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THE EFFECT OF WORKLOAD, JOB STRESS, AND INTERPERSONAL CONFLICT ON THE TURNOVER INTENTION OF PRODUCTION EMPLOYEES OF PT. ADONIA FOOTWEAR INDONESIA LEBAKSIU TEGAL

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ABSTRAC

This study purpose to analyze the effect of workload (X1), job stress (X2), and interpersonal conflict (X3) on the

turnover intention (Y) of production employees at PT Adonia Footwear Indonesia, which recorded a turnover rate of 16.44% (period June 2025–May 2026). A sample of 92 respondents was drawn from a population of 1,145

employees, with questionnaires as the primary data collection technique. Data were analyzed using research instrument tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing. Partial analysis results indicate that workload ($t = 2.415$; $p = 0.018$), job stress ($t = 4.473$; $p = 0.000$), and interpersonal conflict ($t = 3.908$; $p = 0.000$) each have a positive and significant effect on turnover intention. Simultaneously, all three variables have a significant effect ($F = 117.704$; $p = 0.000$) with a contribution value (R^2) of 78%, while the remaining 22% is influenced by other variables outside the study. It is concluded that workload, job stress, and interpersonal conflict, both partially and simultaneously, are proven to increase employee turnover intention.

Keywords: Workload, Job Stress, Interpersonal Conflict, Turnover Intention

ABSTRACT

This study aims to analyze the effect of workload (X1), job stress (X2), and interpersonal conflict (X3) on the *turnover intention* (Y) of production employees of PT Adonia Footwear Indonesia, which recorded a *turnover rate* of 16.44% (period June 2025–May 2026). A sample of 92 respondents was taken from a population of 1,145 employees, with questionnaires as the main data collection technique. The data were analyzed using instrument tests, classical assumption tests, multiple linear regression, and hypothesis testing. The partial analysis results show that workload ($t = 2.415$; $p = 0.018$), job stress ($t = 4.473$; $p = 0.000$), and interpersonal conflict ($t = 3.908$; $p = 0.000$) each have a positive and significant effect on *turnover intention*. Simultaneously, the three variables have a significant effect ($F = 117.704$; $p = 0.000$) with a contribution value (R^2) of 78%, while the remaining 22% is influenced by other variables outside the study. It is concluded that workload, job stress, and interpersonal conflict, both partially and simultaneously, are proven to increase employees' *turnover intention*.

Keywords: Workload, Job Stress, Interpersonal Conflict, Turnover Intention

A. INTRODUCTION

In the era of globalization and increasingly intense competition in the manufacturing industry, operational efficiency and workforce stability are key

factors in organizational success. However, the phenomenon of the intention to change jobs (*turnover intention*) often becomes a crucial problem because it has the potential to increase the actual *turnover rate*, which results in swelling recruitment/training costs and a decline in productivity. PT. Adonia Footwear Indonesia, located in Lebaksiu, Tegal, is an export-scale sports shoe manufacturer under the HuaLi Industrial Group. Based on internal data for the June 2025–May 2026 period, the company recorded an annual *turnover rate* of 16.44%. This figure is considered high because it exceeds the ideal industry threshold of 10% per year (Simamora, 2021). A pre-survey and initial observation identified three main factors driving *turnover intention*:

1. **Workload (X1):** Daily production targets reaching 300 pairs/hour/team on each line (*cutting, preparation, sewing, assembling*) often exceed the actual capacity of employees, thereby triggering physical and mental fatigue.
2. **Job Stress (X2):** The demand for 100% defect-free product quality, accompanied by time pressure, creates ongoing worry and psychological tension.
3. **Interpersonal Conflict (X3):** High work pressure increases employees' emotional sensitivity, triggering arguments and tension among employees when completing tasks.

Based on this background, this study aims to empirically test the effect of workload, job stress, and interpersonal conflict on the intention to change jobs of production employees of PT. Adonia Footwear Indonesia, both partially and simultaneously.

