



# Understanding sales person turnover intention: relationship between job stress, workload and job satisfaction

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## ARTICLE INFO

### Article history:

Received May 25 2024  
Revised May 27, 2024  
Accepted May 30, 2024

### Keywords:

Job Satisfaction;  
Job Stress;  
Turnover Intention;  
Workload.

## ABSTRACT

Sales person becomes one of the assets and important factors in the company. What often happens in connection with the problem of sales person at the company is the employee's desire to leave his job (turnover intention) which ultimately requires the company to recruit employees. This research aims to find out the effect of job stress and workload on turnover intention mediated by job satisfaction. The data collection was carried out by disseminating questionnaires to 66 sales persons at PT Mitra Bisnis Keluarga Ventura Banyumas. The analytical tool used is SmartPLS 4 (Partial Least Squares) with structural equation modeling (SEM). The results of the study revealed the following: Job Stress (X1) has a negative and significant effect on Job Satisfaction (Z), Workload (X2) has a negative and significant effect on Job Satisfaction (Z), Job stress (X1) has a positive and significant effect on Turnover Intention (Y), Workload (X2) has a positive & significant effect on Turnover Intention (Y), Job Satisfaction (Z) has a negative and significant effect on Turnover Intention (Y), Job Stress (X1) has a positive & significant effect on Turnover Intention (Y) mediated by Job Satisfaction (Z) and Workload (X2) has a positive & significant effect on Turnover Intention (Y) mediated by Job Satisfaction (Z).

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## 1. INTRODUCTION

Sales person becomes one of the assets and important factors in the company. Therefore, the company needs to carry out human resource management functions including sales person well from recruitment, selection, training to the stage of retaining employees. What often happens in connection with the human resources problem of the company is the employee's desire to leave his job (turnover intention) which ultimately requires the company to recruit employee again as a replacement, train him to be ready to do his own

job to think about how to maintain employees so that there is no wish to leave the company in the near future.

The turnover intention rate can be said to be high if more than 10% per year and normal if it ranges between 5% - 10% per annum of the total employee (Dewi & Sriathi, 2019). A high turnover intention is a serious problem for the company as it will affect unstable labour conditions and rising employee wage costs. In the end, it makes the company inefficient because the company loses experienced employees and has to recruit new employees and train them from scratch. To cope with this kind of challenge, it takes effective management to find the cause of employee resignation and think about the solution. There are several reasons why an employee has a turnover intention, among them: economy, job security, workload, co-workers, careers, job satisfaction, family, wanting to start their own business, terminating employment, continuing education or becoming a politician (Harvida & Wijaya, 2020).

The turnover rate of employees at the PT Mitra Bisnis Keluarga Ventura in Banyumas has always been increasing every year. By 2021, the employee turnover level at PT Mitra Bisnis Keluarga Ventura Banyumas reached 11.1%. By 2022, the staff turnover has been increased to 12.9%. Then by May 2023, the employees turnover reached a peak of 13.6%. Onyemah et al (2021) mentioned among the causes of employee turnover is work stress and workload mediated by employee job satisfaction. One interpretation of this is that job satisfaction is one of the elements that influences employees' intention to leave their job; the more contented workers are with their jobs, the less likely they are to leave. Conversely, if staff members are unhappy with their jobs at the organization, turnover will probably rise (Novel & Marchyta, 2021). The high turnover intention of the sales person at the PT Mitra Bisnis Keluarga Ventura in Banyumas has become a major concern. It is important to pay attention to the intensive data of the employees of other regions such as Kebumen which can be said to be more stable because the turnover rate does not reach 10% per year i.e. only 6% in 2021, 7% in 2022 and 6 % in 2023.

