



**A STRUCTURAL EQUATION MODELING ANALYSIS OF
WORKLOAD, COMPETEN, AND JOB STRESS ON TRUNOVER
INTENTION IN ALFAMART RETAIL STAFF
(A Case Study of Alfamart Employees in South Gorontalo City)**

**ANALISIS PEMODELAN PERSAMAAN STRUKTURAL TENTANG
BEBAN KERJA, KOMPETENSI, DAN STRES KERJA TERHADAP
NIAT BERHENTI KERJA PADA STAF RITEL ALFAMART
(Studi Kasus Karyawan Alfamart di Kota Gorontalo Selatan)**

Mirnawati Monoarfa^{1*}, Lisda L Asi², Mohamad Agus Salim Monoarfa³

^{1*}Universitas Negeri Gorontalo, Email: mirnawati_slmanajemen@mahasiswa.ung.ac.id

²Universitas Negeri Gorontalo, Email: lisda_asi@ung.ac.id

³Universitas Negeri Gorontalo, Email: agusmonoarfa@ung.ac.id

*email koresponden: mirnawati_slmanajemen@mahasiswa.ung.ac.id

DOI: <https://doi.org/10.62567/micjo.v3i3.2502>

Abstract

This study aims to determine the effect of workload and competence on turnover intention with work stress as a mediating variable among Alfamart employees in South Gorontalo City. This research employed a quantitative approach with data collection conducted through questionnaires distributed to 62 respondents. Data analysis was carried out using inferential quantitative analysis with SEM-PLS 3.1. The results of the study indicate that: (1) workload has a positive but insignificant effect on turnover intention with an effect value of 7.80%; (2) competence has a positive and significant effect on turnover intention with an effect value of 27.90%; (3) workload has a positive and significant effect on work stress with an effect value of 37.60%; (4) competence has a positive and significant effect on work stress with an effect value of 51.80%; (5) work stress has a positive and significant effect on turnover intention with an effect value of 58.40%; (6) workload through work stress has a positive and significant effect on turnover intention with an effect value of 21.90%; and (7) competence through work stress has a positive and significant effect on turnover intention with an effect value of 30.20%. The R-square value of the turnover intention variable is 60.00%, indicating that turnover intention can be explained by the variables in this study, while the remaining 40.00% is influenced by other variables such as job satisfaction and compensation. The R-square value of work stress is 35.90%, while the remaining 64.10% is influenced by other variables such as the work environment.

Keywords : Turnover Intention, Work Stress, Workload, Competence.

Abstrak

Penelitian ini bertujuan untuk mengetahui Pengaruh Beban Kerja dan Kompetensi Terhadap *Turnover Intention* Dengan Stres Kerja Sebagai Variabel Mediasi pada Karyawan Alfamart Kota Selatan Gorontalo. Penelitian ini menggunakan pendekatan kuantitatif dengan metode pengumpulan data melalui kuesioner dengan jumlah sampel sebanyak 62 responden. Analisis data menggunakan analisis kuantitatif inferensial SEM-PLS 3.1. Hasil Penelitian menunjukkan bahwa (1) Beban Kerja berpengaruh positif namun tidak signifikan terhadap *Turnover Intention* dengan pengaruh sebesar 7,80%. (2) Kompetensi berpengaruh positif dan signifikan terhadap *Turnover Intention* pengaruh



sebesar 27,90%. (3) Beban Kerja berpengaruh positif dan signifikan terhadap Stres Kerja dengan pengaruh sebesar 37,60%. (4) Kompetensi berpengaruh positif dan signifikan terhadap Stres Kerja dengan pengaruh sebesar 51,80%. (5) Stres Kerja berpengaruh positif dan signifikan terhadap *Turnover Intention* pengaruh sebesar 58,40%. (6) Beban Kerja melalui Stres Kerja berpengaruh positif dan signifikan terhadap *Turnover Intention* pengaruh sebesar 21,90%. (7) Kompetensi melalui Stres Kerja berpengaruh positif dan signifikan terhadap *Turnover Intention* dengan pengaruh sebesar 30,20%. Nilai *R-square* variabel *Turnover Intention* sebesar 60,00% yang menunjukkan bahwa *Turnover Intention* dapat dijelaskan oleh variabel dalam penelitian ini sedangkan sisanya 40,00% dipengaruhi oleh variabel lain seperti kepuasan kerja dan kompensasi. *R-square* Stres Kerja sebesar 35,90% sedangkan sisanya sebesar 64,10% dipengaruhi variabel lain seperti lingkungan kerja.

Kata Kunci : Turnover Intention, Stres Kerja, Beban Kerja, Kompetensi.

1. INTRODUCTION

The role of human resources (HR) in a company or organization is not only reflected in work productivity, but also in how work processes are completed. A company's competitive advantage can also be seen from the competitiveness of its human resources, not merely from the work outcomes produced. Companies with high-quality human resources will positively influence organizational performance and progress in achieving company goals (Mahsyar et al., 2023).

The modern retail company Alfamart is one of the business sectors experiencing rapid growth in Indonesia. With a large number of stores spread across various regions and involving many employees, human resource management becomes a crucial aspect in maintaining smooth company operations. Alfamart faces major challenges in managing human resources due to the labor-intensive nature of its business, long operational hours, and reliance on employees working in shift systems.

