

THE ROLE OF WORK STRESS IN MEDIATING THE EFFECT OF WORKLOAD AND WORK ENVIRONMENT ON TURNOVER INTENTION: A STUDY OF ANDY MUSHROOM BOGOR EMPLOYEES



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ABSTRACT

This study aims to examine the moderating role of job stress in the relationship between workload, working conditions, and employees' turnover intentions at Andy Mushroom Bogor. A saturated sampling technique was employed to determine the sample. The findings indicate that workload and job stress have a positive effect on turnover intentions, while working conditions exert a negative influence on employees' intention to leave. In addition, workload is positively associated with job stress, whereas favorable working conditions are found to reduce job stress. Job stress mediates the positive relationship between workload and turnover intentions and moderates the negative effect of working conditions on turnover intentions.

Keywords: *Workload; Work Environment; Work Stress; Turnover Intention*

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INTRODUCTION

Companies that have suboptimal HR functions can have an impact on the welfare of their employees and trigger employees' desire to leave their jobs (Robbins & Judge, 2022). Turnover is when an employee chooses to leave their job or move to another work location, to intend to do something is to have a drive to really do it (Robbins & Judge, 2022). A high level of intention to leave can have both good and bad effects on the company. One of the positive effects of the turnover intention level is that the company can replace low-performing employees with more qualified individuals (Robbins & Judge, 2022). However, negative effects for the company include increased costs in the recruitment, selection and training process, damage to the organization's reputation and decreased productivity.

Andy Mushroom is a sole proprietorship that focuses on the agribusiness sector, especially in the cultivation of Florida oyster mushrooms. The high level of desire to leave a job is a serious issue for all organizations, including employees at Andy Mushroom Bogor. In the process of observation to dig deeper into information, it was revealed that there were many factors that encouraged employees to leave the workplace. Many of them decided to leave because they felt that the workload they had to bear was too heavy and not balanced with the support they received from the company. This constant pressure causes employees to experience stress, so they take steps to find a more supportive and balanced work environment elsewhere.

Excessive workload can lead to both physical and mental exhaustion, prompting workers to leave the company (Mahawati et al., 2021). In addition, an ideal work environment, including inadequate facilities, can contribute to employees' decisions to leave, while stress from the pressure to meet high production targets worsens the situation, ultimately resulting in increased resignation rates (Siagian, 2020).

However, there are several issues that need to be considered, such as high workloads that can cause physical and mental fatigue, work stress due to an imbalance between job demands and abilities, and an uncondusive work environment that can influence the decision to quit work.

This study aims to help researchers understand the phenomenon of turnover intention among Andy Mushroom Bogor employees. This study attempts to answer the question of the extent to which workload pressure and work environment conditions trigger employee turnover intention, considering job stress as a mediating factor.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Turnover Intention

Turnover intention is the resignation or dismissal of an employee from the company where he works, which is the last step and is used when dissatisfaction with the job can no longer be tolerated (Robbins & Judge, 2022). A high level of turnover intention can have positive and negative impacts on the company. The positive impact of turnover intention is that the company can replace employees with poor performance with better employees (Adiputra & Milleny, 2024). While the negative impact on the company is an increase in recruitment, selection and training costs, damage to the company's reputation and decreased productivity. There are 5 (five) factors that influence turnover intention, namely: (1) work stress, (2) organizational culture, (3) workload, (4) work environment, (5) leadership (Robbins & Judge, 2022). Three (3) indicators may be used to determine turnover intention: (1) thinking about quitting, (2) desire to choose other options or choices, (3) desire to quit (Robbins & Judge, 2022).

Job Stress

Job stress is a state of tension that disrupts an employee's physical and mental well-being, impacting their emotions, thoughts, and overall health (Gaol, 2020). There are 5 (five) factors that influence job stress, namely: (1) individual factors which include personality, physical and mental health conditions (job stress), family and personal life, (2) organizational factors which include workload, control over work and job demands, (3) work environment factors which include the physical condition of the workplace and job security, (4) social factors which include interpersonal relationships and lack of social support, (5) external factors which include changes outside of work and the economic situation (Gaol, 2020). Job stress can be measured through 4 (four) indicators, namely: (1) physical fatigue, (2) psychological disorders, (3) decreased performance, (4) impaired social relationships (Gaol, 2020).