B. LITERATURE REVIEW

1. Intention to Change Jobs (*Turnover Intention*)

An individual's conscious and deliberate desire or intention to leave their job voluntarily (*voluntary turnover*). A *turnover rate* above 10% per year is considered high and indicates a human resource management problem that can disrupt stability and increase operational costs. Indicators According to (Mobley, 2011):

- a) Increased absenteeism/non-attendance.
- b) Starting to become lazy at work.
- c) The presence of a strong intention/desire to quit the job.
- d) Increased violations of work rules.

2. Workload

A set or number of activities that must be completed by employees within a certain period of time that demand physical, mental, and social activity. Workload is assessed based on individual perception (quantitative, relating to the amount/hours of work; qualitative, relating to the level of difficulty/ability). Indicators According to (Koesomowidjojo, 2017):

- a) Work Conditions: Mastery of challenges, involvement, earnestness, and willingness to bear risk.
- b) Work Time Implementation: Discipline, allocation, efficiency, and effectiveness of time.
- c) Targets to Be Achieved: Setting of qualitative and quantitative targets.

3. Job Stress

A condition of tension arising from the interaction between an individual and their work environment, which creates physical and psychological imbalance and affects employees' emotions, thought processes, and attitudes. Indicators According to (Robbins & Judge, 2017):

- a) Worry
- b) Restlessness
- c) Feeling pressured
- d) Task demands, role demands, interpersonal demands,
- e) Unclear organizational structure.

4. Interpersonal Conflict

Disputes, opposition, or incompatibility that occurs between one individual and another in an organization due to differences in views, communication problems, or the necessity of sharing limited resources. Indicators According to (Robbins & Judge, 2015):

- a) Quarrels/arguments,
- b) tension over personal matters,
- c) differences in work vision,
- d) differences of opinion,
- e) differences in cultural background,
- f) differences in interests, personality, and perception of one's own mistakes.

1. Type and Design of the Research

This study uses a quantitative approach with an associative/causal method to test the effect of workload, job stress, and interpersonal conflict on the intention to change jobs (*turnover intention*). The research is grounded in the philosophy of positivism, with hypothesis testing through statistical analysis (Sugiyono, 2019; Suliyanto, 2018).

2. Population and Sample

a) **Population:** All production department employees at PT. Adonia Footwear Indonesia, Tegal Regency, totaling 1,145 employees (consisting of the *Cutting* = 86, *Preparation* = 217, *Sewing* = 580, and *Assembling* = 262 departments).

b) **Sample:** The sample size was determined using the Slovin formula with a *margin of error* of $e = 10\%$ (0.01), so that a sample of 92 respondents was obtained. The sampling technique used *proportionate stratified random sampling* with the following details:

- 1) *Cutting*: 7 people (7.61%)
- 2) *Preparation*: 17 people (18.48%)
- 3) *Sewing*: 47 people (51.09%)
- 4) *Assembling*: 21 people (22.83%)

3. Operationalization of Variables

a) **Intention to Change Jobs / *Turnover Intention*** (Dependent Variable / Y): Measured through the dimensions of compensation, recognition of work results, working conditions, interpersonal relationships, job challenges, and promotion (14 indicators; Mobley, 2011).

b) **Workload** (Independent Variable / X1): Measured through internal factors (age, health, motivation, perception, beliefs, desires) and external factors (spatial layout, working conditions, work attitude, level of difficulty, responsibility, length of work, rest, physical environment) (14 indicators; Manuaba, 2002).

c) **Job Stress** (Independent Variable / X2): Measured through worry, restlessness, feeling pressured, task demands, and interpersonal demands (16 indicators; Robbins & Judge, 2017).

C. RESEARCH METHODS

- d) **Interpersonal Conflict** (Independent Variable / X3): Measured through the dimensions of communication, structure, and personality (16 indicators; Robbins, 2013).

