



# The influence of personal resources and job stress on turnover intention among employees in the ground transportation industry

Hernik Sri Andriyani<sup>1</sup>, Nurul Chasanah<sup>2</sup>, Sultan Muhammad Alfatih<sup>3</sup>, Miftahul Jannah S<sup>4</sup>

<sup>1,2,3,4</sup>Department of Management, Sekolah Tinggi Ilmu Ekonomi YAPAN, Indonesia

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## ABSTRACT

This study investigates the impact of Personal Resources and Work Stress on Turnover Intention among employees in the intercity bus transportation industry, specifically drivers, assistants, and conductors. It employs a quantitative approach using Structural Equation Modeling Partial Least Squares (SEM PLS) to analyze the proposed hypotheses. The research sample comprises randomly selected employees from transportation companies in Surabaya, Madiun, Tulungagung, and Probolinggo, East Java, Indonesia. The analysis reveals significant relationships: Personal Resources significantly influence Work Stress ( $t=7.685$ ,  $p=0.000$ ), Personal Resources influence Turnover Intention negatively ( $t=-5.025$ ,  $p=0.000$ ), and Work Stress positively affects Turnover Intention ( $t=3.892$ ,  $p=0.000$ ). Additionally, Personal Resources indirectly influence Turnover Intention through Work Stress mediation ( $t=4.677$ ,  $p=0.000$ ). These findings underscore the crucial role of personal resources in managing work stress and reducing turnover intention in the intercity bus transportation sector. This research conclusion highlights the strategic importance for companies to enhance employee personal resources to foster workforce stability and mitigate turnover intention effectively.

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## Corresponding Author:

Miftahul Jannah S,  
Department of Management,  
Sekolah Tinggi Ilmu Ekonomi YAPAN,  
Jl. Gunung Anyar Indah Blok E No. 150-154, Surabaya, Indonesia.  
Email: [mifta@stieyapan.ac.id](mailto:mifta@stieyapan.ac.id)

## 1. INTRODUCTION

The transportation services industry plays a crucial role in facilitating mobility and driving economic activities. However, job stress and turnover intention among employees present significant challenges within this sector. Turnover intention, which denotes an employee's inclination to leave an organization, is particularly concerning due to its detrimental effects on productivity and operational stability (Hisbih et al., 2023; R. Kurniawati & W. Waloyo, 2018; RI. Sabella, 2018). In the context of the transportation industry, high turnover intention results in additional costs associated with recruitment and training, disrupting operational continuity and service quality (Faruk, 2023; M. Edris, 2023; Rahmayanti & Purwanto, 2023).

Within the land transportation sector, such as inter-city and inter-provincial bus operations, personal resources play a pivotal role in mitigating work pressure and turnover intention. Personal resources, encompassing attributes like self-resilience and self-efficacy, enable employees to effectively manage job demands and alleviate the negative impacts of work stress. This perspective is supported by the Job Demands-Resources (JD-R) theory, which underscores the

importance of personal resources in enhancing job performance and reducing turnover intention (Kreitner & Kinicki, 2014).

Research by Syafaatun and Yuliantini (2023) underscores the significant correlation between heightened work stress among land transportation employees and increased turnover intention. Prolonged exposure to work stress often leads to physical and emotional exhaustion, diminished job satisfaction, and reduced motivation to remain with an organization. This is particularly pertinent for public transport crews, such as bus drivers, attendants, and conductors, who contend with demanding workloads, time pressures, challenging working conditions, and intensive customer interactions. These factors collectively contribute to elevated stress levels, potentially leading to burnout and a decline in job performance (Fauziah et al., 2021; Jannah, 2021; Li et al., 2021).

This study seeks to explore how personal resources serve as protective factors against the adverse effects of work stress, thereby mitigating turnover intention among land transportation employees. Individuals with higher personal resources exhibit greater resilience to work pressure and are less likely to contemplate leaving their positions. Conversely, employees with fewer personal resources are more susceptible to work stressors, increasing their propensity to seek alternative employment opportunities. Consequently, effective management of work stress and provision of supportive measures by land transportation companies are pivotal in maintaining employee well-being, bolstering productivity, and reducing turnover intention within the industry.

