

The Influence of Work Conflict, Workload, and Job Stress on the Turnover Intention of Operational Employees at PT. Nippo Mechantronic Indonesia

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Abstract

The purpose of this study is to examine and determine the influence of work conflict, workload, and job stress on turnover intention, as well as to assess whether these factors affect the turnover intention of operational employees at PT. Nippo Mechantronics Indonesia. Data collection was conducted using a quantitative method and involved 54 respondents. Based on the research findings, the F-test results indicate that the calculated F-value (Fhitung) is 12.668, while the table F-value (Ftabel) is 2.790 at $\alpha = 0.05$. This finding suggests that work conflict, workload, and job stress simultaneously have a positive and significant effect on turnover intention, leading to the acceptance of hypothesis H4. Partially, the t-test results show that the calculated t-value (thitung) for work conflict is 1.939, while the table t-value (ttabel) is 2.005 with a significance level of 0.086. Since thitung (1.939) < ttabel (2.005) and significance (0.086) > 0.05, work conflict does not have a partial effect on turnover intention, resulting in the rejection of hypothesis H1. Similarly, for workload, the calculated t-value (thitung) is 1.635, while the table t-value (ttabel) is 2.005, with a significance level of 0.108. Since thitung (1.635) < ttabel (2.005) and significance (0.108) > 0.05, workload does not have a partial effect on turnover intention, leading to the rejection of hypothesis H2. However, for job stress, the calculated t-value (thitung) is 2.577, while the table t-value (ttabel) is 2.005, with a significance level of 0.013. Since thitung (2.577) > ttabel (2.005) and significance (0.013) < 0.05, job stress has a positive and significant partial effect on the turnover intention of employees at PT. Nippo Mechantronics Indonesia, resulting in the acceptance of hypothesis H3. The adjusted R-square value of 0.432 represents the coefficient of determination, meaning that 43.2% of turnover intention can be explained by work conflict, workload, and job stress.

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INTRODUCTION

The era of globalization and free trade has intensified business competition, requiring the government, business players, and academics to adapt. At the macro level, the government must

enhance human resource (HR) competencies through quality education programs. Meanwhile, at the micro level, companies must adopt an effective HR vision, mission, and strategy that align with corporate culture. HR, known as intellectual capital, consists of individuals with skills, talents, and work enthusiasm. If not managed properly, employees tend to lose motivation, perform poorly, and eventually decide to leave the organization (turnover).

Turnover becomes a serious issue when high-performing employees leave the company. It can lead to organizational instability, high recruitment and retraining costs, and a decline in operational quality. However, turnover can also have positive effects if underperforming employees are replaced by more competent individuals. Employee turnover intention, or the desire to leave a job, is often triggered by factors such as job stress, workload, work conflict, and an unsupportive work environment.

Job stress is one of the main factors influencing turnover intention. It emerges as an emotional or physical reaction to work pressure, reducing employee satisfaction and performance. Stressed individuals tend to be easily irritated, lose creativity, and exhibit poor job performance. Several studies indicate that increased job stress significantly affects turnover intention, although some research suggests otherwise.

In addition to job stress, workload also contributes to turnover intention. Workload refers to the physical or mental activities that must be completed within a specific timeframe. An excessive workload can lead to physical and mental exhaustion, increasing employees' desire to leave their jobs. On the other hand, work conflict arises when employees face disagreements or tension in the workplace, ultimately worsening interpersonal relationships and reducing their sense of belonging to the company.

A case study at PT. Nippo Mechantronics Indonesia, an automotive manufacturing company in Cikarang, illustrates this phenomenon. With intense industry competition, the company continuously improves its production quality and quantity. However, this also increases employees' workload, leading to job stress, conflicts among employees, and ultimately, high turnover intention. Data shows that the company's turnover rate increased from 4.34% in 2020 to 17.30% in 2022, exceeding the normal turnover threshold of 5–10% per year.

A high turnover rate negatively impacts company performance by increasing recruitment and training costs while reducing productivity. However, in some cases, employee turnover can create opportunities for companies to recruit more potential individuals, foster innovation, and enhance organizational performance. According to Mobley (2012), turnover is considered normal if it remains below 15% for five consecutive years, but if it exceeds 20%, it becomes a serious issue.