4. Data Collection Technique

Primary data were collected through the distribution of structured questionnaires to respondents. The questionnaire was measured using a 5-point Likert Scale, ranging from Strongly Disagree (score 1) to Strongly Agree (score 5). In addition, open interview techniques and documentation of the company's internal data were used to support the primary data.

5. Data Analysis Technique

All data were processed using the SPSS statistical software. The data analysis stages included:

- a. **Instrument Test:** Validity Test (*Pearson Product Moment* correlation with the limit r count $> r$ table 0.361 at $df=28$) and Reliability Test (*Cronbach's Alpha* > 0.60).
- b. **Data Transformation:** Converting the ordinal data scale into an interval scale using the *Method of Successive Interval* (MSI).
- c. **Classical Assumption Tests:** Consisting of the Normality Test (*Kolmogorov-Smirnov*), the Multicollinearity Test (*Tolerance* value and *VIF*), and the Heteroscedasticity Test.
- d. **Multiple Linear Regression Analysis:** Used to test the equation of the relationship between variables:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$
- e. **Hypothesis Testing & Determination:** Using the t-test (partial effect), the F-test (simultaneous effect), and Coefficient of Determination Analysis (*Adjusted R²*).

D. RESEARCH RESULTS AND DISCUSSION

1. Research Results

a. Respondent Characteristics

This study involved 92 respondents who are employees of the production department of PT Adonia Footwear Indonesia. The respondent profile was dominated by the 26–30 age group (57%) and the 20–25 age group

(38%). Based on education level, the majority of respondents had a high school/ equivalent education (89%), and the remainder had a diploma (D3)/ bachelor's degree (11%).

b. Instrument Quality and Model Feasibility (Validity & Reliability Tests)

1) Validity Test

The test was conducted on the initial 30 samples ($df = 28$, r table = 0.361). All statement items for the variables Turnover Intention (14 items), Workload (14 items), Job Stress (16 items), and Interpersonal Conflict (16 items) have an r count value $> r$ table (0.361) with a sig. value of 0.05. This indicates that all indicators are declared **valid**.

2) Reliability Test

The *Cronbach's Alpha* value for all variables is above the limit of 0.80 (Turnover Intention = 0.910; Workload = 0.917; Job Stress = 0.842; Interpersonal Conflict = 0.882). Thus, the research instrument is declared **highly reliable**.

c. Classical Assumption Tests

1) Normality Test

Normality Test: The Asymp. Sig (2-tailed) value of the *One-Sample Kolmogorov-Smirnov* test is 0.063 (> 0.05). The histogram graph forms a symmetrical bell-shaped pattern, and the points on the P-Plot are spread along the diagonal line. This result confirms that the data are normally distributed.

2) Multicollinearity Test:

Multicollinearity Test: All independent variables have a Tolerance value > 0.10 (Workload = 0.320; Job Stress = 0.246; Interpersonal Conflict = 0.324) and a VIF value < 10 (Workload = 3.130; Job Stress = 4.068; Interpersonal Conflict = 3.085). This proves that multicollinearity does not occur.

3) Heteroscedasticity Test:

Heteroscedasticity Test: The scatterplot graph shows that the points are randomly scattered above and below the number 0 on the Y-axis without forming

a particular pattern, so it is concluded that the data are free from heteroscedasticity.

d. Multiple Linear Regression Analysis

The regression estimation results produce the following equation:

$$Y = 2.205 + 0.180 X_1 + 0.366 X_2 + 0.277 X_3$$

- 1) **Constant (2.205):** If Workload (X_1), Job Stress (X_2), and Interpersonal Conflict (X_3) are zero, the level of Turnover Intention (Y) is 2.205.
- 2) **Workload Coefficient (0.180):** Has a positive effect; every one-unit increase in Workload will increase Turnover Intention by 0.180.
- 3) **Job Stress Coefficient (0.366):** Has a positive effect; every one-unit increase in Job Stress will increase Turnover Intention by 0.366.
- 4) **Interpersonal Conflict Coefficient (0.277):** Has a positive effect; every one-unit increase in Interpersonal Conflict will increase Turnover Intention by 0.277.

