West Science Interdisciplinary Studies
Vol. 4, No. 10, October 2026: pp. 1570-1581

The Effect of Workload on Turnover Intention Through Organizational Commitment as a Mediating Variable Among Gen Z and Millennial Employees at PT Midi Utama Indonesia (Alfamidi) in the Namlea Area

Rio Sapta Maulana[1], Conchita V. Latupapua[2], Semuel Souhoka[3]
[1] Fakultas Ekonomi dan Bisnis, Universitas Pattimura and riom15477@gmail.com
[2] Fakultas Ekonomi dan Bisnis, Universitas Pattimura and ars5clay@gmail.com
[3] Fakultas Ekonomi dan Bisnis, Universitas Pattimura and semuel.souhoka@lecturer.unpatti.ac.id

ABSTRACT

This study aims to analyze the effect of workload on turnover intention through organizational commitment as a mediating variable in Generation Z and Millennial employees at PT Midi Utama Indonesia (Alfamidi) in the Namlea Area. The phenomenon of turnover intention has become a concern for the company because the high workload felt by employees has the potential to reduce organizational commitment and increase the desire to leave the company. This study uses a quantitative approach with a survey method. The study population was 84 operational employees at PT Midi Utama Indonesia (Alfamidi) in the Namlea Area. The study sample consisted of 70 respondents determined using a purposive sampling technique based on the criteria of Generation Z and Millennial employees who have a minimum of one year of service. The results of the study indicate that workload has a positive and significant effect on turnover intention. Workload also has a positive and significant effect on organizational commitment. Furthermore, organizational commitment has a positive and significant effect on turnover intention. In addition, organizational commitment is proven to be able to significantly mediate the effect of workload on turnover intention. The coefficient of determination (R^2) value of 0.571 indicates that workload and organizational commitment are able to explain 57.1% of the variation in turnover intention, while the rest is influenced by other variables outside the research model. Based on the results of the study, PT Midi Utama Indonesia (Alfamidi) Namlea Area is advised to manage workload more proportionally, increase employee engagement and commitment, and develop human resource management strategies that are in accordance with the characteristics of Generation Z and Millennials to reduce the level of turnover intention.

Keywords: *Workload, Organizational Commitment, Turnover Intention, Generation Z, Millennials.*

1. INTRODUCTION

Human resources are a crucial factor in achieving organizational goals. A company's success is determined not only by the availability of capital and operational resources, but also by its ability to effectively manage its workforce and control employee turnover. Employees who are engaged and committed to the company are expected to remain and make ongoing contributions. Therefore, turnover intention, or employee intentions to leave the company, is a crucial aspect that requires attention in human resource management, particularly in service-oriented industries.

At PT Midi Utama Indonesia (Alfamidi) in the Namlea Area, employee duties are related to the provision of modern retail services, including cashier transactions, inventory management, customer service, and supporting administrative activities in the store. These duties require employees who are able to work effectively, have good work resilience, complete tasks on time, and are responsible for store operations. In practice, there are differences in employee tendencies in responding to work dynamics, punctuality of working hours, level of work engagement, and intention to stay or leave the company. This condition indicates that employee turnover intention at

12 Alfamidi stores in the Namlea Area requires attention and needs to be studied based on factors that can influence it.

One factor suspected of being related to turnover intention is workload. Workload reflects the set of task demands, time duration, and physical and mental activities that employees must complete in carrying out their work. At PT Midi Utama Indonesia (Alfamidi) in the Namlea Area, workload is crucial because employees are faced with a two-shift work system that extends into the night, demands for achieving operational targets, the need to multitask, and the potential for excessive work hours during peak operating hours. Differences in adaptability and perception of the magnitude of task demands among employees can lead to differences in levels of physical and mental fatigue. This situation demonstrates the importance of workload management in suppressing employee turnover intentions. Several studies have shown that a high workload can increase turnover intention, although other studies have shown insignificant results [1]–[4].

In addition to workload, the characteristics of the workforce, particularly Generation Z and Millennials, are also important factors related to workforce stability. Generation Z and Millennials have unique work perspectives, expectations, and preferences, such as a desire for flexibility, work-life balance, and clarity regarding career development. At PT Midi Utama Indonesia (Alfamidi) in the Namlea area, the dominance of employees from this age group may be related to how they respond to work pressure and the retail operational environment. Younger employees who feel their expectations are not met tend to be more willing to make job-hopping decisions, while those who find a suitable match are more likely to stay. This condition makes generational characteristics an important context to study in relation to turnover intention [5]–[7].