Alfamart in South Gorontalo City plays an important role in providing daily necessities for the community, such as food, beverages, snacks, cooking ingredients, as well as household and personal care products like soap and shampoo for adults and babies. The presence of Alfamart not only functions as a place for buying and selling transactions, but also as a "local economic store" that influences the consumption patterns of the community. Through its modern service system, complete product availability, and competitive prices, Alfamart has become part of the social and economic activities of the people in South Gorontalo City.

However, in practice, retail sectors such as Alfamart often face the problem of high turnover intention, namely employees' intention to leave the company. High turnover intention can have negative impacts, such as increased recruitment costs and disruption to store operational stability.

Turnover intention is often defined as a concept referring to employees' voluntary or involuntary intention to resign from an organization, usually caused by dissatisfaction with company performance. High turnover intention can lead to serious setbacks for a company because it results in a shortage of human resources (Nurliawan et al., 2022). Therefore, employees' intention to leave the company is a human resource issue that requires serious attention.

At PT Sumber Alfaria Trijaya Tbk (AMRT)/Alfamart, several employees also resign within a short period, with some only able to stay for less than a week. Some employees admitted that they were forced to resign because they were unable to bear compensation costs for lost goods.

Based on research conducted by Wahdiniawati and Apriani, employee turnover data at Alfamart shows the number of employees resigning from 2021 to 2024. It was recorded that 31,825 employees resigned in 2021, 71,375 employees in 2022, 11,667 employees in 2023, and 12,738 employees in 2024 (Wahdiniawati & Apriani, 2024).

The turnover intention phenomenon frequently occurring among Alfamart employees in South Gorontalo City was identified through observations and interviews. Employees revealed that their decision to change jobs or resign was caused by several factors, including inability to compensate for lost goods or cash shortages while working as cashiers, frequent tardiness in arriving at the store, and



the desire to obtain better employment opportunities. In addition, some employees experienced health problems due to high job demands during their initial working period, reflecting the existence of workload pressure.

Based on preliminary observations conducted in several Alfamart stores in South Gorontalo City, employees faced various problems. Employees stated that they were often confronted with numerous tasks, such as rearranging shelf layouts, cleaning sales areas, organizing product displays, and completing delayed stock opname (SO). These tasks affected their working hours, which initially consisted of 8 hours as determined by the company but often extended to 10 hours due to the need to complete assigned duties. This condition is frequently experienced by Alfamart employees.

A work system that exceeds employees' capabilities may cause employees not to remain in the company and develop intentions to resign or seek other employment. One factor influencing turnover intention is excessive workload. Retail employees such as those at Alfamart are required to work in shift systems with long working hours, provide fast customer service, and complete various administrative tasks. These conditions often create both physical and psychological pressure, leading to work stress.

Workload measurement is defined as a technique used to obtain information regarding the efficiency and effectiveness of work in an organizational unit or job holder, carried out systematically using job analysis techniques, workload analysis techniques, or other management techniques (Nurhilaliyah et al., 2025).

According to Hisbih et al. (2023), excessive job demands can lead to changes in employees' mindsets, reflected in behaviors that differ from their usual habits, such as ineffective use of time resulting in tasks not being completed on schedule and not aligning with company targets. Competence can be defined as a measure of an individual's capacity, where possessing competence has a positive impact in fulfilling job requirements within a company and achieving expected outcomes (Nurliawan et al., 2022).

Work stress can easily arise, especially when there is an imbalance between workload, employee capabilities, and salary. According to Hops.id, several employees admitted experiencing stress due to cash discrepancies amounting to IDR 300,000 on the first day and IDR 200,000 on the second day. Many employees have had similar experiences, meaning that almost every cashier employee has experienced situations where the cash amount does not match the amount recorded in the system, making employees responsible for covering the discrepancy (Taslim et al., 2025). Cash discrepancies occur when Alfamart employees assigned as cashiers are not careful in processing customer transactions. Through direct interviews with Alfamart employees, several employees revealed that during the early stages of employment they experienced physical and mental impacts, including nausea and dizziness.

In this study, the grand theory used is the Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti (2007). The JD-R theory explains that every job has specific risk factors related to work stress, which are divided into two major factors: job demands and job resources. Job demands and job resources are two major determinants of organizational outcomes. According to Bakker and Demerouti (2007), job demands refer to aspects of work requiring sustained physical, mental, or emotional effort, such as high workload, time pressure, and role conflict. Excessive job demands may lead to emotional exhaustion and work stress, which ultimately negatively affect employee well-being, including increasing turnover intention. Bakker and Demerouti (2007) further explained that the JD-R theory can be broadly applied to various occupations, including human resource management involving work demands and work-related resources (Adam, 2023).