e. Hypothesis Testing (*t*-Test & *F*-Test)

1) *t*-Test (Partial Effect):

- a) **Workload (X_1):** t count (2.415) > t table (1.662) and sig. (0.018) < 0.05. **H1 accepted** (Workload has a positive and significant partial effect on Turnover Intention).
- b) **Job Stress (X_2):** t count (4.473) > t table (1.662) and sig. (0.000) < 0.05. **H2 accepted** (Job Stress has a positive and significant partial effect on Turnover Intention).
- c) **Interpersonal Conflict (X_3):** t count (3.908) > t table (1.662) and sig. (0.000) < 0.05. **H3 accepted** (Interpersonal Conflict has a positive and significant partial effect on Turnover Intention).

2) *F*-Test (Simultaneous Effect):

The F count value (117.704) > F table (2.708) was obtained with a significance value of $0.000 < 0.05$. H_4 is accepted, meaning that Workload, Job Stress, and Interpersonal Conflict jointly (simultaneously) have a significant effect on Turnover Intention.

3) Coefficient of Determination (R^2):

The Adjusted R Square value is 0.780. This shows that 78% of the variation in employees' Turnover Intention is influenced by the variables Workload, Job Stress, and Interpersonal Conflict, while the remaining 22% is explained by other factors outside the research model.

2. Discussion

a) The Effect of Workload on Turnover Intention

Workload has a positive and significant partial effect on employees' intention to change jobs ($t = 2.415$; $p = 0.018 < 0.05$). Strict daily target demands trigger physical and mental fatigue (*burnout*), reduce concentration, and increase the risk of work errors.

1) **Theoretical Implications:** Strengthens the theory of Sunyoto & Daryanto (2018) regarding the activities borne by workers, as well as Putranti's (2022) view that turnover intention is marked by a growing desire to leave and by comparing compensation with that of other companies.

2) **Practical Implications:** The company needs to evaluate the distribution of workload, adjust production targets to workers' capacity, and align compensation in order to reduce *thinking of quitting*.

3) **Research Consistency:** In line with the findings of Melinda et al. (2022) and Pratiwi & Hasbi (2025).

b) The Effect of Job Stress on Turnover Intention

Job stress has a positive and significant partial effect on the intention to change jobs ($t = 4.473$; $p = 0.000 < 0.05$) and is the

predictor with the largest partial effect. Target pressure and time constraints cause physical, emotional, and psychological tension that drives employees to seek a more comfortable work environment.

- 1) **Theoretical Implications:** Supports the theory of Rivai & Sagala (2009) and Mangkunegara (2013) regarding the impact of emotional and psychological tension on employees' work behavior.
 - 2) **Practical Implications:** Proportional workload management, improved communication, and supervisor support are needed in order to create a conducive work climate.
 - 3) **Research Consistency:** Relevant to the findings of Rasyid Rahman et al. (2024) and Melinda et al. (2022).
- c) **The Effect of Interpersonal Conflict on Turnover Intention**

Interpersonal conflict has a positive and significant partial effect on the intention to change jobs ($t = 3.908$; $p = 0.000 < 0.05$). Miscommunication, differences of opinion, and unhealthy competition create a disharmonious work atmosphere, thereby reducing employees' engagement (*engagement*) with the company.

- 1) **Theoretical Implications:** Confirms the theory of Rivai & Sagala (2009) and Sunyoto & Daryanto (2018) that disharmonious relationships among individuals can drive employees out of the organization.
 - 2) **Practical Implications:** The company needs to build teamwork, communication effectiveness, and conflict resolution mechanisms that are fast, fair, and open.
 - 3) **Research Consistency:** Supports the findings of Fathulla (2022).
- d) **The Simultaneous Effect of Workload, Job Stress, and Interpersonal Conflict**

Workload, job stress, and interpersonal conflict simultaneously have a significant effect on the intention to change jobs ($F = 117.704$; $p = 0.000 \leq 0.05$). These three independent variables jointly contribute 78% ($R^2 = 0.780$) to the variation in the intention

to change jobs, while the remaining 22% is explained by other factors outside the model.