Another factor related to turnover intention is organizational commitment. Organizational commitment reflects employees' emotional attachment, sense of belonging, and concern for the company's sustainability. At PT Midi Utama Indonesia (Alfamidi) in the Namlea area, organizational commitment can be related to how employees perceive work relationships, pride in being part of the company, involvement in achieving store targets, and views on long-term career sustainability. Differences in employee perceptions and experiences of the work environment can lead to varying levels of organizational commitment. This level of commitment can subsequently influence employee loyalty and contribute to resisting the urge to resign. Previous research has shown that organizational commitment negatively influences turnover intention and can act as a mediating variable between job factors and the decision to remain [8]–[10].

Based on this phenomenon, it can be understood that turnover intention among Gen Z and Millennial employees of PT Midi Utama Indonesia (Alfamidi) Namlea Area is not only related to the magnitude of the workload demands faced, but also to how the workload affects employees' sense of belonging and commitment to the organization. A well-managed workload can prevent mental fatigue, while high organizational commitment can encourage employee loyalty and resilience in facing the dynamics of retail operations. Furthermore, organizational commitment can be a factor that mediates the relationship between workload and turnover intention felt by employees.

Empirically, previous research still shows a research gap regarding the relationship between these variables. [1] and [4] found that workload had a positive and significant effect on turnover intention. Conversely, research by [2] showed that workload had no significant effect on turnover intention. On the other hand, [9] found that organizational commitment acted as a mediating variable in mitigating the impact of workload on turnover intention. These differing results indicate that the relationship between workload, organizational commitment, and turnover intention still

needs to be tested in the context of the modern retail industry and the specific characteristics of the research location in Eastern Indonesia.

This research is expected to contribute to expanding the study of human resource management, particularly by positioning organizational commitment as a mediating variable in the relationship between workload and turnover intention in Generation Z and Millennial employees. In addition to providing academic contributions, the research results are expected to provide useful information for the management of PT Midi Utama Indonesia (Alfamidi) Namlea Area in evaluating workload distribution, strengthening employee organizational commitment, and ultimately reducing turnover intention levels to maintain the company's operational stability.

2. LITERATURE REVIEW

2.1 Workload on Turnover Intention

Workload can be understood as the totality of tasks, responsibilities, and activities an employee must complete within a specific timeframe within an organization. When the demands of assigned tasks exceed an individual's capacity and abilities, it can trigger physical and psychological exhaustion. Excessive workloads can potentially lead to symptoms of fatigue, anxiety, physical disorders, and even mental stress, all of which negatively impact work satisfaction [11]. This condition leads to job dissatisfaction and triggers employees' tendency to consider leaving the company [6]. When employees perceive their workload as excessive and difficult to manage sustainably, they tend to seek alternative employment opportunities that offer a more conducive and balanced work environment [12]. An increase in workload that is not accompanied by good management will directly increase employees' desire to leave their jobs. This is in line with [4] findings, which show that workload has a positive and significant effect on turnover intention. The higher the workload perceived by employees, the higher their turnover intention. Based on the above description, the following hypothesis is formulated:

H1: Workload Has a Positive and Significant Influence on Turnover Intention.

2.2 Workload on Organizational Commitment

Proper workload management is key to maintaining employee motivation and engagement with the company. A workload that is too low, below standard, can decrease motivation and lead to less productive work behavior. Conversely, a workload that exceeds reasonable capacity (work overload) will leave employees feeling overwhelmed, leading to physical exhaustion, health problems, and job dissatisfaction [13]. Continuously excessive work demands have the potential to trigger burnout, reduce internal motivation, and gradually erode employees' emotional attachment and sense of belonging to the organization [14]. High work pressure without commensurate support can erode the psychological bond between employees and the company. Research by [9] confirms that workload has a significant influence on employees' levels of organizational commitment. Based on the above description, the following hypothesis is formulated:

H2: Workload Has a Negative and Significant Influence on Organizational Commitment.

2.3 Organizational Commitment to Turnover Intention

Organizational commitment reflects an employee's internal drive and desire to maintain their membership, maintain their role, and make the best possible contribution to achieving company goals [8]. Employees with strong organizational commitment not only view work as fulfilling a financial obligation but also feel an emotional attachment and pride in being part of the organization.

