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# The Influence Of Workload, Work Experience, And HR Competence On Employee Turnover Intention At PT Bakti Luhur

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**Abstract**

This study examined the relationships of workload, work experience, and human resource competence with employee turnover intention at PT Bakti Luhur. An associative quantitative design was applied to 41 employees selected through saturated sampling. Data were collected using a questionnaire comprising nine five-point Likert items for the independent variables and one dichotomous item for turnover intention, coded 0 for no intention to leave and 1 for intention to leave. The responses comprised 35 employees (85.37%) without turnover intention and six (14.63%) with turnover intention. Binary logistic regression indicated that the three predictors were jointly associated with turnover intention (Omnibus chi-square = 19.268, df = 3, $p < 0.001$). Workload was positively associated with turnover intention (B = 1.878, OR = 6.538, p = 0.011), whereas work experience (B = -1.939, OR = 0.144, p = 0.040) and human resource competence (B = -3.126, OR = 0.044, p = 0.031) were negatively associated. The Hosmer-Lemeshow test showed no evidence of poor model fit (p = 0.974). The findings provide context-specific evidence for managing technical employees, although the small sample and event count warrant cautious interpretation.

***Keywords: Human Resource Competence, Job Demands-Resources Theory, Turnover Intention, Work Experience, Workload.***

## INTRODUCTION

An organization's ability to retain employees is a prerequisite for operational continuity, maintaining organizational knowledge, and controlling recruitment and training costs. One symptom that needs to be considered in human resource management is turnover intention, namely the intention or tendency of employees to leave the organization. Studies in Indonesia indicate that turnover intention is related



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to job conditions, including workload and work environment. While the development of Job Demands-Resources (JD-R) Theory explains that the combination of job demands and available resources can shape work experiences and organizational consequences. Thus, turnover intention needs to be analyzed not only as an individual decision, but also as an indicator related to job design and human resource management (Bakker et al., 2023; Khoir et al., 2024; Hoare & Vandenberghe, 2024).

This issue is relevant for companies whose operations depend on technical skills and workforce continuity. PT Bakti Luhur, located in Klungkung Regency, Bali, sells building materials such as sand, stone, and fill soil, as well as rents heavy equipment, including excavators and breakers. The company's operations are supported by 26 truck drivers, 14 excavator operators, and one administrative employee. Initial interviews in the research document noted employees considering other employment and resignations after finding more suitable jobs. Delivery trip targets for drivers and overtime requirements for operators provided context that prompted the examination of workload, work experience, and competency as possible factors related to turnover intention. Research in other sectors in Indonesia also demonstrates the relevance of workload to turnover intention, although its influence may depend on the organizational context (Maulidah et al., 2022; Khoir et al., 2024).

Workload is a frequently studied predictor because it is related to the number of tasks, time pressure, and targets employees must complete. However, empirical evidence is not entirely consistent. Maulidah et al. (2022), in a study of hospital employees, reported that workload had a positive effect on turnover intention. Conversely, Liany and Larasati (2025) found that workload had no partial significant effect on employees at PT Kido Mulia Indonesia in Brebes, with a significant value of 0.054. A literature review by Khoir et al. (2024) showed that workload is generally associated with increased turnover intention, but variations in work context and other factors within the organization can produce different findings. This inconsistency is the reason for reexamining the relationship between workload in the context of a materials and heavy equipment rental company.

In addition to job demands, work experience and competence can shape an employee's ability to perform tasks and respond to operational conditions. However, the relationship between work experience and turnover intention does not always show the same direction. Ponengoh et al. (2025) reported that work experience had a positive and significant effect on turnover intention among employees of PT PLN (Persero) UP3 Manado, a finding that differs from the assumption that higher experience always decreases turnover intention. Meanwhile, Hernanda et al. (2025) examined employee experience and demonstrated the importance of engagement and job satisfaction in the relationship between employee experience and turnover


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intention; the concept of employee experience is broader than length of service or frequency of performance. Regarding competence, Sudarmi (2024) found an effect of competence on turnover intention, while Liany and Larasati (2025) found no significant partial effect of competence. This difference demonstrates the need for testing in technical jobs that require mastery of vehicles, heavy equipment, work procedures, and operational safety.