Luthan states in Rangga & Hermiati (2023) and Lily Mayawati (2021) that a man who works should expect to be satisfied with his location of employment. Employees that are happy at work are more likely to stay with the company, and managers are supposed to support this. Managers must so be aware of how to foster employee satisfaction. Sule & Priansa (2019), Liu et al (2019) define work satisfaction as an individual's overall perspective about their place of employment. It goes on to say that an individual who is highly satisfied with their work exhibits a good attitude toward it, whilst an individual who is not content with their work exhibits a negative attitude toward it. However, Prasetyo et al (2019) found no evidence that job satisfaction moderates the association between work-related stress and intention to leave. Anees et al (2021) and Suhroh et al (2023) discovered in their study that job satisfaction acted as a mediator in the interaction between job stress, workload, and turnover intention. Job stress and workload were found to have a favorable effect on turnover intention. Work stress has a significant positive effect on employee turnover intention, according to research by Widayawati et al (2023), Onyemah et al (2021), Kraft et al (2019) and Schwepker & Dimitriou (2023). This means that the more stressed out an employee is at work, the more likely he is to want to quit. This contrasts with Suswati (2020) research findings, which indicate that work-related stress has no discernible impact on the intention to leave.

According to Rohman & Ichsan (2021) a workload is a set or number of activities that must be completed by an organization unit or a position holder within a certain period of time. Employee work abilities will be impacted by an increased workload, which will then have an effect on the quality of the work that the employees do. This is consistent with earlier research by Jayasri & Annisa (2023), Wulansari et al (2022), Safitri & Astutik (2019) and Ratnasari et al (2020) which found that employee turnover

intention is positively and significantly impacted by workload. This contrasts with study by Agustine & Nawangsari (2020) and Junaidi et al (2020) which demonstrates that workload has an adverse impact on the intention to leave.

Based on the results of the library study and initial interviews of employees of the PT Mitra Bisnis Keluarga Ventura Banyumas, there are several factors that influence the occurrence of turnover intentions in the company, including work stress, workload and job satisfaction. Here's the phenomenon in the field that's happening: 1. The accumulation of resigned staff per year has reached >10%. 2. There is a delay in robbery. 3. Staff discharged: off without notice, suddenly not coming to work forever. 4. Decreased teamwork. 5. Increased absence of staff every month. 6. Staff complaints: The workload is felt too high. The reason behind the purpose of this research is to find out the impact of job stress and workload on turnover intention mediated by job satisfaction.

The practical contributions of this research are expected to provide results that are used as references and input as well as consideration materials for companies to improve job satisfaction and overcome turnover intention through job stress and workload. Theoretical contributions is expected to add insights and knowledge in the field of marketing management. While the specific objectives of this research include to know the impact of job stress on job satisfaction on employees of PT Mitra Bisnis Keluarga Ventura Banyumas, know the influence of workloads on job satisfaction on employees of PT Mitra Bisnis Keluarga Ventura Banyumas, knowing the influences of job stress on turnover intention on the employees of PT Mitra Bisnis Keluarga Ventura Banyumas, knowing the influence of workload on turnover intention on employees of PT Mitra Bisnis Keluarga Ventura Banyumas, knowing the impact of job satisfaction on turnover intention on employees of PT Mitra Bisnis Keluarga Ventura Banyumas, knowing the role of job satisfaction in mediating the influence of job stress on turnover intention on employees of PT Mitra Bisnis Keluarga Ventura Banyumas, knowing how to mediate the job satisfaction on workload influence on turnover intention in employees of PT Mitra Bisnis Keluarga Ventura Banyumas. Expected to be achieved by understanding the relationship between work stress, workload, job satisfaction, and turnover intention may decrease turnover intention rates and job satisfaction increase so that the company's conditions become more stable which will ultimately focus more on improving employee performance so that results can be even better.