Positive perceptions and a sense of belonging to the organization will encourage employees to remain, be willing to face operational challenges together, and minimize their intention to resign [15]. Employees with high commitment tend to be much less likely to seek alternative employment outside the company. This is supported by [15] findings, which show that organizational commitment has a significant influence in suppressing and directly influencing employee turnover intention. Based on the above description, the following hypothesis is formulated:

H3: Organizational Commitment Has a Negative and Significant Influence on Turnover Intention.

2.4 Workload on Turnover Intention Through Organizational Commitment

Increased activity and work demand that exceed individual capabilities are the primary triggers for job burnout. This accumulated fatigue, in turn, leads to turnover intention, or an employee's desire to change jobs [16]. However, the direct impact of workload on turnover intention can be mitigated by the extent to which the workload affects the employee's emotional attachment or commitment to the organization. Organizational commitment plays a crucial role in mediating the relationship between workload and turnover intention. When a high workload is successfully tolerated or mitigated by strong organizational commitment, the urge to leave the company can be suppressed [17]. Increased organizational commitment serves as a psychological barrier that mitigates the negative impact of excessive workload, thereby contributing to a decrease in turnover intention. This finding is supported by research by [18], which suggests that organizational commitment can act as a significant mediating variable in mediating the effect of workload on employee turnover intention. Based on the above description, the following hypothesis is formulated:

H4: Organizational Commitment Mediates the Effect of Workload on Turnover Intention.

3. METHODS

This study uses a quantitative approach to analyze the effect of workload on turnover intention through organizational commitment as a mediating variable. The study was conducted at PT Midi Utama Indonesia (Alfamidi) Namlea Area, which includes 12 store outlets in Buru Regency. The population in this study was 84 store operational employees. The sample determination was carried out using a purposive sampling technique with the criteria of active employees in the Generation Z and Millennial age groups and having a minimum work period of 1 year. Based on these criteria, research questionnaires were distributed to the entire target population. Of the 84 distributed questionnaires, 70 questionnaires were returned in complete condition and met all eligibility criteria for analysis, while 14 questionnaires were not returned or did not meet the sample criteria. Thus, the data used in the research analysis amounted to 70 respondents with a response rate of 83.33%.

Table 1. Population and Data Collection Results

Information	Amount	Percentage
Employee population	84	100%
The questionnaire was distributed	84	100%
The questionnaire was returned and met the criteria.	70	83.33%
Questionnaire not returned / does not meet criteria	14	16.67%
Data analyzed	70	**83.33%**

Source: Processed Primary Data, 2026.

The data from the 70 respondents were then checked for completeness and appropriateness before being used in testing the research model. Data analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach with the help of the SmartPLS application. The research variables consisted of workload (X), organizational commitment (Z), and turnover intention (Y). Each variable was measured using question items with a Likert scale of 1–5. Workload was measured through four indicators: targets to be achieved, work conditions, time usage, and work standards. Organizational commitment was measured through three indicators: pride in the company, willingness to side with or sacrifice for the company, and loyalty to the company. Meanwhile, turnover intention was measured through three indicators: intention to leave, job search, and thinking about leaving.

4. RESULTS AND DISCUSSION

4.1 Measurement Model Test Results

Outer model evaluation (measurement model) was conducted to verify the quality of the research instrument in terms of validity and reliability. This test examined two main aspects: construct validity through outer loading values, Average Variance Extracted (AVE), and discriminant validity; and construct reliability testing, measured using Cronbach's Alpha and Composite Reliability indicators.

Table 2. Outer Loading Results of Convergent Validity Test

	Workload (X)	Organizational Commitment (Z)	Turnover Intention (Y)	Note
X.1	0.778			Valid
X.2	0.834			Valid
X.3	0.688			Valid
X.4	0.708			Valid
X.5	0.699			Valid
X.6	0.639			Valid
X.7	0.791			Valid
X.8	0.822			Valid
X.9	0.826			Valid
Y.1			0.736	Valid
Y.2			0.700	Valid
Y.3			0.689	Valid
Y.4			0.841	Valid
Y.5			0.771	Valid
Y.6			0.815	Valid
Y.7			0.765	Valid
Y.8			0.747	Valid
Y.9			0.675	Valid
Z.1		0.736		Valid
Z.2		0.741		Valid