This research focuses specifically on the inter-city and inter-provincial bus crews within the land transportation sector due to their unique operational challenges and the critical role they play in public transport. By addressing these issues, the study aims to provide insights into enhancing organizational strategies that foster employee retention and operational efficiency in the face of prevalent job stress and turnover concerns.

## 2. RESEARCH METHOD

This research sampled employees from several inter-city bus companies affiliated with ORGANDA (Organization of Land Transportation Providers) in East Java, specifically selecting 7 companies operating across Tulungagung, Probolinggo, Surabaya, and Madiun. The choice of these locations ensures geographic diversity and representation of different operational contexts within the land transportation sector. Data collection utilized a Likert scale questionnaire with 5-point Likert items.

The analysis employed Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) approach to examine the relationships between the variables: personal resources, work stress, and turnover intention in the land transportation services industry. The study initially developed a conceptual model outlining these variables and their hypothesized relationships. Data analysis was conducted using SEM PLS software, specifically SmartPLS. The methodological process included assessing the reliability and validity of the measurement instrument through tests such as Cronbach's alpha and confirmatory factor analysis. Subsequently, the SEM PLS model was constructed and evaluated based on criteria including R-square values, path coefficients significance, and model fit indices such as the Standardized Root Mean Square Residual (SRMR). The selection of 7 inter-city bus companies aimed to provide a comprehensive representation of the industry while ensuring diversity in company size, operational practices, and geographic coverage. This approach enhances the generalizability of the research findings across different types of transportation companies and operational conditions within East Java.

Questionnaires were distributed in person to ensure clarity in survey instructions and to address any participant queries immediately. This method also facilitated a higher response rate and ensured the quality of data collected for robust analysis in the SEM PLS framework. These refinements aim to clarify the research methodology, ensuring rigor and comprehensiveness in examining the relationships among personal resources, work stress, and turnover intention in the land transportation industry.

### 3. RESULTS AND DISCUSSIONS

In land transportation service companies, such as inter-city buses, the conditions of employees, including drivers, net attendants and conductors, are influenced by Personal Resources, Job Stress and Turnover Intention. From the collected data it can be stated as follows.

**Table 1.** Land transport crew work period

Years of service	Driver	Conductor	Kernet
Over 10 years	12	14	5
6-10 years	17	12	19
1-5 years	6	6	5
Amount	35	32	29

Next, referring to the results of the mean difference for each indicator, the mean value for each Personal Resources indicator for three groups of employees in land transportation service companies, namely drivers, conductors and net attendants, is as follows.

**Table 2.** Mean value of personal resources

Personal Resources	Driver	Conductor	Kernet
1. Physical Health (X1.1)	0.321	0.321	0.321
2. Mental Health (X1.2)	0.365	0.400	0.277
3. Social Support (X1.3)	0.361	0.397	0.279
4. Self-Control (X1.4)	0.361	0.397	0.279

Physical Health. The mean physical health score for drivers, conductors and maids is the same, namely 0.321. This shows that the average level of physical health among these three groups of employees is equivalent. This means that there are no significant differences in perceptions or physical health conditions between drivers, conductors and maids. Mental health indicators Conductors have the highest mean mental health score (0.400) compared to drivers (0.365) and maids (0.277). This shows that conductors tend to have better mental health conditions compared to drivers and maids. Kernet had the lowest mean scores, indicating that they may experience more mental stress or have lower mental health compared with the other two groups. Meanwhile, for the social support indicator, conductors also have the highest mean value of social support (0.397), followed by drivers (0.361) and maids (0.279). This shows that conductors feel more socially supported compared to drivers and maids. Kernet, again, had the lowest mean scores, indicating that they felt the least amount of social support at work. Self-control indicators The mean value of self-control was also highest for conductors (0.397), followed by drivers (0.361) and maids (0.279). This shows that conductors tend to have better self-control compared to drivers and maids. Kernet have the lowest self-control among these three groups.

