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The Effect Of Workload, Work Motivation, And Work Discipline On The Turnover Intention Of Warehouse Employees At PT Tiga Raja Perkasa (Triple Jeans)

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Abstract

Turnover intention is one of the human resource management issues that may affect workforce stability and the continuity of company operations. A high tendency among employees to leave an organization can hinder work effectiveness, particularly in warehouse operations that require coordination and operational consistency. This study aims to examine the effects of workload, work motivation, and work discipline on the turnover intention of warehouse employees at PT Tiga Raja Perkasa (Triple Jeans). This study employed a quantitative approach involving 101 employees selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The findings indicate that workload has a positive and significant effect on turnover intention, whereas work motivation and work discipline have negative and significant effects on turnover intention. These findings are expected to provide valuable insights for the company in managing workload, enhancing employee motivation, and maintaining work discipline to reduce employees' intention to leave the organization.

Keywords: workload; work motivation; work discipline; turnover intention; warehouse employees.

INTRODUCTION

Human resources are among the essential elements supporting the success and sustainability of a company's operations. Employees play a crucial role in carrying out organizational activities, achieving work targets, and maintaining productivity. In warehouse operations, the availability of personnel, punctuality, coordination, and the

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ability to complete tasks are particularly important, as warehouse activities encompass receiving, storing, managing inventory, fulfilling orders, and distributing products.

PT Tiga Raja Perkasa, also known as Triple Jeans, is a company operating in the fashion industry, particularly in men's apparel. The company's operations require well-coordinated inventory management and product distribution. Warehouse employees face job demands related to workload volume, accuracy, task completion time, and the achievement of operational targets. These conditions make the warehouse division a relevant context for examining factors associated with employees' intentions to leave their jobs.

Table 1. Employee turnover and absenteeism data at PT Tiga Raja Perkasa

Year	Turnover Rate (%)	Total Instances of Tardiness	Total Unexcused Absences
2022	12.87%	2,850	320
2023	14.85%	3,240	380
2024	15.84%	3,680	450

Source: Internal Data of PT Tiga Raja Perkasa (2025)

As shown in Table 1, the employee turnover rate at PT Tiga Raja Perkasa increased from 12.87% in 2022 to 14.85% in 2023 and further increased to 15.84% in 2024. This increase indicates that the company faces challenges in maintaining workforce stability. In addition, the number of tardiness incidents increased from 2,850 cases in 2022 to 3,680 cases in 2024. A similar trend was observed in unexcused absences, which increased from 320 to 450 cases. These conditions indicate challenges related to employee attendance and punctuality. The increasing trends in turnover, tardiness, and absenteeism are of concern to the company because they may disrupt workforce stability and the smooth implementation of operational activities. Therefore, factors that may influence turnover intention, including workload, work motivation, and work discipline, need to be examined further.

Turnover intention refers to an employee's tendency or intention to leave their job or organization. This variable is important in human resource management because it may serve as an early indication of employee retention problems. A high intention to leave may create challenges for companies in retaining employees and maintaining the continuity of their operational activities.

One factor associated with turnover intention is workload. Workload reflects the job demands that employees are required to complete within a given period. When the volume of work, time pressure, and physical demands are perceived as excessive, employees may experience fatigue and begin to consider alternative employment

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opportunities. Previous studies have also examined the relationship between workload and turnover intention, including through the role of work stress (Junaidi et al., 2020; Wibowo et al., 2021).

Another relevant factor is work motivation. Motivation refers to the internal drive that influences employees' willingness to perform their tasks and achieve work-related goals. Employees with high levels of work motivation are expected to sustain their effort and engagement within the organization. Conversely, inadequate motivation may be associated with a reduced willingness to remain with the company. The relationship between work motivation and turnover intention has been discussed in several previous studies, including those by Rinaldy et al. (2021), Utama and Basri (2023), and Zahroh and Kurniawati (2023).

Work discipline is also a relevant factor in warehouse operations. Compliance with regulations, punctuality, attendance, and work procedures is necessary to maintain operational coordination. The increase in tardiness and unexcused absences within the company provides contextual evidence of the importance of managing employee work discipline.

