



Analysis of workload, career development, and compensation for employee retention at PT Angkasa Pura Indonesia

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ABSTRACT

In the workplace, especially companies, they must have good human resource management. One of them is related to fulfilling what employees need or the rights of the employees themselves based on the regulations and agreements that have been agreed upon by both parties. Therefore, in this case, the company will not lose employees, especially those who have great potential for the company. This study aims to analyze the influence of workload, career development, and work compensation on employee retention at PT Angkasa Pura Indonesia (Case Study at Zainuddin Abdul Madjid International Airport Lombok). The method used was quantitative by distributing questionnaires to 108 non-structural permanent employees. Data were analyzed using validity tests, reliability tests, classical assumption tests, regression analysis, hypothesis testing, and determination coefficients. The results show that these three independent variables have a positive and significant effect on employee retention, either partially or simultaneously, with career development having a dominant effect.

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INTRODUCTION

Human resources (HR) are a key factor in the sustainability of a company's operations and play a central role in determining organizational performance (Koman et al., 2024). HR is not only a driver of operations but also a strategic asset that affects the organization's long-term agility, innovation readiness, and resilience (Furqo et al., 2024);(Savanevi, 2018). Therefore, the quality of human resources and the way organizations manage, develop, and retain their talent significantly affect the stability and success of long-term operational activities.

In the Theory of COR / Conservation of Resources Where it is said that employees in this case where if they increase their personal abilities both energy, time and food compensation will get a higher workload it will reduce resources and cause stress, In career development and appropriate compensation will increase resources with a high level in improving their work. And if resources are continuous it will cause employees to opt out.

Excessive workload, structured career development, and improper compensation are among the most common factors that contribute to employee turnover in many organizations (Rezeki et al., 2023) ; (Career, 2020). Workloads that exceed employee capacity can lead to stress, burnout, and decreased productivity (Robbins, 2017). Meanwhile, career development is one of the most influential predictors of employee retention because employees are likely to stay in organizations that provide a clear path of development (Weng & McElroy, 2012);(Ramli, et al., 2022). Compensation—both financial and non-financial—also serves as a key determinant of retention, influencing employees' perceptions of fairness and organizational appreciation. (Sanders & Ketut, 2022).

At the International Airport Branch Office (BIZAM) of PT Angkasa Pura Indonesia Zainuddin Abdul Madjid Lombok, these three factors are strategic issues that can affect employee retention in the company, is a strategic issue that directly affects employee retention. The compensation system must also remain competitive to retain experienced talent in a high-risk, tightly regulated environment (Perryer & Jordan, 2010); (Yusliza et al., 2021).

The purpose of this study is to find out whether there is an influence of variable X, namely workload, career development, and work compensation on variable Y, namely employee retention at the Branch Office of PT Angkasa Pura Indonesia Zainuddin Abdul Madjid Lombok International Airport (BIZAM) either partially, simultaneously or dominantly.

RESEARCH METHODS

In this study, the author uses a type of quantitative research. The quantitative research method itself is a research method used to research a specific population or sample, where sampling techniques are carried out randomly, and the data produced is quantitative/statistical with the aim of testing the hypothesis that has been determined(Saeed, 2017) . [14] A population is made up of all parts of an event, object, or person that share the same characteristics. [15] The population data used by the author in this study is 147 permanent employees of PT Angkasa Pura Indonesia Zainuddin Abdul Madjid Lombok International Airport Branch Office. A part of a population that consists of a few specific individuals is called a sample. [15] Examples of criteria used by the author are employees with a tenure of more than 4 years ($x > 4$ years) and employees who are not in structural positions. The sample count was obtained from the calculation using the following slovin formula.

In this study, employees with a working period of more than 4 years and non-structural, because those with problems often go in and out are non-structural employees and those who are more than 4 years old and have high stress during that period.

$$n = \frac{N}{1 + N(e)^2}$$

Formula Slovin

The number of samples was 108 people.

A variable is any type that the researcher determines to be studied so that information is obtained about it, and then conclusions are drawn[16]. In this study, the author used three independent variables, such as Workload (X1), Career Development (X2), Work Compensation (X3) and one dependent variable, namely Employee Retention (Y). Career development is the personal improvement that a person makes to achieve their career goals and the improvement made by the personnel department to achieve a work plan that fits their career path or path within the company [17]. Indicators of career development are work achievement, training, educational background, organizational policies, work experience, and loyalty to the organization (loyalty). Workers' compensation consists of payments made to employees and things related to them [6].

