

The Effect of Workload and Work Discipline on Turnover Intention among Sales Division Employees of PT. Kendaraan Titipan Surabaya

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Abstract

Tingkat perpindahan karyawan (turnover) pada divisi penjualan di sebuah perusahaan jual beli mobil bekas Surabaya menunjukkan tren kenaikan selama tiga tahun terakhir, dan pola serupa juga tampak pada tingkat ketidakhadiran karyawan pada rentang waktu yang sama. Gejala ini diduga berkaitan dengan tekanan pekerjaan yang ditanggung tenaga sales serta melemahnya kepatuhan terhadap aturan kerja. Studi ini disusun untuk menguji pada pengaruh beban kerja dan disiplin kerja terhadap turnover intention karyawan divisi sales. Pendekatan kuantitatif asosiatif digunakan dengan menyebarkan kuesioner berskala Likert kepada seluruh 52 karyawan divisi sales melalui teknik sensus (sampling jenuh). Data yang terkumpul kemudian diolah dengan Partial Least Square Structural Equation Modeling (PLS-SEM) berbantuan SmartPLS. Hasil pengujian membuktikan bahwa beban kerja berpengaruh positif dan signifikan terhadap turnover intention, sementara disiplin kerja menunjukkan arah pengaruh negatif namun belum signifikan secara statistik. Kedua variabel bersama-sama mampu menjelaskan 30,3% variasi turnover intention. Temuan ini mengindikasikan bahwa pengelolaan waktu kerja perlu menjadi prioritas pembenahan perusahaan untuk menekan niat keluar karyawan, sementara penguatan kepatuhan jam kerja tetap layak dipertahankan sebagai penopang retensi karyawan meskipun bukan faktor dominan.

Keywords: beban kerja, disiplin kerja, turnover intention; PLS-SEM.

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INTRODUCTION

Human resources are often described as a strategic asset that determines an organization's resilience, rather than a mere production factor alongside capital and sales targets (Robbins and Judge, 2022). Yet retaining employees within a single organization is far from straightforward. One of the most recurring challenges is human resource. A significant issue in management is the high level of turnover intention, defined as an employee's inclination to consider or intend to voluntarily leave their current workplace (Robbins and Judge, 2022). This intention is considered the strongest predictor of actual turnover, making early detection crucial, the departure of an employee entails the loss of experience, networks, and knowledge that are not easily replaced.

The used vehicle trading sector is particularly vulnerable to this issue. Unlike conventional office work, vehicle sales personnel operate at a relentless pace: daily sales

targets to pursue, mandatory prospect visits, and pressure to close transactions before the end of each month (Arifin, 2023). Such conditions accumulate into a workload that drains both the physical and psychological energy of employees, and when left unmanaged, consistently becomes a key trigger of employees' desire to leave (Wakhyuni et al., 2021). The heavier the workload carried, the stronger the drive to seek an alternative (Solihin and Wardani, 2022), a pattern also confirmed among sales staff at official vehicle dealerships (Arifin, 2023) and in service sectors beyond the used vehicle trade (Isfania and Iryanti, 2024).

Beyond workload, work discipline is another variable worth examining closely. Work discipline reflects the extent to which employees adhere to the rules, procedures, and standards established by the company, when discipline weakens, it often surfaces as unplanned absences or disregard for procedures, and this is frequently not merely a matter of individual character but a signal that an employee's attachment to the organization is beginning to waver (Anisa et al., 2023). The weaker an employee's work discipline, the greater the likelihood of turnover intention emerging.

This phenomenon is clearly reflected in a consignment-based used vehicle trading company in Surabaya that serves as the object of this study. Internal company data recorded turnover in the sales division rising from 13% (2023) to 17% (2024) and 21% (2025), a level considered high under the criteria of Nurmiyati and Astuti (2021). This trend has been accompanied by a rise in the absenteeism rate from 0.43% to 0.57% and 0.76% over the same period, while sales target achievement declined from 95% in 2023 to only 75% in 2025. As the number of remaining sales personnel shrinks, part of the workload previously shared among departing employees must now be absorbed by those who stay, even as sales targets are maintained or gradually raised as part of the company's profit growth strategy. This accumulation of demands indicates that the workload borne by each sales employee has the potential to grow heavier and, in turn, drive higher turnover intention.