## 2. RESEARCH METHOD

The empirical model is also called a framework of thought, which means it is the researcher's train of thought as the basis for thinking to strengthen the sub-focus which is the background of this research. The purpose of the thinking framework itself is to form a research path that is clear and can be accepted logically (Sugiyono, 2019). A framework is not just a collection of information obtained from various sources or an understanding. However, a framework of thinking requires data that is relevant to a research, namely an understanding that researchers get from the results of searching for sources and then applying it in a framework of thinking. The theoretical framework in this research is as follows:

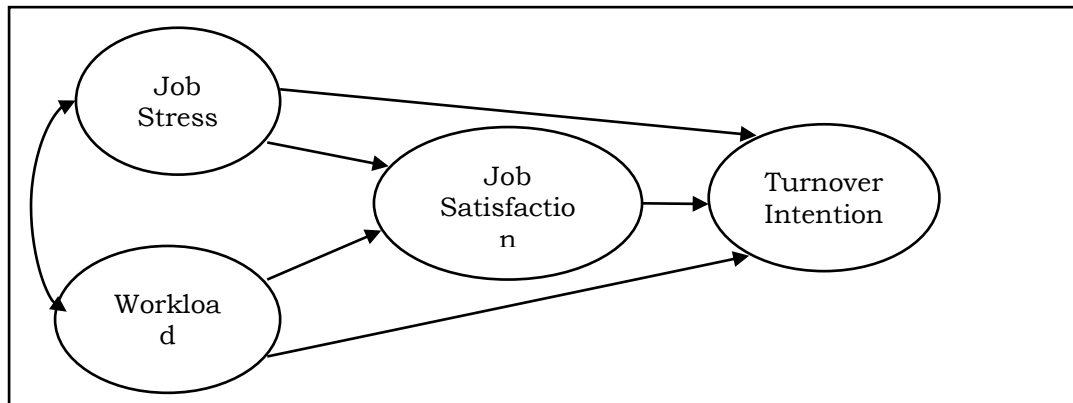


Figure 1. Theoretical Framework

The purpose of this study was to look at the relationship between job stress and workload towards turnover intention with job satisfaction as a mediating variable. This research will explain the influence of Job Stress on Job Satisfaction, the influence of the Workload on Job Satisfaction, the influence of Job Stress on Turnover Intention, the influence of Workload on Turnover Intention, the influence of Job Satisfaction on Turnover Intention, the influence of Job Stress on Turnover Intention mediated by Job Satisfaction, and the influence of Workload on Turnover Intention mediated by Job Satisfaction.

This study used quantitative and descriptive approaches. Data sources are derived from primary data obtained from the dissemination of the questionnaire to 66 sales persons PT Mitra Bisnis Keluarga Ventura Banyumas. Descriptive analysis is a method that serves to describe or give a picture of an object studied through data or samples that have been collected as they are without carrying out analysis making a conclusion that applies to the general public (Husein Umar, 2019). In this study, the researchers used the type of questionnaire instrument with scores using 6 scales namely very agree (SS/6), agree (S/5), less agree (KS/4), less disagree (KTS/3), disagree (TS/2), very disagree (STS/1). The likert scale sometimes eliminates the middle between agree and disagree, is "neutral". In this case the respondent is required to enter the pole of agree or disagreed. Such questions are meant to make the respondent feel that he is not neutral or not. According to Hadi (2019), modifications in the 6 likert scales aimed to eliminate the weaknesses found in the 5 Likert scale by eliminating the category of answers in the middle. Here is a table with the characteristics of the respondents and the variables of the study.

Table 1. Classification of Respondents by Age

Category	Frequency	Percentage
< 21 year	22	33,3 %
21-25 year	26	39,4 %
> 25 year	18	27,3 %
Total	66	100 %

Source : Primary Data

Based on the above table, it can be concluded that according to the age of the respondent, the majority of respondents are in the age category 21-25 years, which is 26 respondents (39.4%).

Table 2. Classification of Respondents by Age of Work

Category	Frequency	Percentage
1-3 year	31	47,0 %
4-6 year	14	21,2 %
> 6 year	21	31,8 %
Total	66	100 %

Source : Primary Data

Based on the above table, it can be concluded that the characteristics of respondents based on the length of the respondent's work, most respondents have 1-3 years of work, which is as many as 31 respondents (47,0%).