**Table 3.** Mean value of job stress

Job Stress	Driver	Conductor	Kernet
1. Workload (X2.1)	0.361	0.397	0.279
2. Working Pressure (X2.2)	0.361	0.397	0.279
3. Interpersonal Conflict (X2.3)	0.361	0.397	0.279
4. Poor Working Conditions (X2.4)	0.361	0.397	0.279

The table explains that workload conductors have the highest mean workload value (0.397), indicating that they feel they have a heavier workload compared to drivers (0.361) and net maids (0.279). Kernet feels that it has the lightest workload among the three groups. The work pressure indicator follows the same pattern as workload, where conductors feel they experience the highest work pressure (0.397), followed by drivers (0.361) and maids (0.279). This suggests that conductors may face more stress in their work. For interpersonal conflicts, conductors again had the highest mean value (0.397), indicating that they experienced more interpersonal conflicts compared to drivers (0.361) and maids (0.279). Kernet experience the least interpersonal conflict. Conductors felt the highest level of poor working conditions (0.397), followed by drivers (0.361) and net attendants (0.279). This indicates that conductors feel they work in worse conditions compared to the other two groups.

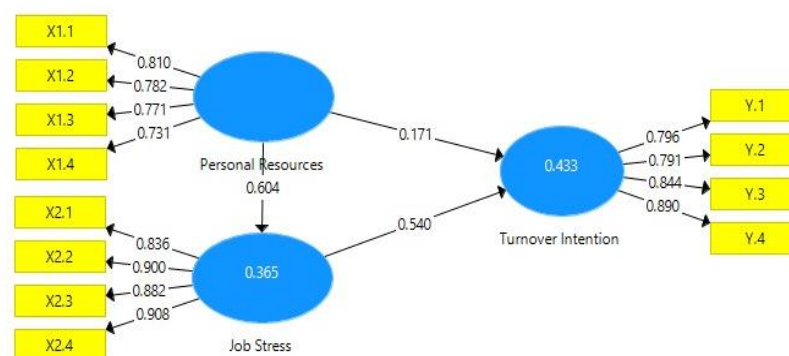
From the results of this mean difference test, it can be concluded that conductors tend to experience higher work stress compared to drivers and net attendants, especially in terms of workload, work pressure, interpersonal conflicts and poor working conditions. Drivers are in the middle position in terms of job stress, while maids have the lowest mean scores in all indicators, indicating relatively lower levels of job stress. Conductors face more challenges and pressure in their jobs, which can lead to higher stress levels. This is important information for land transport company management to identify areas where additional intervention and support may be needed to reduce work stress, especially for conductors, and improve employee well-being and retention.

**Table 4.** Mean value turnover intention

Turnover Intention	Driver	Conductor	Kernet
1. Desire to Leave Work (Y.1)	0.321	0.284	0.284
2. Desire to Find a New Job (Y.2)	0.244	0.257	0.298
3. Intention to Resign (Y.3)	0.249	0.262	0.296
4. Job Search Behavior (Y.4)	0.248	0.262	0.296

Based on the mean difference test table, it is known that drivers have the highest mean value (0.321) in terms of desire to leave work, compared to conductors and maids who have the same mean value (0.284). This shows that drivers are more likely to want to leave their jobs compared to the other two groups. The second indicator shows that Kernet has the highest mean value (0.298) for the desire to find a new job, followed by conductors (0.257) and drivers (0.244). This shows that kernet is more likely to want to look for a new job compared to the other two groups. In terms of resignation indicators, Kernet has the highest mean value (0.296) in terms of intention to resign, followed by conductors (0.262) and drivers (0.249). This shows that kernet is more likely to want to resign compared to the other two groups. Kernels had the highest mean value (0.296) for job search behavior, followed by conductors (0.262) and drivers (0.248). This shows that kernet is more active in looking for new jobs compared to the other two groups. From the results of this mean difference test, it can be concluded that the driver shows the highest mean value in the desire to find a new job, intention to resign, and job search behavior, although in the desire to leave work, the driver has the highest value. This indicates that kernels are more likely to want to change jobs and are more active in looking for new job opportunities compared to drivers and conductors. According to (Dwita, 2022), drivers have the highest desire to leave their current job, but they are not as active as net drivers in looking for a new job or have the intention to resign, while conductors are in the middle position in terms of turnover intention.

Next, each indicator, each indicator represented by four statements, is tested for validity and reliability through SEM model parameters related to a sample size that is adequate to detect significant relationships between variables and provide reliable parameter estimates. The recommended minimum sample size for PLS SEM varies depending on the complexity of the model and the number of latent and indicator variables. Parameters are represented by path coefficients as follows.



**Figure 1.** Model feasibility construct test

The model in the figure shows the relationship between Personal Resources and Job Stress with turnover intention as the dependent variable. This model consists of three latent variables with 8 observational indicators, as follows.