Previous research conducted by Liany and Larasati (2025) regarding the effect of workload, job satisfaction, and competence on turnover intention among employees of PT Kido Mulia Indonesia in Brebes showed that workload did not significantly affect turnover intention, and competence also did not significantly affect turnover intention. Meanwhile, research by Mahsyar et al. (2023) entitled *The Effect of Workload and Work Environment on Turnover Intention Through Work Stress as an*



Intervening Variable Among Bank Employees stated that workload had a positive and significant effect on turnover intention, work environment had a positive and significant effect on turnover intention, workload had a positive and significant effect on work stress, and work stress had a positive and significant effect on turnover intention. Furthermore, work stress mediated the effect of workload on turnover intention, while the work environment mediated the effect of workload on turnover intention. Based on these conditions, it is estimated that the high number of employees leaving the company each year is influenced by several factors, including workload, competence, and employee work stress.

2. RESEARCH METHOD

This study employed a quantitative research approach using a survey method. The research was conducted among Alfamart employees in South Gorontalo City. The population of this study consisted of all Alfamart employees working in several stores located in South Gorontalo City. The sampling technique used was saturated sampling, in which all members of the population were included as research respondents. Therefore, the total sample in this study consisted of 62 respondents.

Data collection was carried out through the distribution of questionnaires using a Likert scale ranging from strongly disagree to strongly agree. The questionnaire was designed to measure four research variables, namely workload, competence, work stress, and turnover intention. Workload was measured based on indicators related to job demands, work targets, and working hours. Competence was measured through indicators of knowledge, skills, and work abilities. Work stress was measured through psychological and emotional pressure indicators experienced by employees, while turnover intention was measured based on employees' desire and tendency to leave the organization.

The data analysis technique used in this study was inferential quantitative analysis with the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach using SmartPLS version 3.1. The analysis process included testing the outer model and inner model. The outer model evaluation consisted of validity and reliability tests using Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. Meanwhile, the inner model evaluation was conducted through the coefficient of determination (R-Square), path coefficient analysis, and hypothesis testing using bootstrapping procedures. Hypothesis testing was determined based on the significance value of P-Values < 0.05 and T-statistics > 1.96. This method was used to examine the direct and indirect effects of workload and competence on turnover intention through work stress as a mediating variable among Alfamart employees in South Gorontalo City.

3. RESULT AND DISCUSSION

1. Descriptive Statistical Analysis

Table 1. Results of Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Workload	62	26,00	57,00	48,6774	6,09158
Competence	62	41,00	97,00	83,1613	7,72518
TurnoverIntention	62	30,00	93,00	80,7097	12,24797
Job Stress	62	29,00	75,00	65,0645	9,09309

Berdasarkan tabel di atas dapat diketahui gambaran umum data penelitian yang meliputi nilai minimum, maksimum, rata-rata (*mean*), dan standar deviasi dari masing-masing variabel penelitian, yaitu beban kerja (X1), kompetensi (X2), stres kerja (M), dan *turnover intention* (Y) pada karyawan Alfamart Kota Selatan Gorontalo Jumlah responden dalam penelitian ini sebanyak 62 orang.

Hasil analisis statistik deskriptif menunjukkan bahwa seluruh variabel penelitian memiliki variasi data yang cukup beragam. Temuan ini memberikan gambaran awal mengenai kondisi responden dan menjadi dasar untuk dilakukan analisis lanjutan pada tahap pengujian hipotesis.

1. Analysis of Respondents' Answer Descriptions

a) Workload (X1)



Based on descriptive analysis, the Workload variable (X1) indicates that all indicators are in the high category. The highest mean value was found in the Standard Work indicator, statement 7, with a mean of 5.52 and a TCR of 78.86%. This indicates that respondents strongly perceived the workload aspect measured in this indicator. Meanwhile, the lowest mean value was found in the Targets to be Achieved indicator, statement 2, with a mean of 5.00 and a TCR of 71.43%, falling within the moderately high category. This indicates that despite variations in perception, respondents generally still rated the workload as high.

Overall, the Workload variable obtained a mean value of 5.37 with a TCR of 76.71%, which falls within the High category. Thus, it can be concluded that the level of workload among respondents in this study is considered high.

b) Competence (X2)

Based on the descriptive analysis, the Competence variable (X2) also falls into the high category. The highest mean score was found in the knowledge indicator statement 4, with a mean of 5.50 and a TCR of 78.57%, indicating that respondents had a good level of competence in this aspect. Meanwhile, the lowest mean score was found in the knowledge indicator statement 5, with a mean of 5.29 and a TCR of 75.57%, but still in the high category. This indicates that all competency indicators were positively assessed by respondents. Overall, the Competence variable obtained an average score of 5.40 with a TCR of 77.14%, which falls into the High category. This indicates that the respondents' competence in this study was at a high level.

c) Turnover Intention (Y)

Based on the descriptive analysis table, the Turnover Intention (Y) variable shows that all indicators are in the high category. The highest mean value is found in the intention to leave indicator (statement 7), with a mean of 5.73 and a TCR of 81.86%, indicating a strong tendency among respondents to intend to move or leave the organization. Meanwhile, the lowest mean value is found in the intention to leave indicator (statement 4), with a mean of 5.05 and a TCR of 72.14%, but still falls into the high category. This indicates that despite differences in perception levels between indicators, turnover intention remains high.

