

The Influence of Workload on Turnover Intention among Outsourced Employees

Amanda Syalma Putri^{1*}, Dediek Tri Kurniawan²

^{1,2}Universitas Negeri Malang

amanda.syalma.2304136@students.um.ac.id^{1*}, dediek.kurniawan.fe@um.ac.id²

Abstract

Employee turnover remains a practical concern for outsourcing providers and client companies in manufacturing, where production targets, shift schedules, and time pressure shape employees' daily work. This study examines the relationship between workload and turnover intention among outsourced employees of PT Amanah Amarta assigned to PT Jayamas Medica Industri 2, Tbk. A quantitative associative design was used with a population of 450 outsourced employees. The final screening retained 66 active employees who met the purposive sampling criteria and completed the questionnaire. Data were collected through Google Forms and analyzed using validity and reliability testing, descriptive statistics, residual normality testing, simple linear regression, the t-test, and the coefficient of determination. Workload showed a positive and significant relationship with turnover intention ($B = 0.918$, $\beta = 0.807$, $t = 10.942$, $p < 0.001$). The R^2 value of 0.652 indicated that workload explained 65.2% of the variation in turnover intention. Employees who perceived heavier job demands tended to report stronger intentions to leave. Workload distribution, production targets, shifts, and overtime therefore require attention from the client company, while the outsourcing company can strengthen employee support and monitoring. This study is limited to outsourced employees at a single manufacturing company, which may limit the generalizability of the findings to other manufacturing contexts. This study provides empirical and practical insights into workload management as an effort to reduce turnover intention among outsourced employees.

Keywords: Human Resource Management, Manufacturing Industry, Outsourced Employees, Turnover Intention, Workload

1. INTRODUCTION

Workforce stability is closely tied to production continuity in manufacturing because employees are directly involved in meeting output targets, maintaining quality standards and scheduling daily operations. Production work often combines fixed targets, time pressure, repetitive activities, and work schedules that leave limited scope for delays in the work ([Pratama, Sidik, Asliana, Wijaya, & Astuti, 2026](#)). Recent evidence from apparel industry workers also shows that demanding psychosocial work conditions can be associated with stronger intentions to leave, especially when job stress increases ([Sultana, Joarder, Islam, & Alam, 2024](#)). Therefore, employee management in manufacturing must consider not only staffing levels but also the work demands experienced by the people who keep the production process running ([Constantio & Bangun, 2025](#)).

Turnover intention refers to an employee's tendency to consider leaving an organization before an actual resignation occurs. A high level of turnover intention may be followed by recruitment and training costs, disruption of work continuity, and the loss of employees who already understand the job and the organization ([Wibowo, Setiawan, & Yuniarinto, 2021](#); [Dhoopar, Gupta, Sihag, & Goyal, 2026](#)). This issue becomes more complex for outsourced employees because they perform daily work at a client company while their employment relationship is managed by the outsourcing provider. Research on outsourced employees has shown that working conditions, supervision, organizational policies, and the work itself are closely related to employees' willingness to remain with the company ([Hulst & Zwaal, 2024](#)). These characteristics make turnover intention relevant to examine among outsourced workers who operate in target-oriented manufacturing settings.

Workload refers to the tasks, responsibilities, time demands, and work standards that employees are expected to meet within a given period. [Koesomowidjojo \(2017\)](#) describes workload through job targets, working conditions, use of working time, and job standards. A heavier workload does not depend only on the amount of work, it may also arise when employees have to maintain a fast pace,

meet demanding standards, work within a limited time, or continue working when production needs increase ([Shofi, 2026](#)). Recent research has linked workload to turnover intention through employee strain and burnout, showing that repeated job demands can shape how employees evaluate whether they want to remain in their jobs ([Hung & Hsiao, 2025](#)).

Empirical findings on workload and turnover intention are not completely uniform. [Hafizah and Kiswanul \(2024\)](#), [Retmawanto, Suherman, and Hidayaty \(2024\)](#), [Rezkyani and Santosa \(2022\)](#), [Nanda and Mulyani \(2025\)](#), [Belzara and Waluyo \(2024\)](#), [Constantio and Bangun \(2025\)](#), and [Limas and Dunan \(2025\)](#) reported a positive and statistically significant relationship between workload and turnover intention. [Rahmansyah and Indiyati \(2024\)](#) and [Susilawati, Indriani, Hardjowikarto, and Sunimah \(2025\)](#) found that workload was not a significant predictor in their respective samples. The difference in results suggests that the relationship may depend on the type of work, employment arrangement, and organizational setting in which employees experience job demands.

Production-based work provides a more specific setting for this issue because employees are expected to complete tasks according to output targets and time limits while maintaining established quality standards. [Pranoto, Miradji, and Estiasih \(2024\)](#) found a positive relationship between workload and turnover intention in a manufacturing company in Surabaya, while [Fauzia and Yahawi \(2025\)](#) reported a similar pattern among production employees at PT Tripacific Electrindo. Evidence from apparel industry workers also shows that demanding work conditions and job stress are related to employees' intention to leave ([Sultana et al., 2024](#)). These studies support the need to examine workload in work settings where daily performance is closely tied to production requirements.

Outsourced employment adds another layer to this relationship because employees carry out operational duties according to the client company's targets and procedures while remaining administratively connected to the outsourcing provider. [Hasty, Syahriza, and Rachmawati \(2024\)](#) identified workload as a relevant factor in turnover intention among outsourced employees, while [Hulst and Zwaal \(2024\)](#) showed that work conditions and other employment-related factors are closely related to the retention of outsourced workers. The combination of client company job demands and outsourcing employment arrangements makes this workforce different from permanent employees who work under a single organizational relationship.