- 1) **Practical Implications:** The company cannot resolve the *turnover intention* problem partially. The management of PT Adonia Footwear Indonesia must adopt a holistic approach that includes target evaluation, stress management, and improvement of the interpersonal relationship climate simultaneously.
- 2) **Research Consistency:** In line with the findings of Campos (2024) regarding the impact of a non-conductive work environment on the increase in *turnover intention*.

E. CONCLUSIONS AND SUGGESTIONS

1. Conclusions

Based on the results of the data analysis and discussion regarding the effect of workload, job stress, and interpersonal conflict on the intention to change jobs of production employees of PT Adonia Footwear Indonesia, the following conclusions can be drawn:

- a) Workload has a positive and significant effect on the intention to change jobs of production employees of PT Adonia Footwear Indonesia.
- b) Job stress has a positive and significant effect on the intention to change jobs of production employees of PT Adonia Footwear Indonesia.
- c) Interpersonal conflict has a positive and significant effect on the intention to change jobs of production employees of PT Adonia Footwear Indonesia.
- d) Workload, job stress, and interpersonal conflict have a positive and significant effect on the intention to change jobs of production employees of PT Adonia Footwear Indonesia.

2. Suggestions

Based on the results of the research and the conclusions that have been obtained, the researcher provides the following suggestions:

- a) **For PT Adonia Footwear Indonesia**
 - 1) For workload management, PT Adonia Footwear Indonesia is advised to

evaluate the distribution of workload at least once every month. The evaluation is carried out by reviewing the suitability of task distribution, production targets, and employees' work capacity on each production line so that the workload remains proportional and does not cause work fatigue that can increase employees' intention to change jobs.

- 2) For job stress management, PT Adonia Footwear Indonesia is advised to evaluate the level of job stress at least once every month. The evaluation is carried out by supervisors together with the Human Resources (HR) department through discussions with employees, observation of working conditions, and identification of obstacles faced during the production process. If employees are found to be experiencing job stress, the company can provide turnover intention, simple counseling by direct supervisors, workload adjustments if necessary, and ensure that rest time is used optimally. These steps are expected to reduce the level of job stress so as to lower employees' tendency to have an intention to change jobs. For the prevention of interpersonal conflict, the company needs to improve communication and coordination among employees as well as between superiors and subordinates through routine briefings before and after the production process. In addition, every conflict that arises should be resolved quickly, objectively, and fairly so that it does not develop into prolonged conflict that can reduce work comfort and increase the intention to change jobs.
- 3) Monitoring turnover intention, PT Adonia Footwear Indonesia is advised to monitor turnover intention at least once every six months by the Human Resources (HR) department. Monitoring is carried out through the distribution of turnover intention questionnaires to employees, brief interviews with employees, and analysis of absence data,

resignation rates, and exit interview results. The monitoring results are used as the basis for identifying the causes of employees' intention to change jobs and for formulating improvement policies, such as workload evaluation, job stress management, and interpersonal conflict prevention so that turnover intention can be minimized.

b) For Future Researchers

- 1) Future research is advised to add other variables that are suspected to influence the intention to change jobs, such as compensation, job satisfaction, organizational commitment, work environment, leadership style, and career development opportunities, so that a more comprehensive picture of the factors influencing the intention to change jobs can be obtained.
- 2) Future research is expected to expand the research object to other manufacturing companies as well as different industrial sectors and to use a larger number of respondents so that the research results can be generalized more broadly.
- 3) Future research is advised to use a different research approach, such as qualitative methods or mixed methods, so that it can explore in greater depth the reasons employees have the intention to change jobs and obtain information that cannot be explained through a quantitative approach

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