Indicators of work compensation include wages and salaries, incentives, benefits, and facilities. Employee retention is a company's effort to retain its employees within the organization[8]. Employee retention indicators include organizational components, career opportunities, rewards, work design, and employee relationships.

Schoonenboom, (2023) stating that there are two categories of data, namely qualitative and quantitative data. Qualitative data refers to information presented in the form of words, sentences, narratives, or images. Qualitative data collection is usually done through interviews, observations, open-ended questions, and documentation (Aspers & Corte, 2019).

Primary and secondary data are commonly used in quantitative research to reinforce validity and ensure sufficient information for analysis (Patricia Leavy, 2017)

To obtain the required data, the author uses several data collection techniques, including observation, interviews, questionnaires, and documentation. These techniques are critical to ensure that the data collected accurately represents the conditions being studied (Scott, 2020). The data analysis in this study includes several statistical tests such as validity tests, reliability tests, classical assumption tests, regression analysis, hypothesis testing, and determination coefficients.

RESULTS AND DISCUSSION

From the results of data collection using a questionnaire distributed through Google Forms, 108 respondents were obtained. Online questionnaires are widely used because they are efficient, accessible, and capable of generating valid quantitative data for further analysis (Harinaraya & Raju, 2010). The data obtained previously has been verified and declared valid to be processed in the next analysis. The profile of the respondents in this study was observed to provide an overview of the characteristics of the sample, which is an important step in quantitative research to ensure the representativeness and reliability of the findings (Taherdoost, 2020)..

Based on gender, there were 83 people (76.9%) male respondents, and 25 people (23.1%) women. The majority of employees are male. There was a difference of 58 people (53.8%). The working period of each employee who became a respondent was divided into several categories, namely the working period <5 years as many as 33 people (30.6%) employees, then the 6-10 years of service as many as 41 people (38%) employees, the 11-20 years of service as many as 30 people (27.8%) employees, and the last working period >20 years as many as 4 people (3.7%) employees.

Then, based on the distribution of respondents from each work unit in the field, including 9 people (8.1%) from the airport equipment unit, 27 people (25%) from the ARFF unit, 1 person (0.9%) from the airport accounting unit, 1 person (0.9%) from the airport commercial unit, 1 person (0.9%) from the airport environment unit, 3 people (2.8%) from the airport facilities unit, 3 people (2.8%) from the airport finance unit, 2 people (1.9%) from the airport unit of HCR, 5 people (4.6%) from the airport ICT unit, 1 person (0.9%) from the legal airport unit, 26 people (24.1%) from the airport operations unit, 3 people (2.8%) from the airport security unit, and 26 people (24.1%) from the airport security unit.

The result of the practical coefficient value in workload Where if every improvement in the quality of food will increase employee retention, so that employees depend on competence and certification, While in this career it must be clear, with programmed and structured training will have an impact on workloads that have high risks such as ground handling and others, while practically the compensation coefficient, the better the allowance, the higher the retention and this can, Make the principle fair and there will be healthy competitiveness between employees

Analysis of Research Results

(1)The validity test is carried out by comparing the r-count with the r-table. In this study, the author used 108 respondents, with a significance value of 0.05 or 5%. DF in this study is N-2 where N is the total number of samples or respondents. So the value of N-2 is 106. With a DF value

of 106, then according to the r-table below, the statement is said to be valid if the r-value of the > of r-table 106 is 0.189.

Table 1. Variable Validity Test Results X1

Variable	Indicators	r-count	Table r	Information
Workload	X1.1	0,808	0,189	Legitimate
	X1.2	0,847	0,189	Legitimate
	X1.3	0,822	0,189	Legitimate
	X1.4	0,671	0,189	Legitimate

From the results of the above test, it can be seen that the r-count value of the variable X1 is entirely greater than the r-table, so it can be stated that the variable X1 is completely valid.

Table 2. Results of the Validity Test of Variable X2

Variable	Indicators	r-count	Table r	Information
Career Development	X2.1	0,834	0,189	Legitimate
	X2.2	0,849	0,189	Legitimate
	X2.3	0,816	0,189	Legitimate
	X2.4	0,858	0,189	Legitimate
	X2.5	0,741	0,189	Legitimate
	X2.6	0,865	0,189	Legitimate

From the results of the above test, it can be seen that the r-count value of the X2 variable is entirely greater than the r-table, so it can be stated that the X2 variable is completely valid.