Z.3	0.738	Valid
Z.4	0.808	Valid
Z.5	0.749	Valid
Z.6	0.679	Valid
Z.7	0.746	Valid
Z.8	0.687	Valid
Z.9	0.793	Valid
Z.10	0.840	Valid
Z.11	0.623	Valid
Z.12	0.815	Valid
Z.13	0.714	Valid

Source: Processed Data, 2026

Based on Table 2, all indicators in the Workload, Organizational Commitment, and Turnover Intention variables have outer loading values above 0.60. The highest outer loading values are found in indicators Y.4 at 0.841 and Z.10 at 0.840, while the lowest values are found in indicators Z.11 at 0.623 and X.6 at 0.639. Referring to the criteria of Hair et al. (2022), indicators with outer loading values greater than 0.60 are declared to meet convergent validity. Thus, all indicators in this study are declared valid and suitable for further analysis.

Table 3. Cross Loading Results of Discriminant Validity Test

	Workload (X)	**Organizational Commitment (Z)**	**Turnover Intention (Y)**	**Note**
X.1	0.778	0.459	0.527	Valid
X.2	0.834	0.569	0.548	Valid
X.3	0.688	0.357	0.489	Valid
X.4	0.708	0.411	0.511	Valid
X.5	0.699	0.440	0.532	Valid
X.6	0.639	0.425	0.287	Valid
X.7	0.791	0.562	0.577	Valid
X.8	0.822	0.690	0.593	Valid
X.9	0.826	0.559	0.557	Valid
Z.1	0.521	0.736	0.489	Valid
Z.2	0.512	0.741	0.433	Valid
Z.3	0.422	0.738	0.481	Valid
Z.4	0.621	0.808	0.571	Valid
Z.5	0.532	0.749	0.545	Valid
Z.6	0.417	0.679	0.466	Valid
Z.7	0.443	0.746	0.525	Valid
Z.8	0.496	0.687	0.567	Valid
Z.9	0.432	0.793	0.568	Valid
Z.10	0.500	0.840	0.599	Valid
Z.11	0.354	0.623	0.379	Valid
Z.12	0.470	0.815	0.526	Valid
Z.13	0.671	0.714	0.514	Valid
Y.1	0.452	0.463	0.736	Valid
Y.2	0.570	0.553	0.700	Valid
Y.3	0.459	0.530	0.689	Valid
Y.4	0.619	0.648	0.841	Valid
Y.5	0.502	0.603	0.771	Valid

Y.6	0.499	0.568	0.815	Valid
Y.7	0.413	0.366	0.765	Valid
Y.8	0.624	0.478	0.747	Valid
Y.9	0.438	0.376	0.675	Valid

Source: Processed Data, 2026

Table 4. Heterotrait-Monotrait Ratio (HTMT) Results for Discriminant Validity Test

Variables	Workload	Organizational Commitment	Turnover Intention
Workload	-		
Organizational Commitment	0.706	-	
Turnover Intention	0.742	0.736	-

***Source: Data** Processed, 2026.*

Based on Table 4, all Heterotrait-Monotrait Ratio (HTMT) values between constructs are below the recommended limit of 0.90. The HTMT value between Workload and Organizational Commitment is 0.706, between Workload and Turnover Intention is 0.742, and between Organizational Commitment and Turnover Intention is 0.736. These results indicate that each construct has good discriminant validity, so that each variable is able to measure different concepts empirically. Thus, the measurement model has met the discriminant validity criteria based on the HTMT approach.

Table 5. Cronbach's Alpha & Composite Reliability Values

	Cronbach's alpha	Composite reliability (rho_a)	Note
Workload	0.906	0.916	Reliable
Job satisfaction	0.933	0.936	Reliable
Employee performance	0.903	0.909	Reliable

Source: Processed Data, 2026

The results of the measurement model testing (outer model) confirmed that all indicators forming the variables Workload, Organizational Commitment, and Turnover Intention were valid and reliable. The lowest outer loading indicator value was 0.623 (on item Z.11) and the highest was 0.841 (on item Y.4), where all exceeded the minimum limit of 0.60 with AVE > 0.50. Discriminant validity was also optimally fulfilled with HTMT values between constructs all below 0.90. From the aspect of instrument reliability, all variables had a very high level of internal consistency with Cronbach's Alpha values ≥ 0.903 and Composite Reliability ≥ 0.909 (exceeding the threshold of 0.70). All of these criteria confirmed that the measurement model was ready to be used for inner model analysis and hypothesis testing.