Several factors influence turnover intention, including suboptimal employee performance, varying stress levels across job positions, employee inequity, and excessive workload. Other factors include authoritarian leadership, high job pressure, and unhealthy competition among employees. This study aims to analyze the impact of work conflict, workload, and job stress on turnover intention, both individually and simultaneously.

From this background, the research problem formulation includes four main questions: (1) Does work conflict affect turnover intention? (2) Does workload affect turnover intention? (3) Does job stress affect turnover intention? (4) Do work conflict, workload, and job stress collectively affect turnover intention?

The objective of this study is to analyze the influence of these three variables on turnover intention. This research is expected to provide practical contributions for companies in managing work conflicts, reducing excessive workloads, and addressing job stress to minimize employee turnover rates. Consequently, companies can improve workforce stability, enhance organizational performance, and compete more effectively in the global market.

Since the research problem formulation has been presented as a set of questions intended to address the issue temporarily—where the study's findings may lead to the acceptance or rejection of the proposed hypotheses—the research hypotheses are as follows:

H1: Work conflict influences employee turnover intention at PT. Nippo Mechantronics Indonesia.

H2: Workload influences employee turnover intention at PT. Nippo Mechantronics Indonesia.

H3: Job stress influences employee turnover intention at PT. Nippo Mechantronics Indonesia.

H4: Work conflict, workload, and job stress collectively influence employee turnover intention at PT. Nippo Mechantronics Indonesia.

METHOD

The research object includes work conflict, workload, job stress, and turnover intention among employees at PT. Nippo Mechantronics Indonesia. The study was conducted over four months, from February to September 2023, at PT. Nippo Mechantronics Indonesia, located in Cikarang, West Java. The research employed a quantitative method with a field survey approach to measure the relationships and impacts between variables. Data were collected through questionnaires, literature studies, and documentation. This study utilized descriptive analysis and multiple linear regression analysis to determine the influence of work conflict, workload, and job stress on turnover intention, both individually and simultaneously.

The operationalization of variables includes definitions and indicators for each variable. Work conflict was measured based on task conflict, relationship conflict, and process conflict. Workload was assessed through targets, working conditions, work time utilization, and job standards. Job stress was measured through intrinsic job factors, role within the company, work relationships, and career development. Turnover intention was analyzed using three main indicators: thoughts of leaving, searching for alternative jobs, and the intention to resign.

The research population comprised 54 operational employees at PT. Nippo Mechantronics Indonesia, using a saturated sampling technique. Data analysis included validity and reliability tests, classical assumption tests, determination coefficient analysis, and hypothesis testing, all conducted

using SPSS software. This study aims to provide empirical insights into the factors influencing turnover intention and how organizations can effectively manage these issues.

RESULTS AND DISCUSSION

Research Results

Data collection from 54 employees of PT. Nippo Mechatronics Indonesia revealed that the majority of respondents were female, totaling 47 individuals (87%), while males accounted for only 7 individuals (13%). Most respondents were aged between 17-23 years, comprising 52 individuals (96.3%), while the remaining 3.7% were aged 24-30 years. Additionally, all employees had a high school (SMA/SMK) education as their highest level of education (100%), indicating uniformity in educational background among operational employees.

Validity Test

This validity test was conducted by correlating the respondents' answer scores for each statement. The calculated R value (R count) was compared with the R table value; if $R_{\text{count}} > R_{\text{table}}$, the data is considered valid. The validity test in this study involved 54 respondents, with a total sample size of 54 ($df = N-2$) and a significance level of 0.05, resulting in an R table value of 0.268 (Ghozali, 2018: 52-55).

Based on Table 1, statements 1 to 9 from a total sample of 54 respondents were declared valid since the R count values were greater than 0.268. Therefore, all statements related to the Work Conflict variable can be used as research instruments.

Based on Table 2, statements 1 to 12 from a total sample of 54 respondents were declared valid since the R count values were greater than 0.268. Therefore, all statements related to the Workload variable can be used as research instruments.

Based on Table 3, statements 1 to 12 from a total sample of 54 respondents were declared valid since the R count values were greater than 0.268. Therefore, all statements related to the Work Stress variable can be used as research instruments.

Based on Table 4, statements 1 to 9 from a total sample of 54 respondents were declared valid since the R count values were greater than 0.268. Therefore, all statements related to the Turnover Intention variable can be used as research instruments.