Based on these phenomena, this study examines workload, work motivation, and work discipline simultaneously to explain the turnover intention of warehouse employees at PT Tiga Raja Perkasa. This study is expected to provide relevant empirical evidence for human resource management, particularly in efforts to maintain workforce stability.

LITERATURE REVIEW

Workload

Workload refers to the demands and responsibilities that employees are required to complete within a specified period. Workload is not only associated with the amount of work to be completed but also encompasses task difficulty, concentration requirements, physical and mental capacity, and time pressure during task completion. According to Tarwaka (2019), workload can be assessed through several aspects that reflect the demands of work relative to employees' capabilities. In this study, workload is measured using five indicators: the number of tasks, which refers to the amount of work that must be completed; the level of task difficulty, which reflects the complexity and accuracy required to complete tasks; time pressure, which relates to time limitations in achieving work targets; work frequency, which indicates the intensity of repetitive work activities; and physical and mental demands, which include the need for physical effort, concentration, and cognitive ability while performing work.

In the warehouse division, a high volume of work, repetitive operational activities, and the need to complete distribution processes within a specified period may increase the work pressure experienced by employees. When these demands are not balanced

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with employees' abilities and capacities, they may lead to fatigue and encourage employees to consider leaving the organization. Therefore, workload is expected to have a positive effect on turnover intention.

Work Motivation

Work motivation refers to the drive that influences employees' intensity of effort, persistence, and willingness to achieve work-related goals. Work motivation plays an important role in maintaining employees' engagement and sense of responsibility toward their work. According to Luthans and Doh (2021), work motivation influenced by extrinsic factors can be reflected in supervisor support, the work environment, clarity in work implementation, and organizational support. These four aspects indicate the extent to which employees receive encouragement and support from the organizational environment in performing their duties.

In the warehouse division, supervisor support in the form of clear guidance, a conducive work environment, an understanding of tasks and targets, and adequate facilities provided by the company can help enhance employees' work motivation. Conversely, insufficient support and guidance may reduce employee motivation and engagement, thereby potentially increasing their intention to leave the organization. Therefore, the higher the level of employees' work motivation, the lower their tendency to leave the organization or their turnover intention.

Work Discipline

Work discipline refers to employees' attitudes and behaviors in complying with organizational regulations, work schedules, responsibilities, and established procedures. According to Hasibuan (2017), work discipline reflects employees' awareness and willingness to comply with all applicable rules and norms within the organization. Work discipline can be measured through five indicators: attendance, which reflects employees' compliance with work schedules and working hours; adherence to regulations, which indicates compliance with organizational policies; adherence to work standards, which relates to performing tasks in accordance with established operational procedures; vigilance, which reflects employees' caution and accuracy in avoiding errors while working; and work ethics, which describe responsibility, honesty, and professional behavior in carrying out work.

In the warehouse division, the implementation of work discipline is essential to maintaining the smooth flow of operational activities, ranging from receiving goods to storage and distribution processes. A lack of discipline, such as tardiness, absenteeism, and noncompliance with work procedures, may hinder coordination and reduce the company's operational effectiveness. These conditions may also affect employees'

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commitment to the organization. Therefore, the higher the level of employees' work discipline, the lower their tendency to leave the organization or their turnover intention.

Turnover Intention

Turnover intention refers to an employee's intention or tendency to leave their current job. This variable may be associated with various work-related conditions, including workload, work motivation, and work discipline. In this study, turnover intention is treated as the dependent variable to examine the relationships between the three independent variables and employees' intentions to leave the organization.

Based on the preceding discussion, the research hypothesis is formulated as follows, with the relationships illustrated in Figure 1:

H_1: Workload has a positive and significant effect on turnover intention.
H_2: Work motivation has a negative and significant effect on turnover intention.
H_3: Work discipline has a negative and significant effect on turnover intention.