This study uses JD-R Theory as a framework to understand the relationship between job demands and individual resources. Within this framework, workload can be positioned as a job demand because it requires physical, mental, and time management effort, while experience and competence can be treated as resources that help employees meet job demands. Recent developments in JD-R Theory emphasize that the impact of demands and resources on employee well-being depends on their configuration, not solely on one factor in isolation. Empirical studies also examine the relative contribution of various job demands and resources to turnover intention, thus supporting the relevance of this integrated approach (Bakker et al., 2023; Galanakis & Tsitouri, 2022; Hoare & Vandenberghe, 2024).

Although workload, work experience, and competence have been studied separately and in combination with other variables, further evidence is needed in companies with limited employee numbers and operational characteristics dominated by truck drivers and heavy equipment operators. Previous studies have examined hospitals, manufacturing companies, and service organizations using different analytical models (Liany & Larasati, 2025; Maulidah et al., 2022; Ponengoh et al., 2025). This study examines the simultaneous and partial relationships of workload, work experience, and human resource competence with employee turnover intention at PT Bakti Luhur. Its empirical contribution is to provide evidence from a building-materials and heavy-equipment-rental company, where the workforce is primarily composed of technical and operational employees and turnover intention is measured as a binary outcome. The findings are intended to contribute to the application of Job Demands-Resources Theory in a specific operational context and to inform company-level decisions on workload management, employee development, and retention.

## RESEARCH METHODS

This study used a quantitative approach and an associative research design to examine the relationships of workload, work experience, and human resource competence with employee turnover intention. Data were collected through a structured questionnaire and analyzed statistically. The study was non-experimental: no treatment was given to respondents, and the analysis focused on their reported perceptions of working conditions and intention to leave. The quantitative and


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associative design followed the methodological principles described by Sugiyono (2023) and Sudaryono (2021).

The study was conducted at PT Bakti Luhur, Klungkung Regency, Bali Province. The population comprised 41 employees: 26 truck drivers, 14 excavator operators, and one administrative employee. All 41 employees were included as respondents using a saturated sampling technique. Respondents were employees who were willing to participate, had worked for at least three months, and held one of the identified positions. The sampling procedure was applied to the entire identified workforce because the population was small and clearly defined (Sugiyono, 2023; Sudaryono, 2021).

The research instrument consisted of nine statements for the independent variables and one dichotomous question for the dependent variable. Workload (X1) was measured through work conditions, use of working time, and targets to be achieved. Work experience (X2) was measured through length of service, frequency of carrying out tasks, and types of tasks performed. Human resource competence (X3) was measured through knowledge, skills, and work attitudes. Each item for X1, X2, and X3 used a five-point Likert scale ranging from strongly disagree to strongly agree. Turnover intention (Y) was measured using one direct question with the response options “Yes” and “No”; “No” was coded 0 (no intention to leave), and “Yes” was coded 1 (intention to leave). This coding made the estimated coefficients and odds ratios refer to the odds of having turnover intention.

Primary data were collected by distributing a Google Forms questionnaire with direct assistance from the researcher. Because most respondents worked in the field, the researcher visited them at times that did not disrupt operational activities, explained the response procedure, and assisted with access to the form when needed without directing their answers. Initial observations covered the activities of truck drivers and heavy-equipment operators. Preliminary interviews with the owner or company representatives were used to understand the workforce structure, travel targets, overtime requirements, and indications of resignation. Secondary data were obtained from company profiles, employee data, relevant literature, and previous studies. Questionnaire responses were treated confidentially and used for academic purposes.

The validity of the nine items measuring X1, X2, and X3 was assessed using Pearson item-total correlation. The critical value was r-table = 0.308, based on 41 respondents (df = 39) at a two-tailed significance level of 0.05. An item was considered valid when its calculated correlation exceeded 0.308. Instrument reliability was assessed using Cronbach’s Alpha, with a threshold of greater than 0.70. Turnover


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intention (Y) was measured with a single dichotomous item and was therefore not evaluated using Cronbach's Alpha, which is intended for multi-item scales.

The data were analyzed using descriptive statistics and binary logistic regression in IBM SPSS Statistics. Descriptive statistics summarized respondents' demographic and occupational characteristics and the distribution of turnover intention. The binary logistic regression model was evaluated using the change in -2 Log Likelihood, the Omnibus Test of Model Coefficients, the Hosmer-Lemeshow test, and Nagelkerke R Square. The Wald test was used to assess the partial significance of each predictor, while Exp(B) was used to interpret the odds ratio. Because Y was coded 1 for having turnover intention and 0 for not having turnover intention, all regression coefficients and odds ratios were interpreted in relation to the probability and odds of having turnover intention.