Table 3. Classification of Respondents Based on Recent Education

Category	Frequency	Percentage
SMA	60	90,9 %
S1/S2	6	9,1 %
Total	66	100 %

Source : Primary Data

Based on the above table, it can be concluded that the characteristics of the respondents based on the last education of respondents, most respondents have a final high school education of 60 respondents (90.9%).

Smart PLS software version 4 is used to conduct data analysis that measures the influence of job stress, workload on turnover intention mediated job satisfaction with the Partial Least Squares (PLS) method.

### 3. RESULTS AND DISCUSSIONS

This research aims to find out the effect of job stress and workload on turnover intention mediated by job satisfaction. The data collection was carried out by disseminating questionnaires to 66 sales persons at PT Mitra Bisnis Keluarga Ventura Banyumas. The analytical tool used is SmartPLS 4 (Partial Least Squares) with structural equation modeling (SEM).

#### 3.1. Reliability

Cronbach alpha and composite reliability values are used to measure reliability in PLS. If the Cronbach's alpha value is advised to be above 0.7 and the composite reliability value is above 0.7, it is deemed dependable.

Table 4. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Job Stress	0,937	0,950
Workload	0,928	0,944
Job Satisfaction	0,960	0,966
Turnover Intention	0,922	0,939

Source : Primary Data

Table 4 above shows that the Cronbach Alpha and the composite reliability value of all research variables are both more than 0.7. It is clear from these findings that every variable has a high degree of reliability because they all meet composite reliability and Cronbach alpha requirements.

#### 3.2. Discriminant validity

A model's accuracy is determined through discriminant validity assessment, where cross-loading values and the Fornell-Larcker criteria are key indicators. These metrics gauge the strength of connections between constructs and their respective indicators, as well as indicators from unrelated constructs. An alternative approach

involves ensuring that cross-loading values and the Fornell-Larcker criterion exceed 0.7. This is achieved by comparing the square root of the average variance extracted (AVE) for each construct with the correlations between the construct and others in the model. If a construct's AVE root value surpasses its correlation with other constructs, it signifies strong discriminant validity.

Table 5. Fornell-Larcker Criterion Value

Variable	Job Satisfaction	Job Stress	Turnover Intention	Workload
Job Satisfaction	0.859			
Job Stress	-0.753	0.873		
Turnover Intention	-0.894	0.778	0.849	
Workload	-0.807	0.739	0.797	0.858

Source : SmartPLS 4 Output Results

Table 5 shows that each item's cross-loading value is more than 0.70 and that each item's value is highest when it is coupled to its own latent variable as opposed to other variables. This indicates that every variable in the study has accurately described its latent variable and demonstrated the validity of each item's discriminant validity.

### 3.3. R Square

Table 6. R Square Test Results

Variable	R-Square	R-Square Adjusted
Job Satisfaction	0.705	0.696
Turnover Intention	0.830	0.822

Source : SmartPLS 4 Output Results

According to Table 6 above, Job Satisfaction variable has an R-Square value of 0.705. This figure indicates that an independent variable accounting for 70.5% of the variance in the Job Satisfaction variable can be used to explain the remaining 29.5%, with other variables not included in this research contributing to the explanation. An independent variable accounts for 83.0% of the Turnover Intention variable's explained variance, with the remaining 17.0% coming from factors beyond the scope of this study, according to the Turnover Intention variable's adjusted R-Square value of 0.830.

### 3.4. Predictive Relevance (Q Square)

Predictive relevance is a test that looks at the Q square value to demonstrate how well the observation value is obtained utilizing the blindfolding technique. A positive observation value is indicated if the Q square value is  $> 0$ , and a negative observation value is indicated if the Q square value is  $< 0$ . Q-Square measures how well the model generates observational values and estimates parameters, making it predictively relevant for structural models.

Table 7. Predictive Relevance

Variable	Q <sup>2</sup> (=1-SSE/SSO)	Description
Job Satisfaction	0.508	Has predictive relevance value
Turnover Intention	0.582	Has predictive relevance value

Source : SmartPLS 4 Output Results

The dependent variable's Q square value is  $> 0$ , as can be observed from the data shown in the table above. The value of Q square  $> 0$  indicates that the study has a good observation value, according to these parameters.