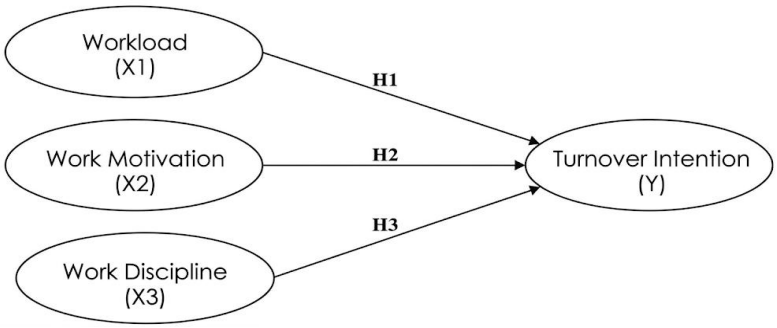


Figure 1. Research Hypothesis Framework

RESEARCH METHOD

This study employed a quantitative approach to examine the effects of workload, work motivation, and work discipline on the turnover intention of warehouse employees at PT Tiga Raja Perkasa (Triple Jeans). The study population consisted of 101 active warehouse employees. A saturated sampling technique was employed, in which all members of the population were included as respondents. Therefore, the final sample consisted of 101 employees.

Primary data were collected by distributing questionnaires to warehouse employees. The research instrument used a five-point Likert scale ranging from strongly disagree to strongly agree. Secondary data were obtained from internal company documents, including data on the number of employees, employee turnover rates, and employee absenteeism. These data were used to describe the organizational conditions underlying the study.

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Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The analysis consisted of evaluating the measurement model and the structural model. The measurement model was evaluated through construct validity and reliability testing. Meanwhile, the structural model was assessed using the R-square, f-square, and predictive relevance (Q^2) values. Hypothesis testing was conducted using the bootstrapping procedure. A hypothesis was considered statistically significant when the T-statistic exceeded 1.96 and the p-value was less than 0.05.

RESULT

Employee Turnover

Internal company data indicate that the employee turnover rate increased during the 2022–2024 period.

Table 2. Employee turnover rate at PT Tiga Raja Perkasa

Year	Number of Employees	Employees Who Left	Turnover Rate
2022	101	13	12.87%
2023	101	15	14.85%
2024	101	16	15.84%

Source: Internal Data of PT Tiga Raja Perkasa (2025)

The increase in the employee turnover rate provides an important rationale for examining factors associated with employees' turnover intention. In addition, the increasing number of tardiness incidents and unexcused absences illustrates the challenges faced by the company in managing its workforce.

Partial Least Squares Measurement Model

The Partial Least Squares (PLS) measurement model was evaluated to assess the validity and reliability of the constructs used in this study.

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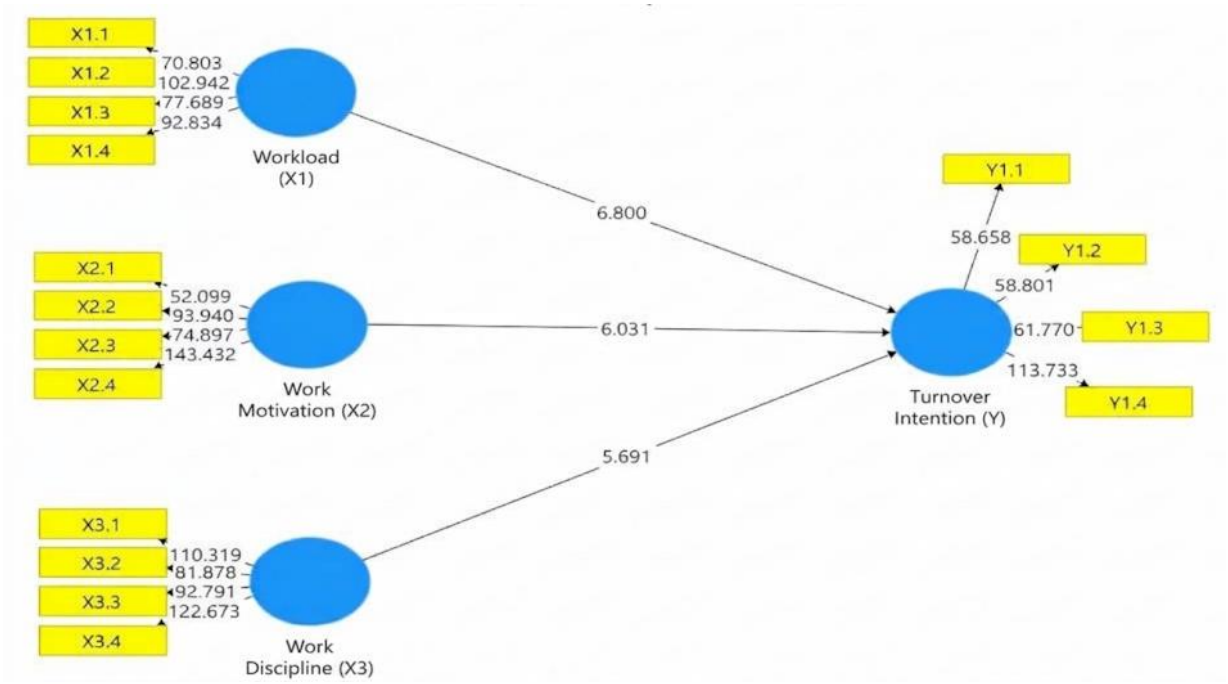