## RESEARCH RESULTS

### Respondent Characteristics and Turnover Intention

The study involved 41 employees of PT Bakti Luhur, consisting of 40 men (97.56%) and one woman (2.44%). By position, 26 respondents were truck drivers (63.41%), 14 were excavator operators (34.15%), and one was an administrative employee (2.44%). Regarding education, six respondents had completed elementary school (14.63%), 13 junior high school (31.71%), and 22 senior high school (53.66%). A total of 38 respondents (92.68%) worked more than eight hours per day. These characteristics describe the workforce profile and provide context for interpreting the regression results.

Turnover intention was measured using one dichotomous question. Of the 41 respondents, 35 (85.37%) selected "No," indicating no intention to leave, while six (14.63%) selected "Yes," indicating an intention to leave. In the regression model, "No" was coded 0 and "Yes" was coded 1. Accordingly, the event modeled by the logistic regression was having turnover intention.

### Instrument Validity and Reliability

The nine items measuring workload, work experience, and human resource competence were tested using Pearson item-total correlation. With N = 41, df = 39, and a two-tailed significance level of 0.05, the r-table value was 0.308. The calculated item correlations ranged from 0.793 to 0.856, and each value exceeded the critical value. Thus, all nine items met the validity criterion (Table 1).

**Table 1. Results of the Instrument Validity Test**

| Variable | Item | r-count |
|---|---|---|
| Workload (X1) | X1.1 | 0.856 |
| Workload (X1) | X1.2 | 0.856 |


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| | | |
|---|---|---|
| Workload (X1) | X1.3 | 0.853 |
| Work Experience (X2) | X2.1 | 0.821 |
| Work Experience (X2) | X2.2 | 0.817 |
| Work Experience (X2) | X2.3 | 0.824 |
| HR Competence (X3) | X3.1 | 0.793 |
| HR Competence (X3) | X3.2 | 0.813 |
| HR Competence (X3) | X3.3 | 0.793 |

**Source: Processed research data, 2026.**

Reliability testing produced Cronbach's Alpha values of 0.813 for workload, 0.749 for work experience, and 0.714 for human resource competence. All three values exceeded the required threshold of 0.70. Therefore, the three independent-variable scales were considered reliable. Turnover intention was not assessed using Cronbach's Alpha because it was measured with a single dichotomous item (Table 2).

**Table 2. Results of the Instrument Reliability Test**

| Variable | Cronbach's Alpha | Criterion | Decision |
|---|---|---|---|
| Workload (X1) | 0.813 | > 0.70 | Reliable |
| Work Experience (X2) | 0.749 | > 0.70 | Reliable |
| HR Competence (X3) | 0.714 | > 0.70 | Reliable |

**Source: Processed research data, 2026.**

**Binary Logistic Regression Model**

Binary logistic regression was used to examine the simultaneous and partial relationships of workload, work experience, and human resource competence with the probability of having turnover intention. The model assessment and coefficient interpretation were based on the coding Y = 1 for respondents who reported an intention to leave and Y = 0 for respondents who reported no intention to leave.

**Table 3. Results of the Overall Model Test**

| Model | -2 Log Likelihood |
|---|---|
| Block 0 (constant-only model) | 34.137 |
| Block 1 (full model) | 14.870 |

**Source: Processed research data, 2026.**


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The -2 Log Likelihood decreased from 34.137 in the constant-only model to 14.870 after workload, work experience, and human resource competence were entered. The decrease indicates an improvement in model fit. The Omnibus Test was used to assess whether this improvement was statistically significant (Table 3).

**Table 4. Hosmer-Lemeshow Test and Nagelkerke R Square**

| Model statistic | Chi-square | df | Value |
|---|---|---|---|
| Hosmer-Lemeshow | 2.204 | 8 | 0.974 (p-value) |
| Nagelkerke R Square | — | — | 0.664 |

**Source: Processed research data, 2026.**

The Hosmer-Lemeshow test produced a chi-square value of 2.204 with 8 degrees of freedom and a p-value of 0.974. Because the p-value exceeded 0.05, the test did not indicate a statistically significant discrepancy between the model estimates and the observed data. The Nagelkerke R Square was 0.664 (Table 4). This value is a pseudo-R-squared measure and should not be interpreted as the percentage of variance in turnover intention explained in the same way as R-squared in linear regression.