4.2 Structural Model Test Results

4.2.1 Coefficient of Determination (R-Square)

The results of the R-Square and Adjusted R-Square tests are presented in Table 6 below.

Table 6. ***R-Square Test Results***

Endogenous Variables	R-Square
Organizational Commitment	0.448
Turnover Intention	0.571

Source: Processed Data, 2026

Based on Table 6, the R-Square value of Organizational Commitment is 0.448, which shows that 44.8% of the variation in Organizational Commitment can be explained by exogenous variables in the research model, while the remaining 55.2% is explained by other factors outside the model.

4.2.2 Effect Size (f-Square)

Table 7. Effect Size (f-Square)

Relationship between variables	F-Square	Category
Workload on Organizational Commitment	0.810	Big
Workload on Turnover Intention	0.212	Currently
Organizational Commitment to Turnover Intention	0.229	Currently

Source: Processed Data, 2026

Based on Table 7, the F-Square value of Workload on Organizational Commitment is 0.810, indicating a large influence category. Furthermore, the F-Square value of Workload on Turnover Intention is 0.212, so it is included in the medium category. The F-Square value of Organizational Commitment on Turnover Intention is 0.229, which is also in the medium category. These results indicate that Workload provides a strong contribution in explaining Organizational Commitment, while Workload and Organizational Commitment provide significant contributions to Turnover Intention.

4.3 Hypothesis Testing

The direct effect test was conducted to examine the relationship between variables directly without involving mediating variables. The results of the direct effect test are presented in Table 8 below:

Table 8. Results Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Information
Workload on Turnover Intention	0.669	0.679	0.060	11,198	0.000	Proven
Workload on Organizational Commitment	0.406	0.405	0.094	4,301	0.000	Proven
Organizational Commitment to Turnover Internion	0.422	0.427	0.085	4,982	0.000	Proven

Source: Processed Data, 2026

Based on Table 8, all direct effect hypotheses are accepted because the p-value is <0.05. Workload has a positive and significant effect on Turnover Intention (coefficient value of 0.669) and Organizational Commitment (coefficient value of 0.406). In addition, Organizational Commitment also has a positive and significant effect on Turnover Intention (coefficient value of 0.422). The indirect effect test was conducted to examine the role of the Organizational Commitment variable in mediating the relationship between Workload and Turnover Intention. The results of the indirect effect test are presented in Table 9 below:

Table 9. Results Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	KET
Workload on Organizational	0.282	0.290	0.062	4,582	0,000	Proven

Commitment Through Turnover Intention						

Source: Processed Data, 2026

Based on Table 9, the indirect effect hypothesis is accepted because the p-value is <0.05. Organizational Commitment is proven to significantly mediate the effect of Workload on Turnover Intention with a coefficient value of 0.282.

Discussion

H1: Workload Has a Positive and Significant Influence on Turnover Intention

The results of the study indicate that workload has a positive and significant effect on turnover intention with a coefficient value of 0.669, a t-statistic value of 11.198, and a p-value of 0.000. These results indicate that the higher the workload perceived by employees, the higher their tendency to leave the organization.

High job demands, targets to be achieved, time pressure, and excessive workload can lead to physical and mental exhaustion, ultimately leading to a desire to seek other, perceived better, employment. This condition aligns with the Job Demands-Resources Theory proposed by [19], which explains that high job demands can lead to work stress and various negative consequences for employees. The results of this study are supported by research by [20]–[22], which found that workload has a positive and significant effect on turnover intention. These studies indicate that employees with high workloads tend to have a greater desire to leave the organization than employees with lower workloads.

H2: Workload Has a Positive and Significant Influence on Organizational Commitment

The results of the study indicate that workload has a positive and significant effect on organizational commitment with a coefficient value of 0.406, a t-statistic value of 4.301, and a p-value of 0.000. These results indicate that an increase in workload is followed by an increase in employee organizational commitment. These findings suggest that employees view workload as part of their responsibilities and as a sign of the organization's trust in their abilities. When organizations provide adequate support, such as rewards, compensation, opportunities for self-development, and a conducive work environment, workload can be perceived as a challenge that encourages engagement and commitment to the organization.

The results of this study align with the Job Demands-Resources Theory [19], which explains that job demands can have a positive impact if balanced with adequate job resources. This finding is also supported by research by [23] and [24], which found that well-managed workloads can increase employees' sense of responsibility, engagement, and commitment to the organization.