Figure 2. Outer model analysis results

Source: Measurement model results generated using SmartPLS

Convergent Validity (Outer Loading)

Convergent validity is reflected in the magnitude of the outer loading values associated with each indicator.

Table 3. Outer loading results

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)
Workload (X1) → Turnover Intention (Y)	0.434	0.438	0.067	6.517
Work Motivation (X2) → Turnover Intention (Y)	-0.410	-0.413	0.067	6.122
Work Discipline (X3) → Turnover Intention (Y)	-0.421	-0.421	0.070	5.997

As shown in Table 3, the results indicate that the indicators used to measure workload (X1), work motivation (X2), work discipline (X3), and turnover intention (Y) had loading factor values above 0.70. In addition, all indicators were considered significant, as their T-statistic values exceeded 1.96. These findings indicate that the research

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indicators met the criteria for convergent validity and were therefore considered appropriate for further analysis.

Discriminant Validity

Table 4. Discriminant validity results based on cross-loadings

Indicator	Workload (X1)	Work Motivation (X2)	Work Discipline (X3)	Turnover Intention (Y)
X1.1	0.958	–	–	–
X1.2	0.960	–	–	–
X1.3	0.959	–	–	–
X1.4	0.965	–	–	–
X2.1	–	0.947	–	–
X2.2	–	0.955	–	–
X2.3	–	0.953	–	–
X2.4	–	0.965	–	–
X3.1	–	–	0.941	–
X3.2	–	–	0.949	–
X3.5	–	–	0.951	–
X3.7	–	–	0.975	–
Y1.1	–	–	–	0.938
Y1.2	–	–	–	0.945
Y1.3	–	–	–	0.942
Y1.4	–	–	–	0.965

Based on the cross-loading results, all indicators of workload, work motivation, work discipline, and turnover intention had loading values above 0.70 on their respective constructs. The loading values ranged from 0.958 to 0.965 for workload, 0.947 to 0.965 for work motivation, 0.941 to 0.975 for work discipline, and 0.938 to 0.965 for turnover intention. These findings indicate that all indicators had adequate loading values for the constructs they were intended to measure.

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Construct Reliability and Validity

Table 5. Construct reliability and validity results

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Workload (X1)	0.972	0.973	0.980	0.923
Work Motivation (X2)	0.968	0.977	0.977	0.912
Work Discipline (X3)	0.973	0.980	0.980	0.925
Turnover Intention (Y)	0.962	0.963	0.972	0.898

The reliability test results indicate that all constructs had Cronbach's alpha and composite reliability values (rho_a and rho_c) above 0.70. In addition, the Average Variance Extracted (AVE) values for all constructs exceeded 0.50. Therefore, workload (X1), work motivation (X2), work discipline (X3), and turnover intention (Y) met the criteria for reliability and convergent validity, indicating that the research instruments were appropriate for further analysis.

R-Square Results

Table 6. R-square results

Construct	R-Square	Adjusted R-Square
Turnover Intention (Y)	0.485	0.469

Source: Processed questionnaire data

The results show an R-square value of 0.485 and an adjusted R-square value of 0.469. These findings indicate that workload, work motivation, and work discipline jointly explained 48.5% of the variance in turnover intention, while the remaining 51.5% was explained by other factors outside the research model. Thus, the model demonstrated an adequate level of explanatory power and could proceed to hypothesis testing.