Workload

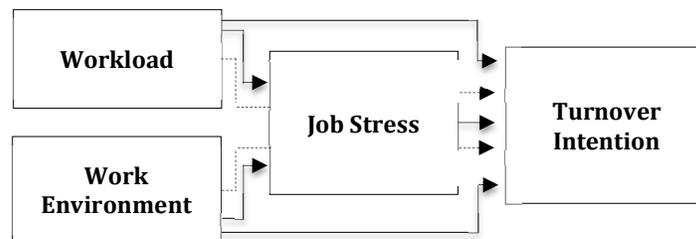
The mental and physical demands placed on employees constitute their workload (Mahawati et al., 2021). Both internal and external variables might have an impact on workload (Mahawati et al., 2021). There are three ways to quantify workload: (1) working circumstances, (2) time spent working, and (3) goals to be reached (Mahawati et al., 2021).

Work Environment

Everything, both tangible and intangible, in an employee's work environment has the potential to influence how well they do their job (Siagian, 2020). Physical circumstances, social conditions, work facilities, and organizational policies are the four pillars upon which the work environment rests (Siagian, 2020). According to Siagian (2020), there are two main categories of workplace indicators: the physical work environment and the non-physical work environment.

RESEARCH FRAMEWORK

At its heart, a research framework is a thorough justification of the hypotheses and prior studies that underpin the connection between study variables. As can be seen in Figure 1, the research framework model illustrates the interactions between the study variables.



Source: Constructed for this study, 2024

Figure 1
Research Framework

Information:
 —————> = Direct influence
 - - - - -> = Undirect influence

Hypotheses

To obtain empirical results and evidence regarding how workload and work environment influence intention to quit through job stress, several hypotheses are required in this study. The following hypotheses are purposed in this study:

H₁: There is a direct and positive influence of workload on work stress at Andy Mushroom.

H₂: There is a direct and negative influence of work environment on work stress at Andy Mushroom Bogor.

H₃: There is a direct and positive influence of workload on turnover intention at Andy Mushroom Bogor.

H₄: There is a direct and negative influence of work environment on turnover intention at Andy Mushroom Bogor.

H₅: There is a direct and positive influence of work stress on turnover intention at Andy Mushroom Bogor.

H₆: There is an indirect and positive influence of workload on turnover intention through work stress as an intervening variable at Andy Mushroom Bogor.

H₇: There is an indirect and negative influence of work environment on turnover intention through work stress as an intervening variable at Andy Mushroom.

METHOD

This study's methodology is based on quantitative research techniques that combine descriptive and verification approaches (Sugiyono, 2022). There are three types of variables used in this study: exogenous, endogenous, and intervening. Workload and work environment are examples of exogenous factors, while work stress is an example of an endogenous variable and turnover intention is an example of an intervening variable. The research was carried out by means of a survey. Researchers administer treatments in data collecting using the survey technique, which is a way to get personal data from a specific natural (rather than artificial) location (Sugiyono, 2022).

One hundred and sixteen people working as operational staff at Andy Mushroom Bogor made up the study's population. The number of samples that would be utilized to collect data was determined using a saturation sampling approach (Sugiyono, 2022). Based on a saturation sampling approach, this study's sample consisted of 116 operational staff, who made up the population. This research makes use of quantitative data. According to Sugiyono (2022), numerical data is known as quantitative data. This research made use of both primary and secondary sources of information. This study's data came from a variety of sources, including primary and secondary sources found in libraries, as well as interviews, observations, and questionnaires administered in the field.

This study employs descriptive and verificative methods with a quantitative approach (Sugiyono, 2022). The descriptive method is used to outline the characteristics of workload, work environment, stress and turnover intention at Andy Mushroom Bogor. The verificative method is applied to test the hypotheses using Path Analysis in IBM SPSS Statistics (Ghozali, 2019).

RESULTS AND DISCUSSION

Path Analysis

First Equation Path t-Test

Workload and work environment were examined as potential contributors to job stress using the t-test from the first model. Table 1 displays the results of the t-test for the first model. IBM SPSS 25 was used for data analysis.