Building on this phenomenon, this study aims to analyze the influence of workload and work discipline, both partially and simultaneously, on the turnover intention of sales division employees at the company under study. The findings are expected to provide management with a data-driven picture for formulating policies on workload redistribution, strengthening the discipline system, and designing more targeted employee retention programs.

METHODOLOGY

This study uses an associative quantitative approach to examine the causal relationship between variables. The population comprised all employees of the sales division at the used vehicle trading company in Surabaya, totalling 52 people. Given the relatively small population size, the sample was determined using a census technique (saturated sampling), in which the entire population served as respondents (Sugiyono, 2019), resulting in a sample of 52 respondents. Primary data were collected through a five-point Likert scale questionnaire, ranging from Strongly Disagree (score 1) to Strongly Agree (score 5). The workload variable (X1) was measured using four indicators adapted from Oktianto (2021): target achievement, working conditions, time utilization, and work standards. The work discipline variable (X2) was measured using four indicators adapted from Sutrisno (2019): attendance, compliance with working hours, compliance with regulations, and responsibility in carrying out tasks. Turnover intention (Y) was measured using three indicators adapted from Afifi et al. (2024): desire to seek other employment, plans to resign, and thoughts of leaving the company. The four workload items were originally phrased as positive ability statements during data collection, so prior to analysis their scores were reverse coded (a score of 5 became 1, 4 became 2, and 3 remained unchanged) so that their polarity would be consistent with the workload construct, in which a higher score reflects a heavier workload.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software. Model evaluation was conducted in two stages. First, outer model evaluation, comprising a convergent validity test (outer loading values above 0.70), discriminant validity (Average Variance Extracted / AVE values above 0.50), and construct reliability (Cronbach's Alpha and Composite Reliability values above 0.70) (Hair et al., 2022). Second, evaluate the internal model, which includes the R-Square value to measure the extent to which the exogenous variables, explain the endogenous variable, and hypothesis testing through a 0.05 at a 95% confidence level.

RESULTS AND DISCUSSION

Respondent Characteristics

Among the 52 respondents who participated in this study, women constituted the majority (61.5%), while men accounted for 38.5%. This distribution indicates that sales positions within the company are occupied by employees of both genders, although female employees represent a larger proportion of the sample.

Most respondents were between 19 and 30 years of age (62.5%), indicating that the sales workforce was predominantly composed of employees in the early stage of their productive working age. Employees within this age group may demonstrate relatively high career mobility and may be more responsive to employment conditions, career opportunities, and job demands when considering whether to remain with or leave an organization.

The respondents also represented diverse educational backgrounds. Senior high school or vocational school graduates accounted for 45.2% of the sample, diploma holders for 21.2%, and bachelor's degree holders for 32.7%. This distribution suggests that sales positions within the company accommodate employees from various educational backgrounds, as job performance in sales may depend not only on formal educational attainment but also on selling competencies, communication skills, and the ability to establish and maintain customer relationships.

In terms of organizational tenure, most respondents had worked for the company for between two and five years. This level of experience indicates that the respondents had sufficient exposure to the company's working environment and operational practices to provide informed assessments of workload, work discipline, and turnover intention.

Measurement Model Evaluation (Outer Model)

The measurement model was evaluated by examining indicator reliability, convergent validity, and internal consistency reliability. The results showed that all indicators had outer loading values above the recommended threshold of 0.70, ranging from 0.777 to 0.954. These results indicate that each indicator demonstrated adequate reliability in measuring its respective latent construct.