H3: Organizational Commitment Has a Positive and Significant Influence on Turnover Intention

The results of the study indicate that Organizational Commitment has a positive and significant effect on Turnover Intention with a coefficient value of 0.422, a t-statistic value of 4.982, and a p-value of 0.000. These results indicate that an increase in organizational commitment is followed by an increase in turnover intention. This finding contrasts with most previous studies, which generally found a negative relationship between organizational commitment and turnover intention. However, this finding can be understood given the characteristics of today's workforce, particularly Generation Z, which has a more flexible career orientation and is open to various job opportunities. Employees can still demonstrate commitment and responsibility to the organization while still considering better career opportunities.

According to [25], organizational commitment consists of affective commitment, continuance commitment, and normative commitment. The results of this study indicate that the commitment formed is more dominant in the aspect of continuance commitment, namely

commitment based on considerations of economic benefits and needs. This finding aligns with the concept of protean career proposed by [26], which explains that modern individuals are more oriented towards personal career development than long-term loyalty to a single organization. The results of this study also share similarities with the research of [27], which found that young employees still have the intention to change jobs despite demonstrating a relatively high level of organizational commitment.

H4: Organizational Commitment Mediates the Effect of Workload on Turnover Intention

The results of the indirect effect test show that Organizational Commitment is able to mediate the effect of Workload on Turnover Intention with a coefficient value of 0.282, a t-statistic value of 4.582, and a p-value of 0.000. These results indicate that the indirect effect that occurs is significant. These findings suggest that workload not only directly influences turnover intention but also through changes in employees' levels of organizational commitment. Employees' perceived workload will influence how they perceive the organization, which in turn will impact their likelihood of remaining or leaving. Because the direct effect of Workload on Turnover Intention remained significant after Organizational Commitment was included in the model, Organizational Commitment acted as a partial mediator. This means that some of the influence of Workload on Turnover Intention is channeled through Organizational Commitment, while the other part occurs directly. The results of this study support the opinion of [28] who stated that mediating variables function to explain the mechanism of the relationship between independent and dependent variables. This finding is also in line with research by [29]–[31], who found that organizational commitment can mediate the relationship between working conditions and turnover intention. Thus, organizational commitment is an important factor that can explain how workload influences employees' desire to leave the organization.

CONCLUSION

Based on the research results, it can be concluded that Workload has a positive and significant effect on Turnover Intention and Organizational Commitment in Generation Z and Millennial employees of PT Midi Utama Indonesia (Alfamidi) Namlea Area. In addition, Organizational Commitment has a positive and significant effect on Turnover Intention. Organizational Commitment is also proven to play a role as a mediating variable (partial mediation) in the relationship between Workload and Turnover Intention. This shows that increasing workload not only encourages employees' desire to change jobs directly, but also indirectly through changes in the level of organizational commitment dominated by considerations of benefits (continuance commitment). Thus, suppressing the level of turnover intention can be done through proportional workload management and strengthening employees' emotional commitment to the company.

SUGGESTION

Based on the research results, PT Midi Utama Indonesia (Alfamidi) Namlea Area is advised to evaluate and reorganize the operational workload allocation to be more balanced and rational. The company also needs to strengthen the emotional commitment (affective commitment) of Generation Z and Millennial employees by providing performance appreciation, clear career paths, and a supportive work environment to reduce the tendency of employees to leave the company. Further research is recommended to develop the research model by adding other relevant variables, such as job satisfaction, work stress, compensation, work-life balance, or leadership style. In addition, future researchers can expand the scope of operational areas or use other retail companies with a larger sample size to obtain findings with a broader level of generalizability.

REFERENCES

[1] G. Widiyanto and K. Yunus, "Pengaruh Beban Kerja dan Stres Kerja Terhadap Turnover Intention Karyawan pada