PT Amanah Amarta places approximately 450 outsourced employees at PT Jayamas Medica Industri 2, Tbk., a medical device manufacturing company, with most employees working as production operators. Employees work through three and fourgroup arrangements and rotating shifts while meeting the production targets set by the client company. Internship observations in the operations department identified recurring workload issues, including pressure to meet production targets, a fast work pace, overtime under certain production conditions, fatigue complaints, and a high volume of tasks that had to be completed within a limited time. Company documents on attendance and overtime were used as supporting contextual information for these work conditions, while the statistical analysis in this study remained based on questionnaire responses from the study sample.

Table 1. Annual resignation events, 2024–2026

Period	Total
2024	135
2025	157
2026	93

Table 1 records 385 resignation events reported by PT Amanah Amarta during 2024–2026, consisting of 135 events in 2024, 157 in 2025, and 93 in 2026 up to the end of the data-collection period. The figures are treated as aggregated annual resignation records rather than unique longitudinal employee counts. Their role in this article is to describe the turnover situation at the research site, not to serve as individual-level observations in the regression model. The pattern shows that employee exits continued across the three reporting periods and

provides practical background for examining turnover intention before an actual resignation occurs.

Turnover intention remains useful for understanding this situation because it captures employees' thoughts and plans before the employment relationship actually ends. Employees who begin thinking about leaving, searching for other work, or forming an intention to quit may signal problems in how they experience their current job. For outsourced employees, these thoughts may affect both the outsourcing provider and the client company because labor availability at the production site depends on employees continuing their assignments. Therefore, workload is examined as one work-related factor that may be associated with this intention.

The evidence reviewed above does not point to a completely uniform pattern. Most studies report that a heavier workload is associated with stronger turnover intention; however, several studies have found no statistically significant relationship. A specific gap remains in understanding this relationship among outsourced production employees who work under the operational demands of a client manufacturing company while maintaining an employment relationship with an outsourcing provider. The combination of production targets, shift work, overtime possibilities, and an outsourced employment arrangement provides a distinct setting for testing whether perceived workload is related to employees' intention to leave.

Job Demands–Resources (JD-R) Theory provides the main explanation for this relationship. Workload is treated as a job demand when completing the work requires sustained physical or psychological effort and is accompanied by physiological or psychological costs ([Bakker, Demerouti, & Sanz-Vergel, 2023](#)). Recent development of JD-R theory continues to distinguish job demands from the resources employees can use to achieve work goals and manage strain, while also recognizing that the effect of demands depends on how employees experience and respond to those demands ([Bakker & Demerouti, 2024](#)). Production targets, time pressure, repetitive tasks, and limited recovery time can therefore be understood as demands that require employees to invest effort throughout the workday.

Repeated exposure to demanding work may gradually affect how employees evaluate their jobs. [Rahnfeld, Wendsche, and Wegge \(2023\)](#) found that job demands, such as time pressure, were linked to exhaustion and leaving intentions through an indirect process, while [Hung and Hsiao \(2025\)](#) reported that workload and emotional demands were related to turnover intention through burnout. These findings do not mean that workload automatically causes an employee to resign, but they provide a reasonable mechanism for understanding why employees facing persistent demands may begin considering alternative employment. [Mobley, Griffeth, Hand, and Meglino \(1978\)](#) placed such thoughts within the cognitive process that precedes an actual decision to leave.

The combination of JD-R Theory and empirical evidence provides a clear basis for testing the proposed relationship in this workforce. Studies in manufacturing, production, and outsourced employment generally point to a positive association between workload and turnover intention, while contradictory findings in other settings show that the relationship still needs to be tested under specific employment and organizational conditions. Therefore, the hypothesis is directed at the outsourced employees of PT Amanah Amarta assigned to PT Jayamas Medica Industri 2, Tbk., where workload is experienced within a production system that relies on targets, shifts, and established work standards.

2. LITERATURE REVIEW

2.1 Workload

Workload refers to the demands employees must handle while completing their assigned work within the time and performance standards set by the organization. [Koesomowidjojo \(2017\)](#) explains that workload covers the processes and activities employees are expected to complete during a particular period. Therefore, the concept involves more than the number of tasks. The time available for completion, the pace of work, task difficulty, employee capacity, and the standards attached to the job all shape how workload is experienced ([Nicolas, Pratama, Ricardo, Metalia, & Septiyanti, 2026](#)). Production employees may experience these demands through daily output targets, repetitive

operational activities, time pressure, and the need to maintain consistent quality across a shift ([Rifaldi and Mundari, 2024](#); [Maulina and Krismadies, 2024](#)).

The four workload indicators used in this study are job targets, working conditions, use of working time, and job standards ([Koesomowidjojo, 2017](#)). Job targets refer to the amount or output employees are expected to complete. Working conditions describe the circumstances employees face while performing their duties, including the pace and organization of work. Use of working time concerns the time available and the way working hours are used to complete assigned tasks. Job standards refer to the level of performance or output that employees are expected to maintain ([Shavqiyev & Davirova, 2025](#)). These indicators fit production work because employees have to balance the amount of work, available time, operational conditions, and expected quality at the same time.