**Table 5.** Validity and reliability test results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Personal Resources	0.905	0.907	0.933	0.778
Job Stress	0.784	0.798	0.857	0.599
Turnover Intention	0.851	0.868	0.899	0.691

Based on the results above, it can be concluded that the three constructs (Personal Resources, Job Stress, and Turnover Intention) show good reliability and validity. Reliability: All constructs showed good or excellent scores on Cronbach's Alpha, rho\_A, and Composite Reliability, indicating high internal consistency. Convergent Validity: All constructs have an AVE value above 0.5, indicating that the indicators in each construct adequately represent the construct. Overall, the results of the validity and reliability tests show that the PLS model used has good measurement quality, with valid and reliable constructs. This can be seen from the following table.

**Table 6.** Goodness of fit (GOF) test results

	Saturated Model	Estimated Model
SRMR	0.098	0.098
d_ULS	0.752	0.752
d_G	0.356	0.356
Chi-Square	193,186	193,186
NFI	0.744	0.744
Rmse_theta	0.253	

From the results above, the estimated model has several fit indicators that are quite good (such as SRMR which is close to the limit of 0.08), but several other indicators show that the model is not fit optimally (such as NFI which is below 0.90 and RMSEA which is quite tall). Overall, this model may need further refinement to achieve a better fit. This is due to the limited number of samples, namely 96 sampling, which can cause less than optimal model suitability test results. To overcome this, a bootstrap resampling test is then used to increase the stability of the estimates, consider the use of alternative fit indicators that are less sensitive to sample size, and if possible, collect more data. In addition, theoretical evaluation of the model remains important to ensure that the proposed model is conceptually sound.

**Table 7.** Outer loadings via bootstrap test

	Outer
X1.1 Physical Health	0.810
X1.2 Mental Health	0.782
X1.3 Social Support	0.771
X1.4 Self-Control	0.731
X2.1 Workload	0.836
X2.2 Working Pressure	0.900
X2.3 Interpersonal Conflict	0.882
X2.4 Poor Working Conditions	0.908
Y.1 Desire to Leave Work	0.796
Y.2 Desire to Find a New Job	0.791
Y.3 Intention to Resign	0.844
Y.4 Job Search Behavior	0.890

The results of the outer loading test show that all indicators in the proposed model have good values, with all outer loading values above 0.7. This shows that each indicator is a good reflection of the construct being measured, providing strong convergent validity. Overall, the constructs of Personal Resources, Job Stress, and Turnover Intention have valid and reliable indicators for measuring the concepts represented by each of these constructs. These results

strengthen the interpretation that the measurement model used in the research is of good quality, with indicators that effectively measure the relevant latent variables.

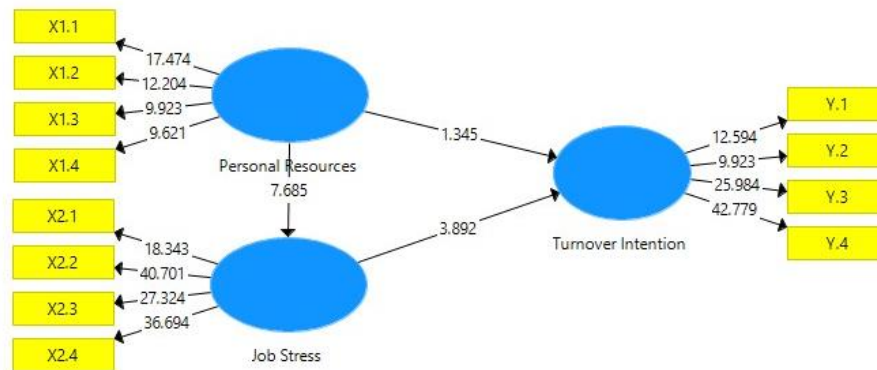


Figure 2. Structural model suitability test (SEM)

Based on the results of the Structural Equation Modeling (SEM) analysis, it can be concluded that the model used in this research provides empirical support for the relationship between personal resources, work stress, and turnover intention among employees in the inter-city bus transportation services industry. The findings show that personal resources have a significant influence both directly and indirectly on turnover intention, with work stress as a mediator. This emphasizes the important role of personal resources in reducing work stress levels, which ultimately has an impact on employees' intentions to stay in their jobs. In addition, the analysis also reveals that work stress has a significant direct influence on turnover intention, indicating that high levels of work stress tend to increase employees' desire to leave work. In conclusion, this SEM model provides a deeper understanding of the complexity of factors that influence turnover intention in the transportation services industry, and highlights the importance of paying attention to aspects of personal resources and stress management in efforts to increase employee retention.