Table 3. Results of the Validity Test of Variable X3

Variable	Indicators	r-count	Table r	Information
Workers' Compensation	X3.1	0,821	0,189	Legitimate
	X3.2	0,774	0,189	Legitimate
	X3.3	0,829	0,189	Legitimate
	X3.4	0,838	0,189	Legitimate

From the results of the above test, it can be seen that the r-count value of the X3 variable is entirely greater than the r-table, so it can be stated that the X3 variable is completely valid.

Table 4. Results of the Y-Variable Validity Test

Variable	Indicators	r-count	Table r	Information
Employee Retention	Y4.1	0,826	0,189	Legitimate
	Y4.2	0,820	0,189	Legitimate
	Y4.3	0,790	0,189	Legitimate
	Y4.4	0,788	0,189	Legitimate

From the results of the above test, it can be seen that the r-calculated value of variable Y is entirely greater than that of r-table, so it can be stated that variable Y is completely valid. Reliability Test In general, the reliability test value is said to be good if it > 0.7 as Ghozali (2018) said. The following are the results of the reliability test using SPSS software conducted by the author.

Table 5. Reliability Test Results for All Variables

Not.	Variable	Alpha Cronbach	Information
1	X1 (Workload)	0,784	Reliable

2	X2 (Career Development)	0,897	Reliable
3	X3 (Work Compensation)	0,825	Reliable
4	Y (Employee Retention)	0,789	Reliable

From the table above, it can be concluded that the entire variable is reliable because the overall value of Alpha Cronbach is greater (> 0.7).

Normality Test

The normality test is used to determine whether a regression model with bound variables and independent variables both have normal distributions. One way to test the normality of the data is to plot the normal chart of the PP. If the data spread shows a straight line pattern on the chart, then the data is normal.

Then it can be seen from the results of the Kolmogorov-Smirnov One-Sample Test below.

Table 6. Test Result 1-Sample Kolmogorov Smirnov

		Non-Standard Residue	
		108	
Normal Parameters ^{a,b}	N	Mean	.0000000
		Std. Deviation	.26565276
The Most Extreme Differences		Absolute	.103
		Positive	.103
		Negative	-.064
	Test Statistics		.103
	Asymp. Sig. (2 tails)		.007 ^c
Monte Carlo Sig. (2 tails)		Sig.	.194 ^d
	95% Confidence Interval	Lower Limit	.186
		Upper Limit	.201

a. The distribution of the test is Normal.

b. Calculated from data.

c. Correction of Lilliefors Significance.

From the results of the normality test using SPSS software, the result of the Asymp Sig. value is 0.007 and the Monte Carlo Sig. value is 0.194 where both are greater > 0.005 so that it can be concluded that the data is distributed normally.

Heteroskedasticity Test

A regression model that is considered good is a residue from one observation to another that is constant or homoscedasticity or heteroscedasticity does not occur. The following are the results of the heteroskedasticity test with the glycer test method which uses absolute residue values.

Table 7. Heteroscedasticity Test Results

		Coefficients		Standard Coefficients		
Pattern		Non-Standard Coefficients	Std. Error	Beta	t	Sig.
1	(Constant)	.190	.121		1.573	.119
	Workload (X1)	.030	.039	.086	.783	.436
	Career Development (X2)	.019	.053	.038	.369	.713
	Workers' Compensation (X3)	-.052	.043	-.131	-1.209	.229

a. Dependent Variable: stomach

From the table above, it can be stated that there is no heterokedasticity between the three X variables and the Y variable, which is evidenced by the value of three greater significances > 0.005. Heterokedasticity can also be proven by scattered plot graphs that in their data processing use standard predictors and standard residual variables, as described in the following figure.

Multicollinearity Test

The Multicollinearity test was performed to find out if there was a correlation between independent variables in the regression model. The decision-making requirement for this test is that if the tolerance value is > 0.10, and the VIF value is < 10, then the data is said to be avoidable from multicollinearity. The following are the results of the multicollinearity test using SPSS software conducted by the author.

From the above data, all variables had a tolerance value of more than > 0.10 and a VIF value of less than <10, so it can be concluded that there was no multicollinearity in all the independent variables used by the author.