Workload assessment must consider the fit between job demands and an employee's capacity to meet them. Quantitative workload appears when the amount of work or the time pressure attached to it becomes high, while qualitative workload concerns the difficulty, concentration, or level of performance required by the task. Employees can therefore experience heavy workload even when the number of tasks is not unusually large if those tasks have strict deadlines, require sustained attention, or must be completed to demanding standards. Recent international research also shows that workload can be tied to strain-related outcomes that matter for employees' decisions about staying in their jobs ([Hung et al., 2025](#)).

JD-R theory places workload within the broader category of job demands. Job demands as aspects of work that require sustained physical or psychological effort, while job resources help employees achieve work goals, reduce the costs of job demands, or support learning and development. More recent work on JD-R theory retains this basic distinction but gives greater attention to how demands and resources interact across employees and work situations ([Bakker et al., 2023](#); [Bakker & Demerouti, 2024](#)). A workload that continually requires effort without sufficient time, recovery, support, or other resources can create strain, making JD-R theory useful for explaining why the same job demand may be experienced differently across work settings.

Recent international evidence supports the relevance of demanding work conditions for employees in targeted jobs. [Sultana et al. \(2024\)](#) found that psychosocial stressors were associated with job stress and turnover intention among apparel industry workers, a setting characterized by operational and production activities. [Hung et al. \(2025\)](#) also showed that workload and emotional demands were related to turnover intention through the mediating effect of burnout. These studies broaden the discussion of workload beyond task quantity by showing that time pressure, sustained effort, and strain can become part of the way employees evaluate their willingness to remain in their jobs.

Outsourced employees face workload within the operational system of the client company, even though their formal employment relationship is managed by the outsourcing provider. Employees assigned by PT. Amanah Amarta to PT. Jayamas Medica Industri 2 Tbk. work under production targets, work standards, shift schedules, and deadlines determined by operational needs at the client site. [Hasty et al. \(2024\)](#) found that workload is relevant to turnover intention among outsourced employees, while [Hulst and Zwaal \(2024\)](#) showed that working conditions and other employment-related factors are associated with retention among outsourced workers. This employment arrangement makes workload important to assess as a day-to-day job demand rather than as a general perception detached from the production environment.

H₁: Workload has a positive and significant effect on the turnover intention of outsourced employees at PT Amanah Amarta who are seconded to PT Jayamas Medica Industri 2, Tbk.

2.2 Turnover Intention

Turnover intention refers to an employee's conscious tendency or plan to leave their current organization. [Mobley et al. \(1978\)](#) described leaving as a process that develops through several

cognitive stages, beginning with evaluations of the current job and moving toward thoughts of quitting, consideration of alternatives, and an intention to leave. [Tett and Meyer \(1993\)](#) placed turnover intention within withdrawal cognitions that connect employees' work attitudes to the possibility of actual turnover. Contemporary reviews continue to treat turnover intention as an important precursor of employee exit because it captures withdrawal thinking before resignation is formally recorded ([Dhoopar et al., 2026](#); [Kellerer & Süß, 2026](#)).

Mobley three indicators are used to measure turnover intention in this study: thinking of quitting, intention to search for alternatives, and intention to quit ([Mobley et al., 1978](#)). Thinking of quitting reflects the emergence of thoughts about leaving the current job. Intention to search for alternatives reflects an employee's willingness to look for other employment, while intention to quit reflects a more direct plan to end the current employment relationship ([Masua & Mollet, 2025](#)). The three indicators represent different points in the same withdrawal process and allow turnover intention to be assessed before an actual resignation occurs.

Contemporary human resource research shows that turnover intention is shaped by a combination of work demands, employee experiences, and employment conditions rather than by one factor alone. [Saufi et al. \(2023\)](#) link turnover intention with work-life balance and job opportunities, while [Dhoopar et al. \(2026\)](#) identify a broad range of organizational and work-related antecedents across the turnover literature. Research on outsourced employees also shows that policies, supervision, working conditions, interpersonal relations, and features of the work itself are related to retention ([Hulst & Zwaal, 2024](#)). Workload is relevant within this wider picture because employees may begin considering alternative employment when job demands repeatedly feel difficult to manage with the time, energy, or resources available to them.

Evidence on workload and turnover intention remains mixed across organizational settings. Several studies involving production or outsourced employees report a positive relationship between workload and turnover intention ([Retmawanto et al., 2024](#); [Pranoto et al., 2024](#); [Fauzia and Yahawi, 2025](#)), whereas [Rahmansyah and Indiyati \(2024\)](#) and [Susilawati et al. \(2025\)](#) report non-significant results. The JD-R theory explains why a positive relationship can still be expected when workload operates as a sustained job demand; however, the contradictory findings show that employment arrangement and work setting may influence how that relationship appears. The gap addressed here lies in the limited evidence on outsourced production employees who work under the demands of a client manufacturing company while remaining employed by an outsourcing provider. This theoretical mechanism and mixed empirical evidence provide the basis for testing H_1 in the study setting.