Table 1. Outer Loadings and Average Variance Extracted (AVE)

Variable	Indicator	Outer Loading	AVE
Workload (X1)	X1.1 Targets to be achieved	0.888	0.742
	X1.2 Working conditions	0.842	
	X1.3 Use of time	0.918	
	X1.4 Work standards	0.790	
Work Discipline (X2)	X2.1 Attendance	0.777	0.793
	X2.2 Compliance with working hours	0.950	
	X2.3 Compliance with regulations	0.925	
	X2.4 Responsibility in carrying out duties	0.900	

Turnover Intention (Y)	Y1.1 Intention to seek another job	0.954	0.829
	Y1.2 Intention to leave the current job	0.922	
	Y1.3 Thoughts of leaving the company	0.853	

Source: PLS data processing results, 2026.

The Average Variance Extracted (AVE) values for all constructs exceeded the recommended threshold of 0.50. Specifically, workload recorded an AVE of 0.742, work discipline 0.793, and turnover intention 0.829. These results demonstrate satisfactory **convergent validity**, indicating that each construct explained more than 50% of the variance in its respective indicators. Turnover intention recorded the highest AVE value (0.829), indicating particularly strong convergence among its indicators.

It should be noted that the AVE criterion primarily assesses **convergent validity rather than discriminant validity**. Therefore, discriminant validity should be assessed separately using appropriate criteria, such as the Heterotrait-Monotrait (HTMT) ratio or the Fornell-Larcker criterion.

Table 2. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Workload (X1)	0.883	0.920
Work Discipline (X2)	0.916	0.938
Turnover Intention (Y)	0.898	0.936

Source: PLS data processing results, 2026.

Cronbach's alpha values ranged from 0.883 to 0.916, while composite reliability values ranged from 0.920 to 0.938. All values exceeded the recommended minimum threshold of 0.70 (Hair et al., 2022), demonstrating satisfactory internal consistency reliability. Therefore, the measurement instruments used to assess workload, work discipline, and turnover intention can be considered reliable for subsequent structural model analysis.

Structural Model Evaluation (Inner Model) and Hypothesis Testing

The structural model evaluation showed an R^2 value of 0.303 for turnover intention. This result indicates that workload and work discipline jointly explained **30.3% of the variance in turnover intention** among employees in the sales division. The remaining 69.7% of the variance was attributable to other factors not included in the proposed research model. Such factors may include job satisfaction, compensation, organizational commitment, leadership, perceived organizational support, career development opportunities, or other individual and organizational characteristics.

An R^2 value of 0.303 also indicates that the model has limited-to-moderate explanatory power for turnover intention. Therefore, although workload and work discipline contribute to explaining employees' intention to leave, turnover intention appears to be a multidimensional phenomenon influenced by a broader range of organizational and individual factors.

Table 3. Hypothesis Testing Results (Path Coefficients)

Relationship			Original Sample (β)	T-Statistic	P-Value	Decision	
Workload Intention	→	Turnover	0.479	4.623	< 0.001	H1 supported	
Work Discipline Intention	→	Turnover	-0.191	1.512	0.131	H2	not supported

Source: PLS data processing results, 2026.

Effect of Workload on Turnover Intention

The hypothesis testing results demonstrated that workload had a **positive and statistically significant effect on turnover intention** ($\beta = 0.479$, $t = 4.623$, $p < 0.001$). Therefore, H1 was supported. The positive path coefficient indicates that higher perceived workload is associated with stronger turnover intention among employees in the sales division.

This finding suggests that excessive job demands may increase employees' tendency to consider seeking alternative employment or leaving the organization. In the context of the company, this result is consistent with the organizational condition described in the introduction, in which a reduction in the number of sales personnel due to employee turnover may increase the workload and overtime demands placed on the remaining employees. Such conditions may create a reinforcing cycle in which employee turnover increases the workload of remaining employees, which may subsequently increase their own intention to leave.

Among the workload indicators, **use of time (X1.3)** recorded the highest outer loading (0.918), indicating that it was the indicator most strongly associated with the workload construct. This result suggests that time-related demands represent an important dimension of employees' perceived workload. Sales employees are required not only to perform activities within the showroom but also to undertake field-based activities and adjust their schedules according to customers' locations and availability. Consequently, difficulties in managing working time and meeting sales-related demands may contribute to greater perceived workload.