**Table 5. Omnibus Tests of Model Coefficients**

| Model | Chi-square | df | p-value |
|---|---|---|---|
| Full model | 19.268 | 3 | < 0.001 |

**Source: Processed research data, 2026.**

The Omnibus Test yielded a chi-square value of 19.268 with 3 degrees of freedom and $p < 0.001$. This result indicates that workload, work experience, and human resource competence jointly improved the model compared with the constant-only model. Thus, the set of three predictors was statistically significant in explaining differences in the odds of having turnover intention (Table 5).

**Partial Tests and Odds Ratios**

**Table 6. Wald Test Results**

| Variable | B | S.E. | Wald | p-value |
|---|---|---|---|---|
| Workload (X1) | 1.878 | 0.740 | 6.435 | 0.011 |
| Work Experience | -1.939 | 0.945 | 4.205 | 0.040 |
| HR Competence | -3.126 | 1.453 | 4.632 | 0.031 |
| Constant | 53.740 | 24.733 | 4.721 | 0.030 |

**Source: Processed research data, 2026.**



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The Wald test showed that all three predictors were statistically significant at the 5% level. Workload had a positive coefficient (B = 1.878, p = 0.011), indicating a positive association with the log-odds of having turnover intention. Work experience had a negative coefficient (B = -1.939, p = 0.040), as did human resource competence (B = -3.126, p = 0.031). The standard errors are reported in Table 6. The estimated logistic regression equation is presented below.

$$\ln[p/(1 - p)] = 53.740 + 1.878 X1 - 1.939 X2 - 3.126 X3$$

In this equation, p is the probability of having turnover intention (Y = 1); X1 is workload; X2 is work experience; and X3 is human resource competence.

**Table 7. Odds Ratio Results**

| Variable | Exp(B) / Odds Ratio |
|---|---|
| Workload (X1) | 6.538 |
| Work Experience (X2) | 0.144 |
| HR Competence (X3) | 0.044 |

**Source: Processed research data, 2026.**

As shown in Table 7, holding the other two predictors constant, a one-unit increase in the workload score was associated with 6.538 times the odds of having turnover intention. A one-unit increase in the work-experience score was associated with 0.144 times the odds, while a one-unit increase in the human-resource-competence score was associated with 0.044 times the odds. These odds ratios describe changes in odds, rather than direct changes in probability, and are interpreted per one-unit increase in each predictor score as entered in the regression model.

## DISCUSSION

### Overall Model and Goodness of Fit

The overall model test indicates that workload, work experience, and human resource competence are jointly associated with employee turnover intention at PT Bakti Luhur. The decrease in -2 Log Likelihood from 34.137 to 14.870, together with the Omnibus chi-square of 19.268 (df = 3, p < 0.001), shows that the model containing the three predictors provides a statistically significant improvement over the constant-only model. This finding supports examining job demands and employee resources together rather than considering each factor in isolation.

The Hosmer-Lemeshow result (chi-square = 2.204, df = 8, p = 0.974) indicates that the test did not detect a statistically significant lack of fit. This result is consistent with the model being reasonably aligned with the observed data under this test, although it does not by itself prove that the model is optimal. The Nagelkerke R Square of 0.664


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indicates a comparatively substantial pseudo-R-squared value, but it must not be described as 66.4% of the variance in turnover intention being explained, because Nagelkerke R Square is not identical to the R-squared measure in linear regression.

**Workload and Turnover Intention**

Workload had a positive and statistically significant association with turnover intention (B = 1.878, p = 0.011; OR = 6.538). With work experience and human resource competence held constant, a one-unit increase in the workload score corresponded to 6.538 times the odds of reporting an intention to leave. This result is consistent with the JD-R Theory view of workload as a job demand that requires physical, mental, and time-management effort. When demands such as delivery targets, long working hours, and overtime are perceived as high, employees may experience greater strain and may become more inclined to consider leaving. The result is in line with Maulidah et al. (2022), who reported a positive relationship between workload and turnover intention among hospital employees. It differs from Liany and Larasati (2025), who found no significant partial effect of workload, indicating that this relationship may depend on organizational and occupational context.