2.3 Research Framework

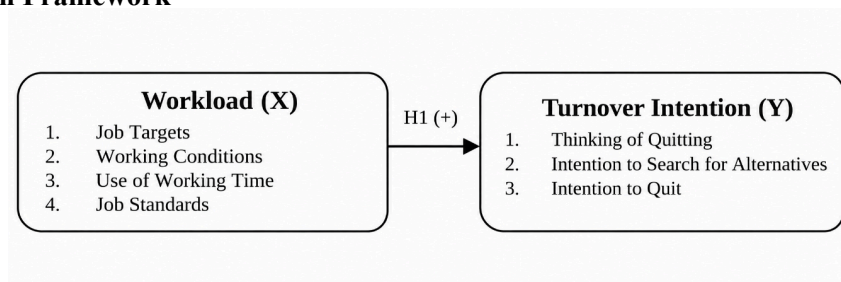


Figure 1. Research framework

Figure 1 presents the research framework examining the relationship between workload and turnover intention. Workload is conceptualized as employees' perceptions of the demands imposed by their jobs and is measured through four key dimensions: job targets, working conditions, use of working time, and job standards. These dimensions reflect not only the quantity of tasks assigned to employees but also the level of difficulty, time pressure, environmental demands, and performance expectations associated with completing those tasks. When employees are required to achieve high targets within limited time, work under demanding conditions, or consistently meet strict job

standards, they may experience physical and psychological strain. Prolonged exposure to excessive workload can contribute to fatigue, stress, emotional exhaustion, declining job satisfaction, and a perceived imbalance between job demands and employees' available resources.

3. RESEARCH METHODOLOGY

A quantitative associative design was used to examine the statistical relationship between workload and turnover intention. This research was conducted at PT Jayamas Medica Industri 2, Tbk. in Mojoagung Sub-district, Jombang Regency, East Java, with outsourced employees supplied by PT Amanah Amarta as the unit of analysis. The cross-sectional design captured employees' responses at one period of data collection; therefore, the regression results were interpreted as statistical associations rather than proof of a causal relationship over time ([Creswell & Creswell, 2022](#)).

The population comprised 450 outsourced employees of PT Amanah Amarta assigned to PT Jayamas Medica Industri 2, Tbk. Purposive sampling was used because the respondents had to meet the study criteria, namely, being actively employed as outsourced workers at the research site and being willing to complete the questionnaire ([Sugiyono, 2018](#)). The final screening produced 66 eligible respondents who met these criteria and provided complete responses for the variables analyzed. All 66 cases were retained in the statistical procedures, as the SPSS case-processing output recorded 66 valid cases and no excluded cases for the study variables.

Primary data were obtained from an online questionnaire distributed through Google Forms. Secondary data were obtained from PT Amanah Amarta and supporting company documents covering employee numbers, annual resignation records, attendance, overtime, organizational structure, and other information related to the research setting. The employee count data were used to describe the study population, resignation records were used to establish the turnover background at the site, and attendance and overtime records supported the description of work conditions. These secondary data were used as contextual evidence and were not entered as variables in the simple linear regression model.

The questionnaire used a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Workload was measured using eight items developed around the four indicators proposed by [Koesomowidjojo \(2017\)](#), such as job targets, working conditions, use of working time, and job standards. Turnover intention was measured using eight items based on [Mobley et al. \(1978\)](#), covering the thinking of quitting, intention to search for alternatives, and intention to quit. Item validity was assessed through the correlation between each item and the total variable score; with $n = 66$, the r -table value at the 5% level was approximately 0.242. Therefore, items with r -calculated values above this threshold were considered valid. Internal consistency was assessed using Cronbach alpha, with a minimum reliability criterion of 0.60 ([Ghozali, 2021](#)).

Statistical analysis was performed using SPSS and covered validity testing, reliability testing, descriptive statistics, residual normality testing, simple linear regression, the t -test, and the coefficient of determination (R^2). Simple linear regression was selected because the model contains one independent variable (workload) and one dependent variable (turnover intention) ([Ghozali, 2021](#)). The model assumes a linear relationship between the variables, independent observations, constant residual variance, and normally distributed residuals. Residual normality was directly assessed using the one-sample Kolmogorov–Smirnov test; the available output produced an Asymp. Sig. value of 0.084, which did not indicate a significant departure from normality at $\alpha = 0.05$. A separate multicollinearity test was not applicable because only one predictor was included in the model.

4. RESULTS AND DISCUSSION

Table 2. Respondent characteristics ($n = 66$)

No	Category	Frequency	Percentage (%)
Gender			
1	Male	20	30.3

No	Category	Frequency	Percentage (%)
2	Female	46	69.7
Age			
3	18 – 22 years old	36	54.5
4	23 – 27 years old	25	37.9
5	28 – 31 years old	5	7.6
Latest Education			
6	Senior High School/Vocational High School	51	77.3
7	Diploma	6	9.1
8	Bachelor/Master/Doctoral	9	13.6
Length of Work			
9	< 1 month	14	21.2
10	1 – 3 month	27	40.9
11	4 – 6 month	13	19.7
12	> 6 month	12	18.2
Work System			
13	3 Groups	18	27.7
14	4 Groups	47	72.3
Work Shifts			
15	Shift 1	21	31.8
16	Shift 2	37	56.1
17	Shift 3	8	12.1

Table 2 shows the respondent profile was dominated by female employees, with 46 of the 66 respondents (69.7%), while 20 respondents (30.3%) were male. Most respondents were 18–22 years old (54.5%), had completed senior high school or vocational high school (77.3%), and had worked for 1–3 months (40.9%) in the field. Shift 2 accounted for the largest share of the respondents (56.1%). Work system information was available for 65 respondents, such as 18 employees were recorded in the three-group system and 47 in the four group system. One respondent had no work system response recorded, therefore, the percentages for this category were based on 65 valid responses. This profile shows that the sample largely consisted of relatively young employees with short tenure who were working within shift-based production arrangements in the manufacturing industry.