Table 9. Summary of hypothesis testing

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Job Stress -> Turnover Intention	0.540	3,892	0,000
Personal Resources -> Job Stress	0.604	7,685	0,000
Personal Resources -> Turnover Intention	0.497	5,025	0,000
Personal Resources -> Job Stress -> Turnover Intention	0.464	4,677	0,000

The path coefficient (O) value of 0.540 indicates a strong positive relationship between Job Stress and Turnover Intention. This finding is supported by a t value of 3.892 with a p value of 0.000 ( $p < 0.05$ ), confirming the acceptance of the hypothesis stating "There is a positive and significant influence of Job Stress on Turnover Intention." This aligns with Dwita's (2022) research, which underscores the role of work stress indicators such as poor physical health, disrupted mental well-being, lack of social support, and low self-control in driving turnover intentions within the land transportation services industry. Physically demanding working conditions, long hours, and inadequate rest periods diminish employee satisfaction and performance. Moreover, pressure, anxiety, and depression stemming from heavy workloads exacerbate mental strain, particularly among isolated drivers. As highlighted by Nanda, Pratama, and Suhariadi (2021), employees' perception of insufficient support from colleagues and superiors, coupled with a perceived lack of control over their working conditions, fuels the desire to seek more stable and supportive job environments. Vanchapo and Kes (2020) advocate for the improvement of working conditions, fostering a supportive workplace culture, and promoting employee autonomy through flexible policies to effectively mitigate turnover intentions. By addressing these factors, organizations can create a healthier and more satisfying work environment, thereby reducing turnover rates and enhancing employee retention.

The path coefficient (O) of 0.604 signifies a positive and significant influence of Personal Resources on Job Stress, supported by a *t* value of 7.685 and a *p* value of 0.000, indicating high statistical significance. This indicates that an increase in personal resources significantly heightens job stress levels. This finding corroborates research by Zaelani and Ruswand (2020), highlighting that employees in the land transportation sector, despite possessing diverse personal resources, contend with elevated stress levels due to demanding job factors. Ngirande (2021) further elaborates on personal resource indicators such as workload, work pressure, interpersonal conflicts, and poor working conditions contributing collectively to heightened work stress. Excessive workloads lead to physical and mental fatigue, reducing job satisfaction and productivity. High work pressures from lofty expectations, tight deadlines, and responsibilities for passenger safety induce anxiety and stress. Interpersonal conflicts create a discordant work environment, intensifying emotional burdens on employees (Harmen & Sunjaya, 2022). Moreover, poor working conditions encompassing discomfort and inadequate facilities escalate stress levels and job dissatisfaction (Candra et al., 2020). These cumulative factors significantly amplify job stress levels, underscoring the imperative for land transportation companies to identify and address these stressors to enhance employee well-being. Vanchapo and Kes (2020) advocate for improving working conditions, providing robust support systems, and effectively managing workload to alleviate stress, bolster job satisfaction, and enhance employee retention.

The path coefficient (O) of 0.497 indicates a significant positive influence of Personal Resources on Turnover Intention, supported by a *t* value of 5.025 and a *p* value of 0.000, denoting high statistical significance. This finding implies that despite possessing various personal resources, employees exhibit heightened intentions to leave their jobs when confronted with demanding job factors. Within the land transportation services industry, personal resource indicators identified by Candra, Zamralita, and Idulfilastri (2020) such as workload, work pressure, interpersonal conflicts, and poor working conditions significantly contribute to turnover intentions. High workloads primarily drive employees to consider alternative employment, compounded by stringent schedules and insufficient rest periods (Kmieciak, 2022). Work pressure from high expectations and tight deadlines further foster turnover intentions, prompting employees to seek more supportive work environments (Syafaatun & Yuliantini, 2023). Interpersonal conflicts within the workplace create an unsettling atmosphere, escalating dissatisfaction and prompting employees to explore more favorable employment options (Kmieciak, 2022; Li et al., 2021). Poor working conditions, encompassing discomfort and unsupportive organizational policies, further exacerbate turnover intentions. Overall, these factors collectively heighten employees' desires to leave their current positions. To mitigate turnover intentions, companies must prioritize improving working conditions, fostering supportive environments, and effectively managing workloads (Kreitner & Kinicki, 2014).