Hypothesis Testing

Table 7. Hypothesis testing results

Hypothesis	T-Statistic	P-Value	Decision
H_1	6.517	0.000	Accepted

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H_2	6.122	0.000	Accepted
H_3	5.997	0.000	Accepted

The hypothesis testing results indicate that all independent variables had significant effects on the turnover intention of employees at PT Tiga Raja Perkasa.

Workload (H_1) had a positive and significant effect on turnover intention, with an original sample coefficient of 0.434, a T-statistic of 6.517, and a p-value of 0.000. These findings indicate that the higher the workload experienced by employees, the greater their tendency to leave the company.

Work motivation (H_2) had a negative and significant effect on turnover intention, with an original sample coefficient of -0.410, a T-statistic of 6.122, and a p-value of 0.000. This finding indicates that an increase in employees' work motivation may reduce their tendency to leave the company.

Work discipline (H_3) also had a negative and significant effect on turnover intention, with an original sample coefficient of -0.421, a T-statistic of 5.997, and a p-value of 0.000. These results indicate that the higher the level of employees' work discipline, the lower their tendency to leave the company. Therefore, H_1, H_2, and H_3 were accepted.

DISCUSSION

The effect of workload on turnover intention

The results indicate that workload has a positive and significant effect on turnover intention among employees of PT Tiga Raja Perkasa, with a path coefficient of 0.434, a T-statistic of 6.517, and a p-value of 0.000. These findings indicate that the higher the workload perceived by employees, the greater their tendency to leave the company. This condition may be attributed to high job demands, the need for mental concentration, and the intensive nature of warehouse operational activities.

These findings are consistent with the Job Demands–Resources Theory, which explains that high job demands may deplete employees' physical and psychological resources, thereby increasing turnover intention. The results are also supported by the studies of Junaidi et al. (2020) and Belzara and Waluyo (2024), which found that workload influences turnover intention.

The effect of work motivation on turnover intention

The results indicate that work motivation has a negative and significant effect on turnover intention, with a path coefficient of -0.410, a T-statistic of 6.122, and a p-value of 0.000. These findings indicate that the higher employees' work motivation, the lower their tendency to leave the company.

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Motivation supported by clear guidance from supervisors, well-defined work targets, and a conducive work environment can enhance employees' enthusiasm and engagement. Conversely, low levels of motivation may encourage employees to consider alternative employment opportunities. These findings are consistent with previous studies showing that work motivation plays an important role in reducing employees' turnover intention (Rinaldy et al., 2021; Utama & Basri, 2023).

The effect of work discipline on turnover intention

The results indicate that work discipline has a negative and significant effect on turnover intention, with a path coefficient of -0.421, a T-statistic of 5.997, and a p-value of 0.000. These findings indicate that the higher the level of employees' work discipline, the lower their tendency to leave the company.

Discipline in complying with organizational regulations, maintaining punctuality, and fulfilling work responsibilities supports the smooth operation of warehouse activities and reflects responsible work behavior. These findings are consistent with discussions concerning positive work behavior and organizational attachment. However, the relevance of previous research cited in the original manuscript should be further verified to ensure its direct alignment with the relationship between work discipline and turnover intention.

CONCLUSION

Based on the findings of this study examining the effects of workload, work motivation, and work discipline on turnover intention among warehouse employees at PT Tiga Raja Perkasa (Triple Jeans), several conclusions can be drawn. First, workload has a positive and significant effect on turnover intention. The higher the workload perceived by employees, the greater their tendency to leave the company. Second, work motivation has a negative and significant effect on turnover intention. Increasing employees' work motivation may reduce their tendency to leave the company. Third, work discipline has a negative and significant effect on turnover intention. The higher the level of employees' work discipline, the lower their tendency to leave the company.

Based on these findings, PT Tiga Raja Perkasa is expected to distribute work assignments more proportionately by considering employees' abilities and capacities to prevent excessive workloads. The company should also improve work motivation by providing clear direction from supervisors, establishing effective communication, and creating a conducive work environment. In addition, the implementation of work discipline should be strengthened through monitoring employee attendance, punctuality, and compliance with operational procedures.

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Future researchers are encouraged to expand this study by incorporating other variables that may influence turnover intention, such as job satisfaction, compensation, work environment, and work–life balance. Future studies may also broaden the research object and scope to obtain more diverse findings and enable comparisons across different organizational sectors.

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