Overall, the Turnover Intention variable obtained a mean value of 5.32 with a TCR of 76.00%, which falls into the high category. It can be concluded that respondents in this study have a high tendency towards turnover intention.

d) Workload (M)

Based on the descriptive analysis, the Job Stress (Z) variable also falls into the high category. The highest mean score was found in indicator P12, with a mean of 5.50 and a TCR of 78.57%, indicating that respondents perceived the work stress aspect of this indicator to be quite high. Meanwhile, the lowest mean score was found in indicator P11, with a mean of 5.29 and a TCR of 75.57%, but still in the high category. This indicates that all job stress indicators are perceived as high.

Overall, the Job Stress variable achieved a mean score of 5.36 with a TCR of 76.57%, which falls into the high category. Therefore, it can be concluded that the level of work stress among respondents in this study is high.

1. Discriminant Validity

Tabel 2 Result Discriminant Validity

Variable	AVE	Standar	Status
Workload	0,755	0,6	Valid
Competence	0,782	0,6	Valid
Job Stress	0,678	0,6	Valid
<i>Turnover Intention</i>	0,803	0,6	Valid

Based on the Discriminant Validity Results Table above, it can be seen that all research variables have Average Variance Extracted (AVE) values above the minimum standard set, namely 0.60. Thus, it can be stated that each variable has good discriminant validity.



2. Composite Reliability

Tabel 3 Result Composite Reliability

Variable	Composite Reliability	Standar	Status
Workload	0,962	0,6	Reliabel
Competence	0,982	0,6	Reliabel
Job Stress	0,962	0,6	Reliabel
Turnover Intention	0,984	0,6	Reliabel

Based on the data processing results above, it can be seen that the Cronbach's alpha value for each research variable is > 0.6 . Thus, these results indicate that each research variable has met the Cronbach's alpha value requirements, thus concluding that all variables have a high level of reliability.

3. Cronbach's Alpha

Tabel 4. Result Cronbach's Alpha

Variable	Cronbach's Alpha	Standar	Status
Workload	0.961	0.7	Reliabel
Competence	0.980	0.7	Reliabel
Job Stress	0.957	0.7	Reliabel
Turnover Intention	0.982	0.7	Reliabel

Based on the data processing results above, it can be seen that the Cronbach's alpha value for all research variables is > 0.7 . This result indicates that each variable has met Cronbach's alpha, thus concluding that all variables have a high level of reliability.

4. Inners Model

Table 5. R-square Results

No	Variable	Variable M	Variable Y	
			Direct	Tidak Langsung
1	Workload	0.376	0.078	0,220
2	Competence	0.518	0.279	0.303
3	Job Stress		0.584	
Simultaneous Determination		0.359	0.600	

Based on the table above, the results of the determination are as follows:

1. The Effect of Workload and Competence on Job Stress.

Overall, the R-Square value is 0.359, indicating that Workload and Competence contribute 35.90% to Job Stress among Alfamart employees in South Gorontalo City. The remaining 64.10% is influenced by variables outside the research model, such as the work environment. The results for each variable indicate that Competence has the most dominant influence on Job Stress, with a contribution of 51.80%, followed by Workload, with a contribution of 37.60%. This indicates that Competence contributes significantly more to Job Stress than Workload in this research model.

2. The Effect of Workload, Competence, and Job Stress on Turnover Intention.

Overall, it can be interpreted that the R-Square value is 0.600, which means that 60.00% of the influence of Workload, Competence, and Job Stress on Turnover Intention can be explained by the research model. While the remaining 40.00% is influenced by other variables outside the research model such as job satisfaction and compensation. The results for each variable show that the variable with the most dominant influence on the Turnover Intention variable is Job Stress at 58.40%, then followed by Competence at 27.90%, and the lowest is Workload at 7.80%. This shows that Job Stress has the biggest role in influencing variable Y compared to other variables in this research model.



5. Hypothesis Testing Results

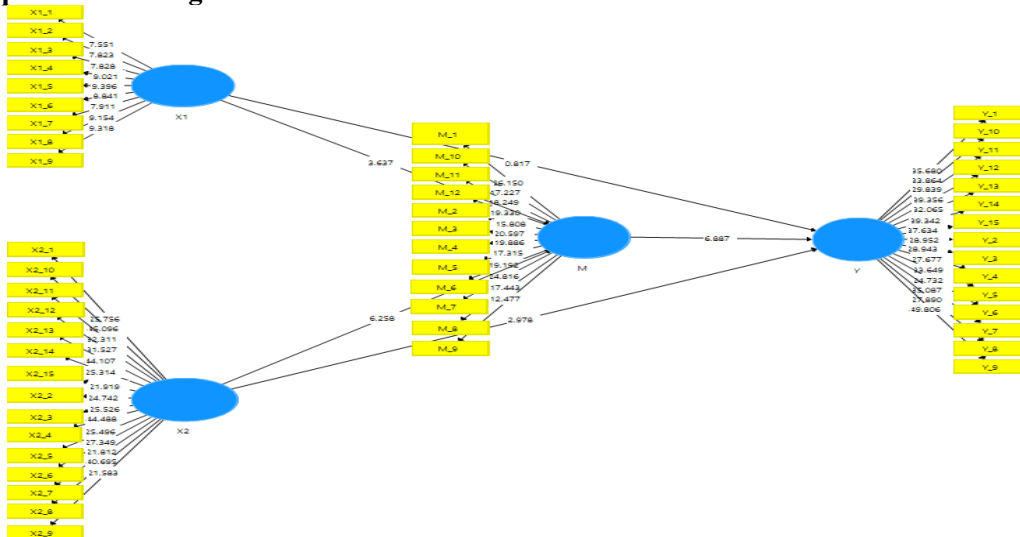


Figure Bootstrapping

Based on the figure above, the results of the hypothesis testing can be explained. The research hypotheses are considered accepted if the P-Values are less than 0.05. The detailed results of the hypothesis testing are classified as follows:

a) Direct Effects

Based on the direct effect hypothesis testing above, the results of the analysis can be described as follows:

1. The Effect of Workload on Turnover Intention among Alfamart Employees in South Gorontalo City

The t-statistic value for the effect of Workload on Turnover Intention was 0.838 with a probability value (P-value) of 0.402. Since the P-value is greater than the probability level of 0.05 (0.402 > 0.05), H1 is rejected, meaning that Workload has a positive but insignificant effect on Turnover Intention. Thus, the level of workload does not significantly influence employees' intention to leave the company.

2. The Effect of Competence on Turnover Intention among Alfamart Employees in South Gorontalo City

The t-statistic value for the effect of Competence on Turnover Intention was 2.921 with a probability value (P-value) of 0.004. Since the P-value is smaller than the probability level of 0.05 (0.004 < 0.05), H2 is accepted, meaning that Competence has a positive and significant effect on Turnover Intention. This indicates that the higher the employees' competence, the higher the tendency for Turnover Intention among Alfamart employees in South Gorontalo City.

3. The Effect of Workload on Work Stress among Alfamart Employees in South Gorontalo City

The t-statistic value for the effect of Workload on Work Stress was 3.928 with a probability value (P-value) of 0.000. Since the P-value is smaller than the probability level of 0.05 (0.000 < 0.05), H3 is accepted, meaning that Workload has a positive and significant effect on Work Stress. This indicates that the higher the workload given to employees, the higher the level of work stress experienced by Alfamart employees in South Gorontalo City.

4. The Effect of Competence on Work Stress among Alfamart Employees in South Gorontalo City

The t-statistic value for the effect of Competence on Work Stress was 6.429 with a probability value (P-value) of 0.000. Since the P-value is smaller than the probability level of 0.05 (0.000 < 0.05), H4 is accepted, meaning that Competence has a positive and significant effect on Work Stress. This indicates that the higher the employees' competence, the higher the level of work stress, which may be caused by increased responsibilities and job demands.



5. The Effect of Work Stress on Turnover Intention among Alfamart Employees in South Gorontalo City

The t-statistic value for the effect of Work Stress on Turnover Intention was 6.820 with a probability value (P-value) of 0.000. Since the P-value is smaller than the probability level of 0.05 ($0.000 < 0.05$), H_5 is accepted, meaning that Work Stress has a positive and significant effect on Turnover Intention. This indicates that the higher the level of work stress experienced by employees, the higher their intention to leave the job.

b) Indirect Effects

Based on the indirect effect hypothesis testing above, the results of the analysis can be described as follows:

1. The Effect of Workload on Turnover Intention through Work Stress among Alfamart Employees in South Gorontalo City

The t-statistic value for the indirect effect of Workload through Work Stress on Turnover Intention was 3.339 with a probability value (P-value) of 0.001. Since the P-value is smaller than the probability level of 0.05 ($0.001 < 0.05$), H_6 is accepted, meaning that Workload through Work Stress has a positive and significant effect on Turnover Intention. The path coefficient of 0.219 indicates that the indirect effect is positive. This means that higher Workload increases Work Stress, which subsequently leads to higher Turnover Intention. Therefore, Work Stress is proven to mediate the relationship between Workload and Turnover Intention among Alfamart employees in South Gorontalo City.

2. The Effect of Competence on Turnover Intention through Work Stress among Alfamart Employees in South Gorontalo City

The t-statistic value for the indirect effect of Competence through Work Stress on Turnover Intention was 4.665 with a probability value (P-value) of 0.000. Since the P-value is smaller than the probability level of 0.05 ($0.000 < 0.05$), H_7 is accepted, meaning that Competence through Work Stress has a positive and significant effect on Turnover Intention. The path coefficient of 0.302 indicates that the indirect effect is positive. This means that higher Competence increases Work Stress, which subsequently leads to higher Turnover Intention. Therefore, Work Stress is proven to act as a mediating variable in the relationship between Competence and Turnover Intention among Alfamart employees in South Gorontalo City.

DISCUSSION

The study found that workload among Alfamart employees in South Gorontalo City was relatively high due to demanding operational standards, shift systems, long working hours, and multiple responsibilities such as customer service, stock management, and store maintenance. However, workload did not directly influence turnover intention. Employees generally perceived high workload as a normal consequence of working in the retail sector and were able to adapt to the fast-paced work environment. According to the Job Demands–Resources Theory, workload functions as a job demand that may not necessarily lead to turnover intention when employees still have adequate coping abilities, organizational support, and job stability considerations.