Table 3. Validity and reliability test

Variables	Items	Range of r calculated	Cronbach Alpha	Description
Workload	8	0.771-0.911	0.939	Valid and reliable
Turnover Intention	8	0.443-0.889	0.905	Valid and reliable

Table 3 shows all eight workload items had item-total correlation values ranging from 0.771 to 0.911, while the eight turnover intention items ranged from 0.443 to 0.889. Each value exceeded the r-table value of approximately 0.242 for $n = 66$ at the 5% significance level, therefore, all questionnaire items were retained as valid. Cronbach alpha reached 0.939 for workload and 0.905 for turnover intention, both above the 0.60 reliability criterion. The results showed that the items used for both variables had adequate internal consistency for the analysis.

Table 4. Descriptive statistics for research variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Workload	66	19	40	35.59	5.583
Turnover Intention	66	15	40	32.82	6.346
Valid N (listwise)	66				

Table 4 shows that workload had a mean score of 35.59 with a standard deviation of 5.583, while turnover intention had a mean score of 32.82 with a standard deviation of 6.346. Workload scores ranged from 19 to 40, and turnover-intention scores ranged from 15 to 40. The values describe the distribution of responses in the sample and provide a summary of the two variables before the regression analysis; they are not used on their own to establish a causal relationship between workload and turnover intention. Residual normality was assessed before interpreting the regression model. The one-sample Kolmogorov–Smirnov test produced a test statistic of 0.102, an Asymp. Sig. value of 0.084, and a Monte Carlo significance value of 0.085. Both significance values were above 0.05, therefore, the residual distribution did not show a statistically significant departure from normality in the reported test.

Table 5. Simple linear regression analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.159	3.021		0.053	0.958
	Workload	0.918	0.084	0.807	10.942	0.000

a. Dependent Variable: Turnover Intention

Table 5 presents the results of the simple linear regression analysis examining the effect of workload on turnover intention. The results indicate that workload has a positive and significant effect on turnover intention, with a regression coefficient (B) of 0.918, a standardized coefficient (β) of 0.807, and a *t*-value of 10.942. The significance value of 0.000 (<0.05) confirms that the effect of workload on turnover intention is statistically significant. The regression analysis results yielded the following equation:

$$Y = 0.159 + 0.918X \quad (1)$$

Formula 1 shows a positive coefficient for workload. A one-unit increase in the workload score was associated with a 0.918-unit increase in the predicted turnover intention score within this sample. The standardized coefficient was $\beta = 0.807$, indicating that the direction of the relationship was positive. Because the data were collected at one point in time, this coefficient is interpreted as an association in the regression model rather than evidence that workload alone causes changes in turnover intention.

Table 6. Hypothesis testing and coefficient determination

Description	Value
t-calculation	10.942
Sig.	0.000
R	0.807
R Square	0.652

Table 6 shows the hypothesis test produced $t = 10.942$ with $p < 0.001$, showing a statistically significant positive relationship between workload and turnover intention in the sample. The overall regression model was also statistically significant, $F(1,64) = 119.737$, $p < 0.001$. The correlation coefficient was $R = 0.807$, while $R^2 = 0.652$ and adjusted $R^2 = 0.646$. The R^2 value means that 65.2% of the variance in turnover intention was accounted for by workload in this simple regression model; the remaining 34.8% was not explained by the model and may be related to variables that were not included in the analysis. Therefore, H_1 was supported by the statistical results.

4.1 Discussion

The regression results show a clear positive association between workload and turnover intention among outsourced employees of PT Amanah Amarta assigned to PT Jayamas Medica

Industri 2, Tbk. Workload had an unstandardized coefficient of 0.918, a standardized coefficient of 0.807, and a t -value of 10.942 with $p < 0.001$. Employees who reported higher workload scores also tended to report higher turnover intention scores. The result supports H_1 , but the cross-sectional design means that the statistical relationship should not be read as proof that workload by itself causes employees to leave.

The R^2 value of 0.652 shows that workload accounted for 65.2% of the variance in turnover intention in the simple regression model. This proportion is substantial for the sample, but it does not establish workload as a dominant factor compared with variables that were not tested. Job satisfaction, job security, organizational commitment, stress, compensation, supervisor support, and other conditions may also contribute to employees' intentions to stay or leave. Therefore, the value is interpreted as the explanatory contribution of workload within this one-predictor model rather than as evidence of relative importance or causality.

JD-R theory helps explain why a positive relationship appeared in this group of employees. Workload functions as a job demand when employees have to invest sustained physical or psychological effort to meet work targets, deadlines, quality standards, and operational requirements (Bakker & Demerouti, 2024). Recent JD-R literature also emphasizes that demands can create strain when the effort required by the job is not sufficiently balanced by resources that help employees manage those demands (Bakker & Demerouti, 2024). Production employees who repeatedly work under target pressure and time constraints may therefore begin to evaluate the job less favorably, which can be reflected in thoughts about leaving rather than in an immediate resignation.

Production work at PT Jayamas Medica Industri 2, Tbk. provides a practical setting for the theoretical mechanism. Internship observations identified a fast work pace, production targets, shift rotation, and overtime under specific operational conditions. These demands require employees to maintain both speed and quality while adjusting their scheduled work periods. This pattern resembles evidence from production-oriented settings, in which demanding work conditions are associated with stress and withdrawal-related outcomes (Sultana et al., 2024). Company observations are used here to explain the work setting in which respondents formed their perceptions of workload, not as separate statistical predictors of turnover intention.