The path coefficient (O) of 0.464 indicates a robust positive mediating influence of Job Stress on the relationship between Personal Resources and Turnover Intention, supported by a *t* value of 4.677 and a *p* value of 0.000 ( $p < 0.05$ ). This underscores the hypothesis that "There is a positive and significant influence of Personal Resources on Turnover Intention through Job Stress," emphasizing Job Stress as a critical mediator in this relationship. This finding aligns with Apostel, Syrek, & Antoni's (2018) research, which posits that personal resources influence job stress, subsequently impacting employees' intentions to leave their jobs. Moreover, Toth, Heinänen, and Nisula (2020) highlight the positive and significant influence of personal resources—such as physical and mental health, social support, and self-control—on turnover intentions among land transportation crew, moderated by their experiences of work stress. High levels of work stress intensify the association between personal resources and turnover intentions.

In the land transportation services industry, as articulated by Candra, Zamralita, and Idulfilastri (2020), personal resources including workload, work pressure, interpersonal conflicts, and poor working conditions contribute to elevated work stress, subsequently increasing turnover intentions. High workloads cause physical and mental fatigue, escalate stress levels, and diminish job satisfaction, prompting employees to seek alternative employment opportunities (Hisbih et al., 2023). Work pressure from high expectations and tight deadlines also increases stress levels, reduces satisfaction, and encourages employees to seek a less stressful work environment

(Syafaatun & Yuliantini, 2023). Interpersonal conflicts within the workplace create a discordant atmosphere, elevate stress levels, and amplify turnover intentions. Poor working conditions, encompassing discomfort and unsupportive organizational policies, further aggravate stress, reduce well-being, and prompt employees to seek better working conditions. According to Kreitner & Kinicki (2014) and Robbins & Judge (2017), effective management of work stress entails improving working conditions, managing workloads, fostering harmonious work environments, and providing robust support systems. Thus, by effectively managing work stress, companies can mediate the relationship between Personal Resources and Turnover Intention, ultimately enhancing employee retention within the land transportation service sector.

#### 4. CONCLUSION

The research results indicate varying levels of turnover intention among different employee groups within the land transportation sector. Maids exhibit the highest propensity to seek new employment, followed by drivers and conductors. This insight is crucial for management in land transportation companies, highlighting the need to prioritize retention strategies tailored to each employee group. Enhancing working conditions and providing targeted support for maids could significantly reduce turnover intention within this segment. Empirical findings affirm the hypothesized relationships. Personal resources exert a significant influence on turnover intention, underscoring that employees with ample personal resources are less inclined to leave their positions. Concurrently, job stress emerges as a determinant factor, as heightened levels of stress correspond to increased turnover intentions among employees. Moreover, personal resources are found to moderate the relationship between work stress and turnover intention, emphasizing their pivotal role in mitigating turnover risks in the intercity bus transportation context.

These findings offer practical implications for land transportation company management. By recognizing and addressing the distinct turnover dynamics among employee groups, managers can implement targeted retention strategies. Focusing on improving working conditions and providing tailored support mechanisms, especially for groups with higher turnover intentions like maids, can enhance overall employee retention rates. Moreover, integrating personal resource development programs and stress management initiatives into organizational practices can foster a supportive workplace environment conducive to reducing turnover intentions.

Despite the valuable insights gained, this research has limitations that warrant consideration. Firstly, the study's scope was limited to specific regions and types of land transportation companies within East Java, which may restrict the generalizability of findings to broader contexts. Future research could expand the geographical scope and include diverse transportation sectors to enhance the applicability of results across different organizational settings. Additionally, longitudinal studies could provide deeper insights into the dynamic nature of turnover intentions over time, incorporating seasonal variations and evolving organizational practices. Furthermore, exploring additional factors beyond personal resources and job stress, such as organizational culture and leadership styles, could offer a more comprehensive understanding of turnover dynamics within the transportation industry.

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