The results also showed that competence significantly influenced turnover intention. Employees with higher technical skills, knowledge, and work motivation tended to have broader employment opportunities outside the organization. In line with Human Capital Theory, competent employees possess greater market value, which may increase their intention to seek better career opportunities if the organization cannot provide adequate career development, recognition, or rewards. Although competence contributes positively to employee performance and operational effectiveness, it may also increase employee mobility when organizational retention strategies are weak.

Furthermore, workload and competence were found to significantly affect work stress. Heavy workloads, high service demands, limited time, and operational pressures contributed to psychological strain among employees. Conflict, unclear task distribution, and demanding customer interactions also strengthened work stress levels. On the other hand, competence acted as a personal resource that



helped employees manage job demands more effectively. Employees with better knowledge, technical skills, and adaptability were more capable of coping with workplace pressure, reducing the likelihood of experiencing excessive stress. These findings support the Job Demands–Resources Theory, which explains that stress emerges when job demands exceed available resources.

The study also confirmed that work stress had a significant positive effect on turnover intention. Employees experiencing prolonged psychological pressure, emotional exhaustion, and role conflict tended to develop withdrawal behavior and intentions to leave the organization. In the retail environment, continuous operational pressure, customer service demands, and performance targets can reduce job satisfaction, organizational commitment, and employee attachment. This finding is consistent with organizational behavior theories and previous studies showing that unmanaged stress weakens employees' psychological relationships with their organizations and increases turnover intention.

Finally, the study revealed that work stress mediated the relationship between workload, competence, and turnover intention. High workload increased turnover intention indirectly through increased work stress, while competence reduced turnover intention by lowering employees' stress levels. These findings indicate that turnover intention is not only influenced by structural factors such as workload or competence, but also by employees' psychological responses to workplace conditions. Therefore, organizations should not only focus on operational targets but also improve workload management, employee support systems, career development, and competency enhancement programs to minimize work stress and reduce employee turnover intention.

4. CONCLUSION

Based on the results and discussion regarding the effect of workload and competence on turnover intention with work stress as an intervening variable among Alfamart employees in South Gorontalo City, several conclusions can be drawn as follows:

1. Workload does not significantly affect turnover intention among Alfamart employees in South Gorontalo City, with a Path Coefficient value of 7.80%. In the context of this study, workload was not directly the dominant factor driving employees' intention to leave their jobs.
2. Competence has an effect on turnover intention among Alfamart employees in South Gorontalo City, with a Path Coefficient value of 27.90%. Employees' competence plays a role in shaping their attitudes and tendencies to remain in or leave the organization.
3. Workload affects work stress among Alfamart employees in South Gorontalo City, with a Path Coefficient value of 37.60%. The higher the job demands perceived by employees, the greater the psychological pressure experienced in carrying out daily tasks.
4. Competence affects work stress among Alfamart employees in South Gorontalo City, with a Path Coefficient value of 51.80%. Adequate competence helps employees manage work pressure, while insufficient competence has the potential to increase work stress levels.
5. Work stress affects turnover intention among Alfamart employees in South Gorontalo City, with a Path Coefficient value of 58.40%. High levels of work pressure encourage employees to consider leaving the organization.
6. Workload affects turnover intention through work stress among Alfamart employees in South Gorontalo City, with a Path Coefficient value of 21.90%. Work stress acts as an intervening variable that mediates the relationship between workload and turnover intention.
7. Competence affects turnover intention through work stress among Alfamart employees in South Gorontalo City, with a Path Coefficient value of 30.20%. Competence, as a personal resource, is able to reduce work stress levels, which ultimately contributes to lowering turnover intention.

Overall, the results of this study indicate that turnover intention among Alfamart employees in South Gorontalo City is influenced by the interaction between job demands and personal resources. Workload, as a form of job demand, has the potential to increase work stress, while competence functions as a supporting factor that helps employees manage work pressure. Work stress becomes the



key factor explaining how job demands can develop into employees' intentions to leave the organization.