Autocorrelation Test

One of the most popular formal tests for detecting autocorrelation is the Durbin-Watson (DW) test. The condition of the absence of autocorrelation is that if the value of DW lies between the upper limit (dU) and (4 - dU) then the autocorrelation coefficient is equal to zero, meaning that there is no autocorrelation

Table 9. Autocorrelation Test Results

Pattern	Coefficients					Collinearity Statistics	
	Non-Standard Coefficients		Standard Coefficients		Sig.	Tolerance	VIFI D
	B	Std. Error	Beta	T			
1 (Constant)	.974	.187		5.207	.000		
Workload (X1)	.141	.060	.208	2.335	.021	.791	1.264
Career Development (X2)	.327	.082	.334	3.995	.000	.894	1.118
Workers' Compensation (X3)	.195	.067	.256	2.897	.005	.802	1.248

a. Dependent Variable: Employee Retention (Y)

In accordance with the results of the autocorrelation test above, a DW value of 2,128 was obtained. When compared to dU and (4-dU) according to the table DW with (k; N) and significance of 5%, where k is the sum of the variable X which is k = 3 and N is the number of respondents which is N = 108, then the dL value in the table above is 1.6297 and the dU value is 1.7437, so the value (4 - dU) is 2.2563. Then the evidence of the absence of autocorrelation is evidenced by the value of DW, which is 2.128 greater than dU > 1.7437 and smaller than (4 - dU) < 2.2563.

Regression equations

The regression equation can be seen based on the results of data processing in the following SPSS software.

Table 10. Coefficient of Regression Equation

Pattern	Coefficients					Collinearity Statistics	
	Non-Standard Coefficients		Standard Coefficients		Sig.	Tolerance	VIVID
	B	Std. Error	Beta	T			
(Constant)	.974	.187		5.207	.000		
Workload (X1)	.141	.060	.208	2.335	.021	.791	1.264

Career Development (X2)	.327	.082	.334	3.995	.000	.894	1.118
Workers' Compensation (X3)	.195	.067	.256	2.897	.005	.802	1.248

a. Dependent Variable: Employee Retention (Y)

From the data above, the regression equation is obtained as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

Become

$$Y = 0.974 + 0.141 X_1 + 0.327 X_2 + 0.195 X_3$$

For every 1 unit of X1 (workload) increase, the Y value (employee retention) will increase by 0.141 units. For every 1-unit increase in X2 (career development), the Y value (employee retention) will increase by 0.372 units. Each 1 unit increase in X3 (work compensation) will increase by 0.195 units. The three increases in each of the X variables were in the Y variable with a constant value (interception) of 0.974.

Hypothesis Test

The hypothesis test itself is carried out by means of a t-test (partial) and an F-test (simultaneous) with the following details: The t-test is carried out by comparing t-count and t-table.

The t-calculated value in table 10 for variable X1 is 2.335, which is greater than the t-table value of 1.9826 which means that Variable X1 partially has a positive and significant influence on Variable Y. The t-calculated value in table 10 for variable X2 is 3.995, which is greater than the t-table value of 1.9826 which means that Variable X2 partially has a positive and significant influence on Variable Y.

The t-calculated value in table 10 for variable X3 is 2.897, which is greater than the t-table value of 1.9826 which means that Variable X3 partially has a positive and significant influence on Variable Y. Then for simultaneous testing, using a comparison of the results of F-count with F-table, which is as follows.

Table 11. Anova Test Results

NEW ERA						
Pattern	Number of Squares	Df	Square Average	F	Sig.	
1	Regression	4.053	3	1.351	18.607	000b
	Remnant	7.551	104	.073		
	Entire	11.604	107			

a. Dependent Variables: Retensi_Karyawan_(Y)

b. Predictor: (Constant), Kompensasi_Kerja_(X3), Pengembangan_Karir_(X2), Beban_Kerja_(X1)

From table 11 above, it can be compared that the value of the calculation F is 18.607, greater than the value of table F of 3.08 which means that variable X simultaneously has a positive and significant influence on variable Y.

Coefficient of Determination

The value of the determination correlation coefficient is zero and one. A small R² value means that the ability of independent variables to explain variations in dependent variables is very limited. A value that is close to one means that the independent variable provides almost all the information needed to predict the variation of the dependent variable.