**Work Experience and Turnover Intention**

Work experience showed a negative and statistically significant association with turnover intention (B = -1.939, p = 0.040; OR = 0.144). Holding the other predictors constant, a one-unit increase in the work-experience score corresponded to odds of turnover intention that were 0.144 times as high. The result suggests that employees with higher work-experience scores tended to report lower odds of intending to leave. In the context of PT Bakti Luhur, familiarity with work procedures, routes, equipment, and recurring operational tasks may help employees manage job demands and perform their responsibilities with greater confidence. This interpretation is consistent with positioning experience as an individual resource in the JD-R framework. Nevertheless, the construct measured in this study includes length of service, frequency of tasks, and types of tasks, and should not automatically be interpreted as years of tenure alone. Ponengoh et al. (2025) reported a different direction in the context of PT PLN (Persero) UP3 Manado, while Hernanda et al. (2025) emphasized the roles of employee engagement and job satisfaction in the relationship between employee experience and turnover intention.

**Human Resource Competence and Turnover Intention**

Human resource competence also had a negative and statistically significant association with turnover intention (B = -3.126, p = 0.031; OR = 0.044). With workload and work experience held constant, a one-unit increase in the competence score


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corresponded to odds of turnover intention that were 0.044 times as high. Knowledge, technical skills, and work attitudes are particularly relevant for truck drivers and heavy-equipment operators, whose tasks require equipment mastery, adherence to procedures, and attention to operational safety. Within the JD-R framework, competence can function as a job resource that helps employees meet job demands and may reduce the inclination to leave. This result is consistent with the relationship reported by Sudarmi (2024), although Liany and Larasati (2025) found no significant partial effect of competence. The differences reinforce the importance of examining competence in the specific context of each organization and type of work.

**Integration with JD-R Theory and Practical Implications**

Taken together, the results support the relevance of the JD-R perspective in this operational setting: workload, as a job demand, was positively associated with turnover intention, whereas work experience and competence, as individual resources, were negatively associated with it. The findings do not establish a causal mechanism, but they show that demand-related and resource-related factors were statistically associated with the reported intention to leave. For management, the workload result highlights the need to review task allocation, delivery targets, working hours, and overtime arrangements, particularly because 92.68% of respondents reported working more than eight hours per day. The negative associations for work experience and competence support continued skill development, structured mentoring, recognition of accumulated experience, and training tailored to the technical requirements of each position. These actions may strengthen employees' ability to manage operational demands and support retention.

**Research Limitations**

This study was limited to one company and 41 employees, which restricts the generalizability of the findings. Only six respondents (14.63%) reported turnover intention, so the relatively small number of event cases compared with three predictors may make the coefficient and odds-ratio estimates unstable; the results should therefore be interpreted cautiously. Turnover intention was measured using a single dichotomous question, which may not capture its multiple dimensions or intensity. The study used a non-experimental survey design, so the reported associations should not be interpreted as causal effects. Future research should use a multi-item measure of turnover intention, involve a larger and more diverse sample, report confidence intervals for odds ratios, and verify the scoring procedure for each predictor before interpreting the unit change.


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## CONCLUSION AND RECOMMENDATIONS

This study found that workload, work experience, and human resource competence were jointly associated with employee turnover intention at PT Bakti Luhur, as indicated by the Omnibus Test (chi-square = 19.268, df = 3, $p < 0.001$). The partial tests showed that workload had a positive and significant association with turnover intention (B = 1.878, p = 0.011; OR = 6.538), whereas work experience (B = -1.939, p = 0.040; OR = 0.144) and human resource competence (B = -3.126, p = 0.031; OR = 0.044) had negative and significant associations. The Hosmer-Lemeshow test yielded p = 0.974, while the Nagelkerke R Square was 0.664; the latter is a pseudo-R-squared measure and should not be interpreted as the percentage of variance explained. The results suggest that workload management and the development of employee resources are important considerations in managing turnover intention among technical employees. PT Bakti Luhur is therefore recommended to review workload distribution, work targets, working hours, and overtime practices, while strengthening technical training, mentoring, and recognition of work experience. The study is limited by its single-company setting, 41 respondents, six turnover-intention cases, and the use of one dichotomous outcome item. Future studies should increase the sample size, employ a more comprehensive turnover-intention scale, and report complete regression diagnostics and confidence intervals. Because the design was observational, the findings indicate statistical associations rather than causal effects.

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