CV," *Wan Qian. Ekon. dan Bisnis*, vol. 1, no. 1, pp. 15–28, 2021.
[2] N. U. S. Dewi, F. M. Alhadar, and I. M. Mustafa, "Pengaruh Beban Kerja Dan Stres Kerja Terhadap Turnover Intention Melalui Burnout Pada Karyawan PT BNI Cabang Ternate," *Eqien-Jurnal Ekon. dan Bisnis*, vol. 12, no. 03, pp. 294–304, 2023.
[3] S. Lengkong, V. P. Lengkong, and J. J. Pondaag, "Pengaruh Burnout, Komitmen Organisasi Dan Beban Kerja Terhadap Turnover Intention Pegawai Pada Badan Pengelolaan Keuangan Dan Pendapatan Daerah Kabupaten Minahasa Utara," *J. EMBA J. Ris. Ekon. Manajemen, Bisnis Dan Akunt.*, vol. 11, no. 3, pp. 196–207, 2023.
[4] S. Oktaviani, "Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Pada Karyawan Generasi Z Pt," *Mustika Citra Rasa (holl. Bak. Unit Gajah Mada Jakarta Barat. J. Intelek Insa. Cendikia*, vol. 2, no. 2, pp. 1982–1997, 2025.
[5] A. Asni, D. Chairunnisa, S. Salsabila, D. M. Putri, S. Alya, and M. R. Ryansyah, "Analisis GAP Generasi:: Generasi Milenial dan Generasi Z di Lingkungan Kampus," *Indones. Res. J. Educ.*, vol. 5, no. 1, pp. 374–380, 2025.
[6] G. F. Lestari and R. W. Primadineska, "Pengaruh beban kerja terhadap turnover intention dengan dukungan sosial sebagai variabel pemoderasi pada pekerja milenial," *Cakrawangsa Bisnis J. Ilm. Mhs.*, vol. 2, no. 1, pp. 1–12, 2021.
[7] A. R. Muhammad, Y. Siregar, and M. Fatihaturrizqi, "Work-life balance sebagai strategi retensi karyawan Milenial dan Gen Z," *J. Manaj. Sumber Daya Mns.*, vol. 12, no. 1, pp. 45–58, 2025.
[8] I. H. Indriati, "Pengaruh stress kerja, beban kerja, komitmen organisasi dan kepuasan kerja terhadap turnover intention pegawai," *FORUM Ekon. J. Ekon. Manaj. dan Akunt.*, vol. 23, no. 3, pp. 491–501, 2021.
[9] M. Regito, "Pengaruh Beban Kerja dan Stress Kerja Terhadap Turnover Intentions Melalui Komitmen Organisasi Sebagai Variabel Mediasi," *Indones. J. Innov. Multidisipliner Res.*, vol. 2, no. 3, pp. 140–153, 2024.
[10] G. Siahaan, E. Murniatti, and F. C. Hanoum, *Komitmen Organisasi*. Bandung: Widina Media Utama, 2025.
[11] N. Nurhaliza, A. W. Handaru, and C. W. Wolor, "Pengaruh Beban Kerja Dan Job Insecurity Terhadap Turnover Intention Karyawan Industri Retail di Mall Of Indonesia," *J. Manag. Econ. Account.*, vol. 2, no. 1, pp. 19–32, 2023.
[12] N. Zafriarni and M. E. Y. Fitri, "Pengaruh Stres Kerja Dan Beban Kerja Terhadap Turnover Intention Pada PT," *JNE Padang. J. Bus. Econ. Manag.*, vol. 1, no. 3, pp. 832–842, 2025.
[13] A. Wangsa and E. Edalmen, "Pengaruh beban, stres, dan kepuasan kerja terhadap komitmen organisasi," *J. Manajerial Dan Kewirausahaan*, vol. 4, no. 2, pp. 279–288, 2022.
[14] P. Cahyani, B. Semmaila, and I. Murdifin, "Pengaruh Beban Kerja dan Work-Life Balance Terhadap Komitmen Organisasional Karyawan Pada PT Generasi Agung Perkasa di Sulawesi Tenggara," *Cent. Econ. Students J.*, vol. 8, no. 4, pp. 1296–1305, 2025.
[15] A. W. Atmoko, "Analisis Pengaruh Kepuasan Kerja, Komitmen Organisasi dan Burnout terhadap Turnover Intention," *JIIP-Jurnal Ilm. Ilmu Pendidik.*, vol. 8, no. 2, pp. 1267–1278, 2025.
[16] P. R. S. Sundari and L. Meria, "Pengaruh beban kerja melalui burnout dan kepuasan kerja terhadap turnover intention," *ADI Bisnis Digit. Interdisiplin J.*, vol. 3, no. 2, pp. 81–96, 2022.
