leave the organization.

The results of the hypothesis indicate that work stress has a positive and significant effect on Turnover Intention. This means that work stress on employees will arise when employees are unable to complete the demands of work that have been given and entrusted to employees, unclear responsibilities at work, high employee workloads, as well as the unavailability of adequate facilities to support the completion of the work that has been given, will increase employee work stress. For a long time, employees who cannot control their work stress levels will make employees want to leave their jobs.

The motivation of employees to change jobs (turnover intention) is a severe problem for many companies. The lousy result caused when employee turnover occurs on the skills and skills to replace employees who leave the company, so this will trigger an increase in company expenses, such as training costs for employees, operational costs, and other costs that make the company

experience operational problems. The results of this study are in line with research conducted by (Kardiawan, 2018) that work stress on employees will arise when employees are unable to complete work demands, unclear responsibilities at work, high employee workloads, and the unavailability of facilities that can support the completion of work will make employee work stress increase so that in a long time, employees who not being able to control the level of work stress will make employees want to leave their jobs to find other better jobs.

The role of work stress as mediation in this study explains that the better and fairer the incentives obtained by employees, the more psychologically impacted employees get. So, work stress can negatively affect the employee's desire to move or leave the organization.

Conclusions

The results showed that only workload did not affect work stress, while incentives reduced employee work stress. High work stress exceeding one's ability limit would appear to motivate employees to move and leave the organization. The role of mediation is categorized as competitive mediation (partial mediation). However, it is negative, so leaders and organizations must pay attention to the level of employee work stress to reduce the intention to move or leave the organization. For further research, it is possible to redevelop the unanswered hypothesis and the weakness of the use of closed survey questionnaires.

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