The respondent profile also helps describe how the findings should be read. More than half of the respondents were 18–22 years old, and the largest tenure group had worked for 1–3 months. Employees with short tenure are still learning work procedures, production rhythms, shift arrangements, and expected standards; therefore, the demands reported in the questionnaire were experienced while many respondents were still relatively new to the assignment. This profile does not prove that younger or newer employees have higher turnover intention, because age and tenure were not tested as predictors in the regression model. It does show that the observed workload–turnover relationship comes mainly from a sample with relatively short work experience at the research site.

Sustained job demands can affect withdrawal thinking through employee strain rather than through an automatic decision to resign. Rahnfeld et al. (2023) found that time pressure and other job demands were related to exhaustion and leaving intentions, whereas Hung et al. (2025) reported a pathway from workload and emotional demands to turnover intention through burnout. This mechanism is relevant to the present finding because production employees are expected to maintain effort across targets, schedules, and quality requirements. Mobley et al. (1978) described turnover intention as a cognitive process that develops before actual turnover, which fits the idea that employees may first begin thinking about quitting or looking for alternatives when the demands of the job are difficult to sustain.

The workload experienced by production operators is tied to the organization of their daily tasks. Employees are expected to meet output targets, maintain quality, use working time efficiently, and follow established work standards throughout their shifts. Therefore, pressure can come from

several parts of the job simultaneously rather than from task volume alone. This interpretation is consistent with the workload indicators used in the questionnaire and with [Rezkyani and Santosa \(2022\)](#), who found that workload was associated with turnover intention when employees faced demanding working conditions. This result also fits the JD-R view that the cost of a job demand depends on the effort employees must continually invest to meet it.

Outsourced employment adds a distinct employment arrangement to these job demands. Respondents perform their daily duties under the operational requirements of the client company, while their employment administration is handled by PT Amanah Amarta. [Hasty et al. \(2024\)](#) found that workload is relevant to turnover intention among outsourced employees, and [Hulst and Zwaal \(2024\)](#) reported that working conditions, supervision, policies, and features of the work are related to the retention of outsourced workers. These findings suggest that managing workload for outsourced employees requires attention from both organizations rather than treating turnover intention as a concern of only one party.

The dual organizational relationship also shapes where practical responses can be directed. PT Jayamas Medica Industri 2, Tbk. controls many of the operational conditions employees face at the worksite, including production targets, shift arrangements, work pace, and overtime needs. PT Amanah Amarta has a different role through placement, communication, employee support, and monitoring of workers assigned to the client company. Separating these responsibilities helps interpret the results more realistically because the workload measured by employees is experienced at the client site, while retention and employment support also involve the outsourcing provider.

Company resignation records provide contextual support for the practical importance of turnover at the research site. PT Amanah Amarta recorded 385 resignation events across 2024–2026, with the 2026 figure covering the period available when the study was conducted. These aggregated records were not matched to individual questionnaire respondents and were not included in the regression analysis; therefore, they cannot be used to claim that workload caused the recorded resignations. Their value is to show that employee exits were already occurring at the site while the questionnaire captured the earlier psychological stage of turnover intention among current employees.

Workload management can be considered alongside the specific demands reported in the production environment. Production targets can be reviewed against available manpower and working time, and overtime can be monitored so that it does not become a routine response to normal workload, and shift arrangements can be evaluated for employees who are still adapting to production work. Employee support from the outsourcing provider can complement these operational steps through regular communication and monitoring of assigned workers. The purpose of these measures is not to assume that workload is the only reason employees leave, but to address a work factor that showed a strong statistical relationship with turnover intention in this sample.

Comparison with previous studies shows both consistency and limitations of the present finding. The positive result agrees with that of [Hafizah and Arifin \(2024\)](#), [Retmawanto et al. \(2024\)](#), [Rezkyani and Santosa \(2022\)](#), [Nanda and Mulyani \(2025\)](#), [Constantio and Bangun \(2025\)](#), and studies involving production employees such as [Pranoto et al. \(2024\)](#) and [Fauzia and Yahawi \(2025\)](#). [Rahmansyah and Indiyati \(2024\)](#) and [Susilawati et al. \(2025\)](#) reported nonsignificant workload effects, showing that the relationship is not identical across every workforce. Differences in employment status, job design, available resources, organizational policies, and other unmeasured factors may help explain why the results vary. The present result adds evidence from outsourced production employees in medical device manufacturing, a setting that combines client-company production demands with an outsourcing employment relationship.

5. CONCLUSIONS

5.1 Conclusion

The analysis found a positive and statistically significant association between workload and turnover intention among outsourced employees of PT Amanah Amarta assigned to PT Jayamas

Medica Industri 2, Tbk. Workload had a regression coefficient of $B = 0.918$, $\beta = 0.807$, $t = 10.942$, and $p < 0.001$. The model produced $R^2 = 0.652$, meaning that workload accounted for 65.2% of the variance in turnover intention within the simple regression model. This result supports H_1 and shows that employees who reported heavier workloads also tended to report stronger intentions to leave. The cross-sectional design limits the conclusion to an observed statistical relationship and does not establish that workload alone causes turnover intention or actual resignation.