Reliability Test

The reliability test results show that the R count values for each variable are as follows: Work Conflict (X1) = 0.762, Workload (X2) = 0.749, Work Stress (X3) = 0.767, and Turnover Intention (Y) = 0.785. All these variables have reliability values greater than 0.600, indicating that the instruments for Work Conflict (X1), Workload (X2), Work Stress (X3), and Turnover Intention (Y) are considered

reliable. Therefore, the questionnaire can be used as a valid research instrument.

Normality Test

Based on the normality test, the probability value (p-value) or Asymp. Sig. (2-tailed) was found to be 0.200. Since the probability value (0.200) is greater than the significance level of 0.05, it can be concluded that the tested data follows a normal distribution.

Multicollinearity Test

Based on the multicollinearity test results in the regression model, as shown in the table above, the tolerance values are as follows: Work Conflict = 0.723, Workload = 0.707, and Work Stress = 0.536. All tolerance values are greater than 0.10. Meanwhile, the Variance Inflation Factor (VIF) values are: Work Conflict = 1.384, Workload = 1.415, and Work Stress = 1.865. All VIF values are less than 10.00. Therefore, it can be concluded that the regression model in this study does not exhibit multicollinearity issues.

Heteroscedasticity Test

Based on the heteroscedasticity test results in the regression model, as shown in the image above, the scatter plot displays points that are randomly spread without forming a clear pattern. The points are distributed both above and below zero on the Y-axis. Thus, it can be concluded that the regression model does not exhibit heteroscedasticity issues.

Multiple Linear Regression Analysis

Based on the multiple linear regression analysis, the obtained regression equation is:

$$\hat{Y} = 15.835 + 0.355X_1 - 0.336X_2 + 0.380X_3$$

where \hat{Y} represents turnover intention, X_1 represents work conflict, X_2 represents workload, and X_3 represents work stress.

The constant value of 15.835 indicates that if all independent variables are zero, turnover intention will remain at 15.835. The regression coefficient for work conflict (X_1) = 0.355 indicates a positive effect, meaning that an increase of one unit in work conflict will increase turnover intention by 0.355. Conversely, the regression coefficient for workload (X_2) = -0.336 indicates a negative effect, meaning that an increase of one unit in workload will decrease turnover intention by 0.336. The regression coefficient for work stress (X_3) = 0.380 indicates a positive effect, meaning that an increase of one unit in work stress will increase turnover intention by 0.380.

The t-test results indicate that work conflict and work stress have a significant impact on turnover intention, while workload does not have a significant effect.

Overall, turnover intention is positively influenced by work conflict and work stress, while it is

negatively influenced by workload.

F-Test (ANOVA Test)

The criteria for testing the F calculated (Fhitung) value against the F table (Ftabel) are as follows: If Fhitung < Ftabel, then H0 is accepted and H4 is rejected. If Fhitung > Ftabel, then H0 is rejected and H4 is accepted.

Based on the data, the Fhitung value is 12.668 with a significance level of 0.001, while the Ftabel value at $\alpha = 0.05$, $df1 = 3$, and $df2 = 50$ is 2.790.

Since Fhitung > Ftabel ($12.668 > 2.790$) and significance < 0.05 ($0.001 < 0.05$), the hypothesis is accepted.

This indicates that the variables work conflict, workload, and work stress collectively have a significant effect on turnover intention. Therefore, these three independent variables can be used to predict the turnover intention of operational employees at PT. Nippo Mechatronics Indonesia.

Coefficient of Determination Analysis

From the model summary table, it is shown that the R value is 0.657, indicating a strong relationship between work conflict (X1), workload (X2), and work stress (X3) on turnover intention (Y). Meanwhile, the R^2 value is 0.432.

Since this coefficient of determination is obtained from multiple linear regression analysis, the determination coefficient is 0.432, or $R^2 \times 100\% = 43.20\%$.

This means that work conflict, workload, and work stress influence the turnover intention of operational employees at PT. Nippo Mechatronics Indonesia by 43.20%, while the remaining 56.80% is influenced by other variables outside the model that were not included in this study.

Discussion

The Effect of Work Conflict on Turnover Intention of Operational Employees at PT. Nippo Mechatronics Indonesia

The results of the multiple linear regression test and t-test indicate that the work conflict variable (X1) has no significant effect on turnover intention (Y). This is evidenced by the significance value, which is greater than 0.05 ($0.08 > 0.05$), and the t-calculated (t_{hitung}) value, which is smaller than the t-table (t_{tabel}) ($1.939 < 2.005$). These results suggest that the hypothesis is rejected, meaning that work conflict does not significantly impact turnover intention among operational employees.