From a theoretical perspective, the finding is consistent with Robbins and Judge (2022), who argue that excessive job demands relative to employees' available resources and capacity may generate work-related pressure and contribute to withdrawal-related attitudes. The result also supports previous empirical findings reported by Wakhyuni et al. (2021), Solihin and Wardani (2022), and Arifin (2023), which indicate that increased workload is associated with stronger turnover intention across comparable organizational and employment contexts.

Overall, these findings suggest that workload management should receive particular managerial attention. Organizations should not focus exclusively on sales targets but should also consider workload distribution, staffing adequacy, working hours, and the allocation of field activities. Failure to manage these aspects effectively may increase employees' intention to seek employment elsewhere and potentially contribute to actual employee turnover.

Effect of Work Discipline on Turnover Intention

In contrast, work discipline exhibited a **negative but statistically non-significant effect on turnover intention** ($\beta = -0.191$, $t = 1.512$, $p = 0.131$). Therefore, H2 was not supported. The negative coefficient indicates that greater work discipline tends to be associated with lower turnover intention; however, the relationship was not statistically strong enough to establish a significant effect within the sample examined.

This finding suggests that differences in work discipline among employees in the sales division do not sufficiently explain variations in their turnover intention. In other words,

employees who demonstrate high levels of discipline are not necessarily less likely to consider leaving the organization, as their intention to stay or leave may be determined more strongly by other factors, particularly workload and other employment conditions.

Among the work discipline indicators, **compliance with working hours (X2.2)** recorded the highest outer loading (0.950), indicating that this indicator was most strongly associated with the work discipline construct. Nevertheless, a high outer loading should not be interpreted as evidence that compliance with working hours is the strongest determinant of turnover intention. Rather, it indicates that the indicator is a strong measure of the latent construct of work discipline.

The non-significant relationship may also be explained by the characteristics of sales work. Sales positions are generally more performance-oriented and target-driven than administratively oriented. Employees may therefore maintain high levels of attendance, punctuality, and compliance with organizational regulations while simultaneously experiencing substantial workload pressure and considering alternative employment opportunities. Consequently, disciplinary compliance may reflect employees' fulfillment of organizational responsibilities without necessarily indicating a strong psychological intention to remain with the organization.

This finding is broadly consistent with Loudoe et al. (2025), who reported that greater work discipline tends to be associated with lower employee turnover intention, although its influence may not always be sufficiently strong to become a primary determinant of employees' intention to leave. In the present study, the substantially larger coefficient for workload ($\beta = 0.479$) compared with work discipline ($\beta = -0.191$) further indicates that **workload represents a more salient factor associated with turnover intention among sales employees.**

Taken together, the results indicate that reducing turnover intention may require management to move beyond conventional disciplinary controls. Strengthening attendance requirements or compliance with working hours alone may be insufficient when employees continue to experience excessive job demands. Managerial interventions should therefore prioritize a more balanced allocation of workload, realistic sales targets, adequate staffing, effective working-time arrangements, and supportive working conditions while maintaining appropriate standards of work discipline.

CONCLUSION

Two main conclusions emerge from this analysis. First, rather than curbing turnover intention among sales division employees, workload appears to intensify it the heavier the perceived workload, to stronger the tendency toward intending to leave. From a managerial standpoint, this finding underscores that managing working time from scheduling perspective, this finding highlights the importance of prioritizing better time management, encompassing the scheduling of prospecting activities customer visits, and follow ups, as well as a review of overtime policy, so that the workload carried by sales staff stays within reasonable limits. Second, although work discipline shows the hypothesized negative relationship with turnover intention, its contribution to reducing turnover intention is not yet statistically meaningful. For management, this implies that reinforcing compliance with Working hours particularly punctuality in arrival and departure remains worthwhile as a supporting factor for employee attachment, though it should be treated as a stand alone strategy for lowering turnover intention without being paired with balanced workload management. Future research is encouraged to incorporate additional variables beyond this model, such as job satisfaction or compensation, given that the two variables examined here explain only 30,3% of the variance in turnover intention.

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