5. REFERENCES

- Adam, R. (2023). No Pengaruh Work Stres, Worklife Balance, Dan Workload Terhadap *Turnover Intention*. *Accident Analysis and Prevention*, 183(2), 153–164.
- Adelia, D., Putri Cahyaningsih, N., Nur Afyah, N., & Rizki Maulia, I. (2024). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai (Kajian Studi Literatur Manajemen Kinerja). *Pusat Publikasi Ilmu Manajemen*, 2(1), 123–139.
- Amin, N. F., Garancang, S., & Abunawas, K. (2022). Literature Review : Faktor - Faktor Yang Mempengaruhi Burnout Syndrome Pada Perawat Yang Menangani Pasien Covid-19. *Professional Health Journal*, 4(1), 51–61. <https://doi.org/10.54832/phj.v4i1.283>
- Asi, Lida. L., Gani, A., & Sukmawati, ST. (2021). Pengaruh Budaya Organisasi, Motivasi Kerja, Lingkungan Kerja Terhadap Komitmen Organisasional Dan Kinerja Dosen Universitas Negeri Gorontalo. *Journal of Management Science (JMS)*, 2(1), 01–24. <https://doi.org/10.52103/jms.v2i1.295>
- Ashoer, M., Syahnur, M. H., Taufan, R. R., & Siangka, A. N. (2019). Menyelidiki Loyalitas Millennial Pada Tranportasi Online; Studi Mediasi Berbasis SEM-PLS. *Manajemen Dan Bisnis*, 183–198.
- Egarini, N. N., & Prastiwi, N. L. P. E. Y. (2022). Pengaruh Beban Kerja, Stres Kerja, Dan Kepuasan Kerja Terhadap *Turnover Intention* Pada Karyawan Spbu 54.811.05 Desa Lokapaksa Kecamatan Seririt. *KONTAN: Jurnal Ekonomi, Manajemen Dan Bisnis*, 1(3). <https://doi.org/10.59818/kontan.v1i3.236>
- Eksan, Z. M., Asi, L. L., Podungge, R., & Gorontalo, U. N. (2025). *As-Syirkah : Islamic Economics & Financial Journal*. 4, 110–126. <https://doi.org/10.56672/assyirkah.v4i1.416>
- Hisbih, T. A., Fitriani, L. K., & Supriatna, O. (2023). Pengaruh Beban Kerja, Stres Kerja Terhadap *Turnover Intention* Karyawan Dengan Workplace Wellbeing Sebagai Variabel Mediasi. *Entrepreneur: Jurnal Bisnis Manajemen Dan Kewirausahaan*, 4(03), 109–125. <https://doi.org/10.31949/entrepreneur.v4i03.5701>
- Buluatie, N. W., Monoarfa, M. A. S., Tantawi, R., & Asi, L. L. (2025). Pengaruh Gaya Kepemimpinan Dan Kompetensi Terhadap Kinerja Pegawai Di Dinas Tenaga Kerja, Esdm Dan Transmigrasi Provinsi Gorontalo. *Jambura: Jurnal Ilmiah Manajemen dan Bisnis*, 8(1), 188-198.
- I Made Anom, A. P. (2021). Kajian Analisis Jalur Dengan *Structural Equation Modeling (SEM) Smart-PLS 3.0*. 03(02), 28–48.
- Karomah. (2020). Pengaruh Kepuasan Kerja Dan Job Insecurity Terhadap *Turnover Intention* Pada Pegawai Kontrak Sekolah X. *Jurnal Ilmu Manajemen, Volume 17, Nomor 2, 2020*, 17, 38–47.
- Krisnawati, E., Artanti, K. D., & Umar, N. H. (2024). Uji Validitas dan Reliabilitas Instrumen Penelitian Dukungan Suami terhadap Hambatan Penggunaan Metode Kontrasepsi Jangka Panjang pada Multipara Akseptor Aktif di Surabaya *Validity and Reliability Test of Research Instruments on Husbands ' Support on Barr. Media Gizi Kesmas*, 13(2), 659–664.
- Liany, D. R., & Larasati, N. (2025a). Pengaruh Beban Kerja, Kepuasan Kerja Dan Kompetensi Terhadap *Turnover Intention* Pada Karyawan Pt Kido Mulia Indonesia Di Brebes. *Journal of Social and Economics Research*, 7(1), 234–249. <https://doi.org/10.54783/jsr.v7i1.811>
- Liany, D. R., & Larasati, N. (2025b). The Effect Of Workload, Job Satisfaction And Competence On *Turnover Intention* Of Employees Of Pt Kido Mulia Indonesia In Brebes. *Journal of Social and Economics Research*, 7(1). <https://idm.or.id/JSER/index>.
- Mahsyar, J. H., Andini, L. P., & Arraniri, I. (2023a). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap *Turnover Intention* Melalui Stress Kerja Sebagai Variabel Intervening Pada Karyawan Bank. *Prosiding FRIMA (Festival Riset Ilmiah Manajemen Dan Akuntansi)*, 6(6), 594–608. www.jpnn.com
- Mahsyar, J. H., Andini, L. P., & Arraniri, I. (2023b). Pengaruh Beban Kerja Dan Lingkungan Kerja