### 3.5. Results of Hypothesis Testing

The purpose of testing the structural relationship model is to elucidate the correlation between the study's variables. The image output and the value found in the

output path coefficients serve as the foundation for directly evaluating the hypothesis. The hypothesis is directly tested on the assumption that there is a significant influence of exogenous variables on endogenous variables if the statistical T value is  $> 1.960$  and the p value is  $< 0.05$  (significance threshold = 5%). Every proposed association is statistically tested against the sample using the bootstrapping approach.

Table 8. Hypothesis Testing

Variable	Original Sample (O)	T Statistic  O/STDEV	P Values
Job Satisfaction -> Turnover Intention	-0.628	7.540	0.000
Job Stress -> Job Satisfaction	-0.344	3.183	0.001
Job Stress -> Turnover Intention	0.201	2.306	0.021
Workload -> Job Satisfaction	-0.553	5.619	0.000
Workload -> Turnover Intention	0.141	1.969	0.049
Job Stress -> Job Satisfaction -> Turnover Intention	0.216	2.797	0.005
Workload -> Job Satisfaction -> Turnover Intention	0.347	4.635	0.000

Source : SmartPLS 4 Output Results

According to the provided data, researchers observed significant relationships between various factors in the model. Job stress (X1) demonstrated a negative and significant impact on job satisfaction (Z), indicated by a coefficient of  $-0.344$ , p-value of  $0.001 < 0.05$ , and a t-statistic of  $3.183 > 1.960$ . Workload (X2) also negatively affected job satisfaction (Z), with a coefficient of  $-0.553$ , p-value of  $0.000 < 0.05$ , and a t-statistic of  $5.619 > 1.960$ . On the other hand, turnover intention (Y) was positively influenced by both job stress (X1) and workload (X2), as supported by their coefficient values and statistical significance. Additionally, job satisfaction (Z) negatively impacted turnover intention (Y), as evidenced by the respective coefficient, p-value, and t-statistic values. Furthermore, the mediation analysis revealed that job satisfaction (Z) mediated the relationship between job stress (X1) and turnover intention (Y), as well as between workload (X2) and turnover intention (Y), with significant coefficient values, p-values, and t-statistics. This study contrasts with Suswati (2020) research findings, which indicate that work-related stress has no discernible impact on the intention to leave and contrasts with study by Agustine & Nawangsari (2020) and Junaidi et al (2020) which demonstrates that workload has an adverse impact on the intention to leave.

#### 4. CONCLUSION

Through the mediation of job satisfaction on sales representatives of PT MBK Ventura Banyumas, this study examined the effects of job stress and workload on turnover intention. We can draw the following conclusions from this study based on the data analysis results and the discussion of the research findings that were submitted in the previous chapter: Workload (X2) significantly reduces Job Satisfaction (Z), while Job Stress (X1) significantly increases Turnover Intention (Y). Job Satisfaction (Z) inversely affects Turnover Intention (Y). Job Stress (X1) directly influences Turnover Intention (Y), and its impact is mediated by Job Satisfaction (Z). Similarly, Workload (X2) directly impacts Turnover Intention (Y), with mediation through Job Satisfaction (Z).

This study has some limitations, including the following: The total number of respondents is only 66 people; therefore, more than 66 people are required for the next size of the study and during the data collection process, sometimes respondents show their true opinions in the questionnaire. This may be due to different assumptions and understanding of each respondent, differences in thinking, and other factors, such as the integrity factor in the filling of the questionnaires. Advanced studies will help respondents become more neutral and honest when filling the questions. Implications of this research are expected to provide results that are used as references and input as well as consideration material for companies to improve job satisfaction and address

turnover intention through job stress and workload. This research is also expected to contribute to adding insight and knowledge in the field of marketing management.

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