This finding contrasts with previous research by Trijadi Herdajanto (2018), which found that work conflict had a dominant influence on employee turnover at PT. Kitosindo Jetis, Mojokerto. In that study, higher work conflict actually led to lower turnover intention. However, in the context of PT. Nippo Mechatronics Indonesia, work conflict does not seem to have a direct impact on employees'

intention to leave their jobs.

Based on interviews with several operational employees and management, it was revealed that work conflict within the company does not cause employees to consider leaving. Several factors contribute to this, including the company's fair treatment of operational employees, ensuring they are not regarded as "second-class employees." Additionally, employees have the opportunity to be promoted to permanent employee status after five years of service. Furthermore, work conflict and competition among employees are perceived positively, as they serve as motivation for employees to improve their performance and make greater contributions to the company.

The Effect of Workload on Turnover Intention of Operational Employees at PT. Nippo Mechatronics Indonesia

Based on the results of the multiple linear regression test and t-test, the workload variable (X2) does not have a significant effect on turnover intention (Y). This is evidenced by a significance value greater than 0.05 ($0.108 > 0.05$) and a t-calculated (t_{hitung}) value smaller than t-table (t_{tabel}) ($1.635 < 2.005$), meaning that the hypothesis is rejected.

This finding is consistent with previous research by Vivi Koviliana (2017), which found that workload did not significantly affect turnover intention among employees at PT. Dong Bang Indo Semarang. Despite the high work demands in that company, workload did not have a significant impact on employees' intention to leave.

One of the factors influencing this result is the educational background of employees. The company's workforce is predominantly composed of high school (SMA) and vocational school (SMK) graduates, who are often in the early stages of their careers and seeking work experience. Additionally, operational tasks are assisted by robotic technology, reducing the physical and mental strain of the workload.

Moreover, in the current economic climate, job opportunities are scarce, and many companies have reduced their workforce due to the impact of the COVID-19 pandemic in previous years. As a result, employees are more inclined to stay with the company and perform their best rather than risk unemployment.

The Effect of Work Stress on Turnover Intention of Operational Employees at PT. Nippo Mechatronics Indonesia

Based on the results of the multiple linear regression test and t-test, the work stress variable (X3) has a significant effect on turnover intention (Y). This is indicated by a significance value smaller than 0.05 ($0.013 < 0.05$) and a t-calculated (t_{hitung}) value greater than t-table (t_{tabel}) ($2.577 > 2.005$), meaning that the hypothesis is accepted.

This study demonstrates that an increase in work stress leads to a rise in turnover intention among

operational employees at PT. Nippo Mechatronics Indonesia. In other words, when employees experience higher levels of stress related to intrinsic job factors, their role within the company, workplace relationships, and career development, their intention to leave the company also increases.

These findings align with the research conducted by Syahronica (2015), which concluded that work stress has a positive and significant impact on turnover intention in the Dunia Fantasi Department of PT. Pembangunan Jaya Ancol, Tbk. This supports the notion that work stress is a critical factor influencing employee retention, emphasizing the need for companies to implement effective stress management strategies to reduce turnover rates.

The Effect of Work Conflict, Workload, and Work Stress on Turnover Intention of Operational Employees at PT. Nippo Mechatronics Indonesia

Based on the multiple linear regression test and F-test, the variables work conflict (X1), workload (X2), and work stress (X3) have a significant effect on turnover intention (Y). The F-test results show a significance value smaller than 0.05 ($0.001 < 0.05$) and an F-calculated (Fhitung) value greater than F-table (Ftabel) ($12.688 > 2.790$), indicating that the hypothesis is accepted. This means that work conflict, workload, and work stress collectively influence turnover intention among employees at PT. Nippo Mechatronics Indonesia.

Using the coefficient of determination (R^2) model, the determination test results show an R value of 0.657, leading to $R^2 = 0.432$, which means that 43.20% of turnover intention (Y) is influenced by work conflict (X1), workload (X2), and work stress (X3), while the remaining 56.80% is affected by other factors outside the model.

The findings suggest that an increase in work conflict, workload, and work stress simultaneously contributes to a higher turnover intention among employees at PT. Nippo Mechatronics Indonesia. In other words, when workload—which includes target achievement, job conditions, work time utilization, and job standards—work stress—which consists of intrinsic job factors, roles within the company, workplace relationships, and career development—and work conflict—which involves task conflict, relationship conflict, and process conflict—increase, the likelihood of employees leaving the company also rises.