- Terhadap *Turnover Intention* Melalui Stress Kerja Sebagai Variabel Intervening Pada Karyawan Bank. www.jpnn.com
- Martias, L. D. (2021). Statistika Deskriptif Sebagai Kumpulan Informasi - ukuran penyebaran data: simpangan rata rata, standar deviasi, jangkauan kuartil dan persentil. *Fihris: Jurnal Ilmu Perpustakaan Dan Informasi*, 16(1), 40.
- Masita, I. (2021). faktor-Faktor Yang Mempengaruhi *Turnover Intention* (Studi kasus Pada Karyawan Yayasan Cendikia Bunayya Kabanjahe). *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya*, 9(2), 1–14.
- Mijaya, R., & Susanti, F. (2023). Pengaruh Stres Kerja, Komunikasi Internal Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia (Bkpsdm) Kabupaten Agam. *Jurnal Economina*, 2(2), 562–573. <https://doi.org/10.55681/economina.v2i2.336>
- Novarini, N. N. A., Andriani, N. L. P., Sujana, I. W., & Prastyadewi, M. I. (2022). Pengaruh Kompetensi Dan Stres Kerja Terhadap *Turnover Intention* Pada Karyawan Furamaxclusive Ocean Beach Seminyak Hotel. *Juima: Jurnal Ilmu Manajemen*, 12(1), 75–85. <https://doi.org/10.36733/juima.v12i1.4933>
- Nurhilalayah, Ruma, Z., Hamka, R. A., Sahabuddin, R., & Syahrul, K. (2025). *JURIMANIS*. 2, 33–43.
- Nurliawan, A. E., Wulandar, W., & Alfiana. (2022). Pengaruh Kompetensi dan Pengembangan Karir Terhadap *Turnover Intention* Yang Dimediasi Oleh Kepuasan Kerja (Studi pada PT. *Victory International Futures* Malang). *The 3rd Widyagama National Conference on Economics and Business (WNCEB 2022)*, *Wnceb*, 1130–1141. <http://publishing-widyagama.ac.id/ejournal-v2/index.php/WNCEB>
- Oktafiani, M., & Pantawis, S. (2024). Pengaruh Beban Kerja, Kompensasi Dan Motivasi Terhadap *Turnover Intention* Dengan Stres Kerja Sebagai Variabel Mediasi. *Jurnal Magisma*, 3(1), 189–203.
- Palehpy, M. R. S., & Suprpti, E. (2025). Pengaruh Kompetensi Dan Pelatihan Kerja Terhadap *Turnover* Karyawan Pada PT Gading Semesta Transwisata Di Tangerang Selatan. *Konsisten*, 2(1), 194–208.
- Prambudi, J., & Imantor, J. (2021). Pengaruh Kualitas Produk Dan Harga Produk Terhadap Keputusan Pembelian Produk Pada Ukm Maleo Lampung Timur. *Jurnal Manajemen*, 2(4), 1147–1152.
- Septiani, R., Adji Kusuma, K., & Andriani, D. (2024). the Influence of Competence, Discipline and Comfortable Work Environment on Turnover Intention At Pt. Indonesia Multi Colour Printing (Imcp) Kerja Terhadap Turnover Intention Pada Pt. Indonesia Multi Colour Printing (Imcp). *COSTING: Journal of Economic, Business and Accounting*, 7(6), 1–19. <https://journal.ipm2kpe.or.id/index.php/COSTING/article/view/13149/8276>
- Syahputri, A. Z., Fallenia, F. Della, & Syafitr, R. (2023). Kerangka berfikir penelitian. *Tarbiyah: Jurnal Ilmu Pendidikan Dan Pengajaran*, 2(1), 160–166.
- Taslim, S. J., Wijaya, H. R., Happy, & Chandra, V. (2025). Analisis faktor-faktor penentu kinerja karyawan pada minimarket Alfamart dan Indomaret. *JMB: Jurnal Manajemen Dan Bisnis Jayakarta*, 6(2), 317–334. <https://journal.stiejayakarta.ac.id/index.php/JMBJayakarta/article/view/309>
- Vanchapo, A. R. (2022). Beban Kerja dan Stres Kerja Scanned by CamScanner. In *CV. Penerbit Xiara Media* (Issue March 2019).
- Wahdiniawati, S. A., & Apriani, A. (2024). *Turnover Intention* pada Store Crew Alfamart: Excessive Workload dan Kepuasan Kerja Terhadap Komitmen Organisasi. *Jurnal Ilmu Manajemen Terapan*, 6(1), 10–17. <https://doi.org/10.38035/jimt.v6i1.2814>
- Waruwu, M., Pu'at, S. N., Utami, P. R., Yanti, E., & Rusydiana, M. (2025). Metode Penelitian Kuantitatif: Konsep, Jenis, Tahapan dan Kelebihan. *Jurnal Ilmiah Profesi Pendidikan*, 10(1), 917–932. <https://doi.org/10.29303/jipp.v10i1.3057>



- Wibowo, A. W., & Andriani, J. (2025). Jurnal Ilmiah Swara MaNajemen (Swara Mahasiswa Manajemen) Pengaruh Beban Kerja dan Stres Kerja terhadap Turnover Intention pada Karyawan Operasional PT. Sumber Trijaya Lestari Area Kota Tangerang. *JISM Jurnal Ilmiah Swara Manajemen Jurnal Ilmiah Swara MaNajemen*, 5(2), 397–408. <https://doi.org/10.32493/jism.v5i2>
- Widiyanto, G., & Yunus, K. (2024). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Burnout. *Jurnal Maneksi*, 13(1), 137–145. <https://doi.org/10.31959/jm.v13i1.2059>
- Yulia, U., Pria, M. R., & Khairunnisa. (2023). Uji Validitas dan Uji Reliabilitas Instrument Penilaian Kinerja Dosen. *Jurnal Sains Dan Teknologi*, 4(2), 21–24.
- Yusuf, M. (2022). Pengaruh Promosi, Gaya Hidup, dan Persepsi Risiko terhadap Niat Beli Motor Listrik menggunakan Metode SEM - PLS. *G-Tech: Jurnal Teknologi Terapan*, 6(2), 241–248. <https://doi.org/10.33379/gtech.v6i2.1685>