5.2 Research Limitations

Several limitations need to be considered when interpreting the results. The model included only workload, therefore, the portion of turnover intention variance not explained by the regression cannot be attributed to specific variables from this analysis. Purposive sampling limits representativeness compared with probability sampling, and the cross-sectional design captures workload and turnover intention at one point in time rather than showing how both may change across an employee's period of employment. The questionnaire relied on self-reported responses for both variables, which may introduce response and common method biases because the same respondents provided the predictor and outcome measures. The research was also conducted with outsourced employees from one outsourcing provider assigned to one client company in the medical-device manufacturing sector. The findings should therefore be interpreted within this specific employment and industry setting and generalized to other sectors or employment statuses with caution.

5.3 Suggestions and Directions for Future Research

PT Jayamas Medica Industri 2, Tbk. can address the operational side of workload by reviewing the alignment between production targets, available manpower, working time, shift arrangements, and overtime practices. Regular evaluation of work distribution may help identify periods or tasks in which employees face unusually high demands. PT Amanah Amarta can focus on the employment-support side by maintaining communication with assigned workers, monitoring workload-related complaints, strengthening support during placement and early tenure, and coordinating with the client company when recurring work-demand issues are reported. A clear division of these roles allows both companies to respond to the same employee experience from responsibilities that are under their control.

Future studies can expand the model by examining job satisfaction, organizational commitment, job security, work-related stress, compensation, and perceived organizational support, along with workload. Longitudinal research would help show whether changes in job demands are followed by changes in turnover intention over time, while multisite research involving more outsourcing providers and client companies could test whether the pattern found here also appears in other manufacturing settings. A broader design would also allow researchers to examine whether job resources weaken the relationship between workload and turnover intention, which would provide a more comprehensive test of the JD-R framework.

ACKNOWLEDGEMENT

The authors would like to express their sincere gratitude to PT Amanah Amarta and PT Jayamas Medica Industri 2, Tbk. for providing access and contextual information that supported this research. The authors also extend their appreciation to all outsourced employees who participated as respondents and provided the data required for this study. The authors are grateful to all parties who contributed to the completion of this research.

AUTHOR CONTRIBUTIONS

ASP contributed to the conceptualization, methodology, data collection, data analysis, investigation, visualization, and preparation of the original manuscript, while DTK contributed to supervision, methodological guidance, validation, critical review, and manuscript editing. Both authors contributed to the interpretation of the findings, revision of the manuscript, and approval of the final version for publication.

REFERENCES

- Bakker, A. B., & Demerouti, E. (2024). Job demands–resources theory: Frequently asked questions. *Journal of Occupational Health Psychology*, 29(3), 188-200. <https://doi.org/10.1037/ocp0000376>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- Belzara, G. S., & Waluyo, D. E. (2024). Pengaruh workload, work stress, dan work environment terhadap turnover intention (Studi kasus pada karyawan toko ritel). *Edunomika*, 8(4), 1-12.
- Constantio, F., & Bangun, W. (2025). Workload, job stress, and employee turnover intention. *Journal of Management and Digital Business*, 5(2), 435-448. <https://doi.org/10.53088/jmdb.v5i2.1554>
- Creswell, J. W., & Creswell, J. D. (2022). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed).
- Dhoopar, A., Gupta, B., Sihag, P., & Goyal, K. (2026). Employee turnover intention: A review and research agenda. *Global Business and Organizational Excellence*, 45(2), 205-226. <https://doi.org/10.1002/joe.70010>
- Fauzia, M. S., & Yahawi, S. H. (2025). Pengaruh beban kerja dan lingkungan kerja terhadap turnover intention pada bagian produksi tripacific electrindo. *Journal of Management and Bussines*, 7(3), 245-253. <https://doi.org/10.31539/nx642d20>
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (10th ed).
- Hafizah, Y., & Kiswanul Arifin. (2024). Pengaruh beban kerja terhadap turnover intention pada karyawan PT Maessafna Tanjung Kabupaten Tabalong. *JAPB*, 7(2), 1762-1772. <https://doi.org/10.35722/japb.v7i2.1115>
- Hasty, N. J., Syahriza, H., & Rachmawati, M. (2024). The influence of placement and workload on turnover intention with motivation as a mediating variable in outsourcing employees. Paper presented at Proceedings of ICMSSH 2024.
- Hulst, V. D. T., & Zwaal, W. (2024). Motivation and retention of outsourced employees. *Research in Hospitality Management*, 14(2), 141-149. <https://doi.org/10.1080/22243534.2024.2395710>
- Hung, C. I.-H., & Hsiao, Y.-C. (2025). The impact of workload and emotional demands on turnover intentions: The mediating and moderating effects of job burnout. *Front. Psychol*, 16, 1699421. <https://doi.org/10.3389/fpsyg.2025.1699421>
- Kellerer, M., & Süß, S. (2026). Implications of multiple commitment targets for turnover intentions and actual turnover: A systematic literature review. *Management Review Quarterly*, 76, 993-1038. <https://doi.org/10.1007/s11301-025-00500-0>
- Koesomowidjojo, S. R. M. (2017). *Panduan praktis menyusun analisis beban kerja*. Raih Asa Sukses.
- Limas, C., & Dunan, H. (2025). The effect of workload and salary on turnover intention at PT. Budi Satria Wahana Motor. *International Journal of Education, Social Studies, and Management (IJESSM)*, 5(2), 1238-1246. <https://doi.org/10.52121/ijessm.v5i2.843>
- Masua, S. ., & Mollet, J. A. (2025). Analysis of the impact of Hasanudin Petrosea Road infrastructure improvement on the economic activities (production, distribution, and income) of the surrounding community. *Studies in Economy and Public Policy*, 1(1), 19-31. <https://doi.org/10.35912/sepp.v1i1.3559>
- Maulina, D., & Krismadies. (2024). The relationship of mental workload and job stress in assembly operators at PT X year 2024. *Syntax Idea*, 6(7), 3091-3099. <https://doi.org/10.46799/syntax-idea.v6i7.3981>
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1978). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493-522. <https://doi.org/10.1037/0033-2909.86.3.493>
- Nanda, P. D., & Mulyani, S. (2025). The effect of workload and work stress on employees' turnover intention in the production department at PT Yuni Internasional Bogor Regency. *Transforma: Jurnal Manajemen*, 3(2), 266-278. <https://doi.org/10.56457/tjm.v3i2.249>