This study is consistent with previous research conducted by Apri Yanti BR Silalahi (2019), which found that workload, work stress, and work conflict significantly influenced turnover intention at PT. Indomarco Prisma Raya Helvetia Medan. These findings emphasize the importance of managing these workplace factors to reduce turnover rates and improve employee retention.

CONCLUSION

Based on the research findings, the work conflict variable does not have a significant effect on turnover intention among operational employees at PT. Nippo Mechatronics Indonesia. This is supported by a significance value greater than 0.05 ($0.086 > 0.05$) and a t-calculated (t_{hitung}) value smaller than t-table (t_{tabel}) ($1.939 < 2.005$), leading to the rejection of the hypothesis. Similarly, the workload variable also does not influence turnover intention, as indicated by a significance value greater than 0.05 ($0.108 > 0.05$) and a t-calculated value smaller than t-table ($1.635 < 2.005$), resulting in the rejection of the hypothesis as well.

However, work stress has a significant effect on turnover intention, as evidenced by a significance value smaller than 0.05 ($0.013 < 0.05$) and a t-calculated value greater than t-table ($2.577 > 2.005$), leading to the acceptance of the hypothesis.

Simultaneously, work conflict, workload, and work stress collectively influence turnover intention among operational employees at PT. Nippo Mechatronics Indonesia. This is confirmed by the F-test results, where the significance value is smaller than 0.05 ($0.001 < 0.05$) and F-calculated is greater than F-table ($12.668 > 2.790$), supporting the acceptance of the hypothesis. The coefficient of determination (R^2) value indicates that 43.20% of turnover intention is influenced by these three variables, while the remaining 56.80% is affected by other factors outside the research model.

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FIGURE CAPTIONS

Figure 1. A sample chart/figure

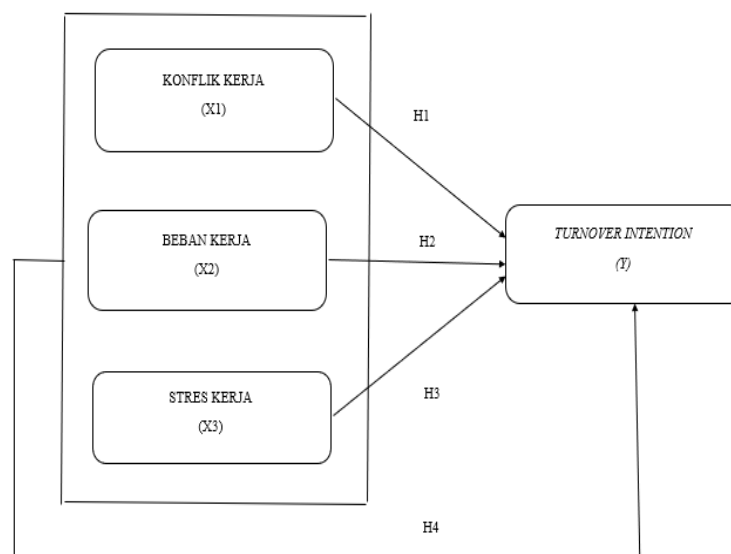
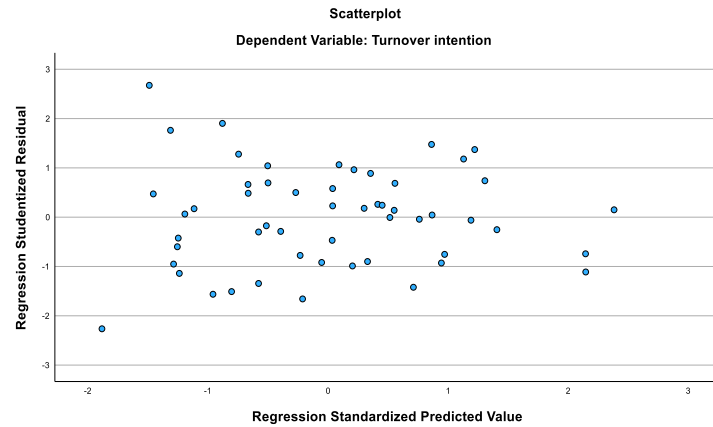