Table 12. Coefficient of Determination of All Variables X to Y

Pattern	R	R Square	Customized R Box	Model ^b Summary	
				Std. Estimation Error	Durbin-Watson
1	.591a	.349	.331	.26946	2.128

a. Predictors: (Constant), Pengembangan_Karir_(X2), Kompensasi_Kerja_(X3), Beban_Kerja_(X1)

b. Dependent Variables: Retensi_Karyawan_(Y)

From table 12 above, the result of the coefficient of determining all variables X to Y is 34.9%. It can also be explained that all independent variables (X) have a 34.9% ability to explain variance against dependent variables (Y) and there are still 65.1% of variances explained by factors outside the model.

Discussion

(1)The Effect of Workload on Employee Retention, the overall test conducted gave results where Variable X1, namely workload, was partially proven to have a positive and significant influence on variable Y, namely employee retention. This is evidenced by the comparison of the t-calculated value with the t-table and the percentage of the partial determination coefficient. So that in the end it can be stated that the first hypothesis is acceptable. Result X₁ variable testing on variable Y is also in line with or equal to previous research conducted by (Mezaluna et al., 2024) with the title The Influence of Work, Life Balance and Workload on Employee Retention at BPJS Kesehatan Palu. Where in the study, the t-test results for variable workloads on employee retention were calculated to be t-greater than the t-table, or linguistically stated that the workload had a positive and significant effect on employee retention. In addition, similar findings were reported in other studies. Fatmawati & Mansyur, (2024) found that high workloads increase turnover intent, which indirectly affects retention rates. Nengah et al., (2023) Indicates that workload contributes to employee burnout, which in turn negatively impacts retention. (Oktario, Endang, Ayik, & Afan, 2024)

The Effect of Career Development on Employee Retention, the overall test conducted gave results where Variable X2, namely partial career development, was proven to have a positive and significant influence on variable Y, namely employee retention. This is evidenced by the comparison of the t-calculated value with the t-table and the percentage of the partial determination coefficient. So that in the end it can be stated that the second hypothesis is acceptable. The results of the X2 variable test on the Y variable are also in line with or equal to the previous research conducted by (Disa & Djastuti, 2019)

The Effect of Work Compensation on Employee Retention All tests conducted gave results where Variable X3, namely partial work compensation, was proven to have a positive and significant influence on variable Y, namely employee retention. This is evidenced by the comparison of the t-calculated value with the t-table and the percentage of the partial determination coefficient. So that in the end it can be stated that the third hypothesis is acceptable. The results of the X3 variable testing on variable Y are also in line with or equal to previous research conducted by (Ngazo & Ratnawati, 2022)

The effect of workload, career development, and work compensation on employee retention. The overall test conducted gave results where all X variables were simultaneously proven to have a positive and significant influence on variable Y, namely employee retention. It is proven that the value of t-calculated with t-table, f-calculated and f-table, and the percentage of simultaneous determination coefficients is proven. So that in the end it can be stated that the fourth hypothesis is acceptable

CONCLUSION

Partial Workload has a positive and significant effect on the Retention of t-calculated for variable X1 of 2.335, which is greater than the t-table value of 1.9826 so that it means that Variable X1 partially has a positive and significant effect on Variable Y. (2) Partial Career Development has a positive and significant effect on Retention, namely the value of t-calculated for variable X2 of 3.995, greater than the t-table value of 1.9826 so that Variable X2 partially has a positive and significant influence on Variable Y. (3) Partial Employment Compensation has a positive and significant influence on Employee Retention, namely the t-value of variable X3 is 2.897, which is greater than the value of t-table of 1.9826 so that it means that Variable X3 partially has a positive and significant effect on Variable Y. (4) All variables X simultaneously have an influence positive and significant to Employee Retention, the calculated value f is 18.607 which means that it is greater than the value of the table f of 3.08 which means that variable X simultaneously has a positive and significant influence on variable Y. (5) Of the three X variables that have a more dominant influence on variable Y, the variable X2, the application of workload policies can be through *Workload analysis* to determine human resource needs, as well as apply rotation management system analysis, Career design implications can determine career paths in each division and use effective communication, employee training, Implications related to compensation by providing benefits, incentives, by adjusting workload

The author suggests that those in charge of human resource management, to be able to hear any complaints related to the rights and authority of employees in the company, especially if referring to the results of this research, namely about employee career development. In addition, in the next research, more detail in processing data, and other variables that can be benchmarks and comparisons for research optimization in companies, both at airports and in other companies.

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