[17] A. Risambessy, "Pengaruh ketidakamanan kerja dan beban kerja terhadap turnover intention dengan komitmen organisasi sebagai variabel mediasi: studi kasus pada alfa midi di kota ambon," *J. Ekon. Sos. Hum.*, vol. 2, no. 10, pp. 66–83, 2021.
[18] Y. D. Rarawati, "Pengaruh beban kerja dan konflik di tempat kerja terhadap niat keluar melalui komitmen organisasi sebagai variabel intervening pada karyawan tetap PT Pulau Nusantara Indonesia," Universitas Wijaya Kusuma Surabaya, 2024.
[19] E. Demerouti, A. B. Bakker, F. Nachreiner, and W. B. Schaufeli, "The job demands-resources model of burnout.," *J. Appl. Psychol.*, vol. 86, no. 3, p. 499, 2001.
[20] A. Pradana and I. Salehudin, "Work Overload and Turnover Intention of Junior Auditors in Greater Jakarta, Indonesia," *South East Asian J. Manag.*, vol. 9, no. 2, pp. 108–124, 2015, doi: 10.21002/seam.v9i2.4950.
[21] A. F. S. Pahlawan and P. Wahyuni, "The effect of workload and work environment on employee turnover intention mediated by job satisfaction," *Sebel. Maret Bus. Rev.*, vol. 7, no. 2, pp. 93–101, 2022, doi: 10.20961/smbr.v7i2.73415.
[22] A. Fatrichia and M. Santosa, "Pengaruh Overtime dan Workload terhadap Turnover Intention dengan Job Stress Sebagai Variabel Mediasi (Studi Empiris Pada Karyawan PT Albasia Sejahtera Mandiri Temanggung)," *Borobudur Manag. Rev.*, vol. 2, no. 1, pp. 60–73, 2022, doi: 10.31603/bmar.v2i1.6823.
[23] M. Z. Arifiin and Y. Parmariza, "Komitmen Organisasional Berdasarkan Pengaruh Beban Kerja terhadap Komitmen Organisasional," *Teropong J. Manaj. dan Bisnis*, vol. 10, no. 3, pp. 121–134, 2021, doi: 10.22441/teropong.v10i3.16787.
[24] Junaedi, "Pengaruh Beban Kerja, Lingkungan Kerja, dan Kompensasi terhadap Komitmen Organisasi (Studi pada PT. Protindo, Gelora Bung Karno, Jakarta Selatan)," *J. Ilmu Ekon. dan Sos.*, vol. 10, no. 2, 2021, doi: 10.22441/jies.v10i2.13903.
[25] J. P. Meyer and N. J. Allen, "A three-component conceptualization of organizational commitment," *Hum. Resour. Manag. Rev.*, vol. 1, no. 1, pp. 61–89, 1991.
[26] D. T. Hall, "The protean career: A quarter-century journey," *J. Vocat. Behav.*, vol. 65, no. 1, pp. 1–13, 2004, doi: 10.1016/j.jvb.2003.10.006.
[27] N. Widyastuti and E. Rahardja, "Analisis Pengaruh Stres Kerja, Kompensasi, dan Employee Engagement terhadap Kinerja Pegawai (Studi pada Pegawai PDAM Tirta Moedal Kota Semarang)," *Diponegoro J. Manag.*, vol. 7, no. 1, pp. 55–65, 2018, [Online]. Available: https://ejournal3.undip.ac.id/index.php/djom/article/view/20896
[28] J. F. Hair, G. T. M. Hult, C. M. Ringle, and M. Sarstedt, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 3rd ed. SAGE Publications, 2022. [Online]. Available: https://us2.sagepub.com/en-us/nam/a-primer-on-

partial-least-squares-structural-equation-modeling-pls-sem/book270548
[29] G. F. Ramadhania and N. A. Wulansari, "Job Satisfaction and Turnover Intention: are Workload and Organizational Commitment the Issue?," *Manag. Anal. J.*, vol. 11, no. 2, 2022, doi: 10.15294/maj.v11i2.56620.
[30] W. Ong, A. Sentoso, and A. Setyawan, "Workload, organizational commitment, and turnover intention: Job satisfaction as mediation," *J. Manaj. Maranatha*, vol. 23, no. 1, pp. 99–108, 2023, doi: 10.28932/jmm.v23i1.7485.
[31] M. Y. P. Christy and P. S. Priartini, "Role of work stress and organizational commitments in educating workload effect on intention to quit," *Int. Res. J. Manag. IT Soc. Sci.*, 2019, doi: 10.21744/irjmis.v6n4.632.