Figure 1. Framework of Thought



Source: SPSS version 29 data output

Figure 2. Heteroscedasticity Test Results

TABLE CAPTIONS

Table 1. Formatting Rules

Table 1. Validity Table of Work Conflict Variables

Statement Items	r Count	r Table	Information
Statement 1	0,560	0,268	Valid
Statement 2	0,767	0,268	Valid
Statement 3	0,856	0,268	Valid
Statement 4	0,919	0,268	Valid
Statement 5	0,816	0,268	Valid
Statement 6	0,762	0,268	Valid
Statement 7	0,300	0,268	Valid
Statement 8	0,308	0,268	Valid
Statement 9	0,303	0,268	Valid

Source: SPSS version 29 data output

Table 2. Validity Test of Workload Variables

Statement Items	r Count	r Table	Information
Statement 1	0,539	0,268	Valid
Statement 2	0,632	0,268	Valid
Statement 3	0,666	0,268	Valid
Statement 4	0,720	0,268	Valid
Statement 5	0,692	0,268	Valid
Statement 6	0,729	0,268	Valid
Statement 7	0,706	0,268	Valid
Statement 8	0,711	0,268	Valid
Statement 9	0,274	0,268	Valid
Statement 10	0,364	0,268	Valid
Statement 11	0,603	0,268	Valid
Statement 12	0,691	0,268	Valid

Source: SPSS version 29 data output

Table 3. Validity Test of Job Stress Variables

Statement Items	r Count	r Table	Information
Statement 1	0,621	0,268	Valid
Statement 2	0,633	0,268	Valid
Statement 3	0,766	0,268	Valid
Statement 4	0,830	0,268	Valid
Statement 5	0,734	0,268	Valid
Statement 6	0,834	0,268	Valid
Statement 7	0,785	0,268	Valid
Statement 8	0,758	0,268	Valid
Statement 9	0,616	0,268	Valid
Statement 10	0,819	0,268	Valid
Statement 11	0,679	0,268	Valid
Statement 12	0,435	0,268	Valid

*Source: SPSS version 29 data output***Table 4.** Validity Test of the Turnover Intention Variable

Statement Items	r Count	r Table	Information
Statement 1	0,749	0,268	Valid
Statement 2	0,732	0,268	Valid
Statement 3	0,809	0,268	Valid
Statement 4	0,799	0,268	Valid
Statement 5	0,725	0,268	Valid
Statement 6	0,793	0,268	Valid
Statement 7	0,904	0,268	Valid
Statement 8	0,896	0,268	Valid
Statement 9	0,824	0,268	Valid

*Source: SPSS version 29 data output***Table 5.** Reliability Test Results

Variabel	Cronbach,s Alfa	Standard Alpha Coefficient	Information
Work Conflict	0,762	0,600	Reliabel
Workload	0,749	0,600	Reliabel
Work Stress	0,767	0,600	Reliabel
<i>Turnover Intention</i>	0,785	0,600	Reliabel

Table 6. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			54
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		5,61919541
Most Extreme Differences	Absolute		,060
	Positive		,060
	Negative		-,049
Test Statistic			,060
Asymp. Sig. (2-tailed) ^c			,200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		,903
	99% Confidence Interval	Lower Bound	,895
		Upper Bound	,910

Table 7. Multicollinearity Test Results

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	T	Sig.		
1	(Constant)	15,835	9,034		1,753	,086		
	Work Conflict	,355	,183	,243	1,939	,058	,723	1,384
	Workload	-,336	,206	-,207	-1,635	,108	,707	1,415
	Work Stress	,380	,147	,375	2,577	,013	,536	1,865

Source: SPSS version 29 data output

Table 8. Results of Multiple Regression Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	15,835	9,034		1,753	,086
	Work Conflict	,355	,183	,243	1,939	,058
	Workload	-,336	,206	-,207	-1,635	,108
	Work Stress	,380	,147	,375	2,577	,013

Source: SPSS version 29 data output

Table 9. Table of F Statistical Test Results

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1273,988	3	424,663	12,688	<,001 ^b
	Residual	1673,494	50	33,470		
	Total	2947,481	53			

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Stres kerja, Konflik kerja, Beban kerja

Source: SPSS version 29 data output

Table 10. R2 Test Results**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,657 ^a	,432	,398	5,78532

a. Predictors: (Constant), Stres kerja, Konflik kerja, Beban kerja

Source: SPSS version 29 data output