- Nicolas, A. A., Pratama, B., Ricardo, J., Metalia, M., & Septiyanti, R. (2026). Assessing VAT collection system impact on Indonesian taxpayer compliance. *Riset Akuntansi Dan Bisnis Indonesia*, 2(3), 143-154. <https://doi.org/10.61401/rabi.v2i3.501>
- Pranoto, E. A., Miradji, M. A., & Estiasih, S. P. (2024). The effect of workload, job satisfaction and job stress on employees' turnover intention PT Suryamas Cipta Sentosa Surabaya. *International Journal of Economics, Business and Accounting Research*, 8(3). <https://doi.org/10.29040/ijebar.v8i3.15048>
- Pratama, A., Sidik, M. M. A., Asliana, E., Wijaya, L. R. P., & Astuti, S. (2026). Analysis of financial statement manipulation indications using beneish M-Score among late IDX Filers, 2021-2024. *Jurnal Relevansi: Ekonomi, Manajemen Dan Bisnis*, 10(4), 573-587. <https://doi.org/10.61401/relevansi.v10i4.614>
- Rahmansyah, E., & Indiyati, D. (2024). The influence of workload and work environment on the turnover intention of employees in PT XYZ. *International Journal of Science, Technology & Management*, 5(5), 1099-1109. <https://doi.org/10.46729/ijstm.v5i5.1165>
- Rahnfeld, M., Wendsche, J., & Wegge, J. (2023). Job demands and resources as drivers of exhaustion and leaving intentions: A prospective analysis with geriatric nurses. *BMC Geriatrics*, 23, 167. <https://doi.org/10.1186/s12877-023-03829-x>
- Retmawanto, I., Suherman, E., & Hidayaty, D. E. (2024). Pengaruh beban kerja terhadap turnover intention melalui kepuasan kerja sebagai intervening pada karyawan PT Central Motor Wheel Indonesia. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 6(2), 2681-2696. <https://doi.org/10.47467/alkharaj.v6i2.5350>
- Rezkyani, A. F. P., & Santosa, M. (2022). Pengaruh overtime dan workload terhadap turnover intention dengan job stress sebagai variabel mediasi (Studi empiris pada karyawan PT Albasia Sejahtera Mandiri Temanggung). *Borobudur Management Review*, 2(1), 60-73. <https://doi.org/10.31603/bmar.v2i2.6823>
- Rifaldi, M. F., & Mundari, S. (2024). Analisis beban kerja karyawan perakitan kemasan bedak untuk memenuhi permintaan. *Jurnal Teknik Industri Terintegrasi (JUTIN)*, 7(1), 55-63. <https://doi.org/10.31004/jutin.v7i1.21874>
- Saufi, R. A., Aidara, S., Che Nawi, N. B., Permarupan, P. Y., Zainol, N. R. B., & Kakar, A. S. (2023). Turnover intention and its antecedents: The mediating role of work-life balance and the moderating role of job opportunity. *Frontiers in Psychology*, 14, 1137945. <https://doi.org/10.3389/fpsyg.2023.1137945>
- Shavqiyev, E., & Davirova, D. H. (2025). Synergistic criteria and indicators for evaluating Small Enterprise Performance. *Studies in Economy and Public Policy*, 1(1), 1-5. <https://doi.org/10.35912/sepp.v1i1.2896>
- Shofi, F. (2026). Financial resilience of food and beverage SMEs in the VUCA era: Qualitative study in Tuban. *Studi Akuntansi Dan Bisnis Indonesia*, 2(3), 177-192. <https://doi.org/10.61401/sabi.v2i3.532>
- Sugiyono. (2018). *Metode penelitian kuantitatif* (1st ed).
- Sultana, M., Joarder, M. H. R., Islam, S., & Alam, M. J. (2024). Impact of psychosocial stressors on employee turnover intention mediated by job stress: An analysis of apparel industry workers. *Organizational Psychology*, 14(2), 139-155. <https://doi.org/10.17323/2312-5942-2024-14-2-139-155>
- Susilawati, R., Indriani, I., Hardjowikarto, D. A., & Sunimah. (2025). The influence of work life-balance, workload, and work stress on turnover intention of Generation Z employees PT Ruifeng Hande Indonesia. *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 8(3), 8775-8786. <https://doi.org/10.31538/ijse.v8i3.7083>
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>

Wibowo, A., Setiawan, M., & Yuniarinto, A. (2021). The effect of workloads on turnover intention with work stress as mediation and social support as moderated variables. *Journal of Applied Management*, 19(2), 404-412. <https://doi.org/10.21776/ub.jam.2021.019.02.16>