Table 1
First Equation Path t-Test

Model	<i>Coefficients^a</i>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13,638	3,110		4,385	0,000
1 Workload	0,788	0,070	0,709	11,272	0,000
Work Environment	-0,129	0,053	-0,152	-2,419	0,017

a. Dependent Variable: Work Stress

Sources : Processed Primary Data, 2025

Table 1 shows the following as the first equation model:

$$Z = \rho_{zx_1}X_1 + \rho_{zx_2}X_2 + \epsilon_1$$

$$Z = 0,709X_1 - 0,152X_2 + \epsilon_1$$

Second Equation Path t-Test

To analyze the influence of workload, work environment, and work stress on turnover intention, the t-test from the second model is utilized (Sugiyono, 2022). Table 2, which includes data processing using IBM SPSS 25, displays the results of the second model t-test.

Table 2
Second Equation Path t-Test

Model	<i>Coefficients^a</i>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11,438	1,666		6,865	0,000
1 Workload	0,213	0,050	0,384	4,218	0,000
Work Environment	-0,075	0,027	-0,177	-2,759	0,007
Work Stress	0,180	0,047	0,361	3,872	0,000

a. Dependent Variable: Turnover intention

Sources : Processed Primary Data, 2025

Based on Table 2, it can be seen that the model of the second equation is as follows:

$$Y = \rho_{yx_1}X_1 + \rho_{yx_2}X_2 + \rho_{yZ}Z + \epsilon_2$$

$$Y = 0,384X_1 - 0,177X_2 + 0,361Z + \epsilon_2$$

First Path Correlation Coefficient Results

Table 3 display the results of the correlation coefficient analysis conducted in this study.

Table 3
Correlation Coefficient X1 and X2 to Z
(First Equation)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	0,577	0,569	6,39936

a. Predictors: (Constant), Work Environment, Workload

b. Dependent Variable: Work Stress

Sources : Processed Primary Data, 2025

A correlation value of 0.759 between workload and work environment circumstances suggests a substantial association with job stress, as seen in Table 3.

Second Path Correlation Coefficient Results

Table 4 display the results of the correlation coefficient analysis conducted in this study:

Table 4
Correlation Coefficient X1 X2 and Z to Y
(Second Equation)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 ^a	0,588	0,577	3,16885

a. Predictors: (Constant), Work Stress, Work Environment, Workload

b. Dependent Variable: Turnover intetion

Sources : Processed Primary Data, 2025

The correlation value of 0.767 between workload, work environment conditions, and work stress and the desire to change employment is considerable, as shown in Table 4.

First Path Determination Coefficient Results

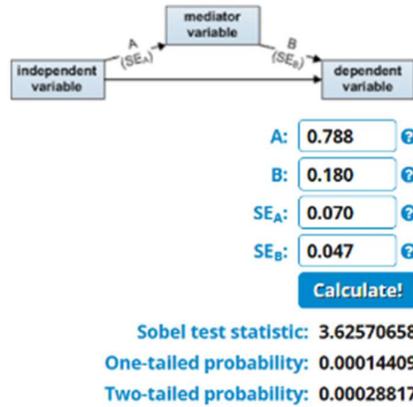
The strength of the association between workload and work environment concurrently to work stress was assessed by analyzing the coefficient of determination of the first equation. The value of R² (R Square), which is 57.7 percent, is 0.577, according to Table 3. This demonstrates that 57.7 percent of the stress experienced on the job is attributable to both the workload and the working conditions. Social elements and external characteristics, which are not included in this research, account for the remaining 42.3% (Gaol, 2020).

Second Path Determination Coefficient Results

The strength of the association between workload, work environment, and job stress on the intention to resign was determined by conducting a path determination coefficient analysis for the second equation. Table 4 shows that the R² (R Square) value is 0.588, which is equivalent to 58.8%. Workload, work environment, and job stress all contribute to 58.8% of the desire to leave, according to this. Organizational culture and leadership, for example, account for the other 41.2% of the factors that were not examined in this research (Robbins & Judge, 2022).

Sobel Test Results

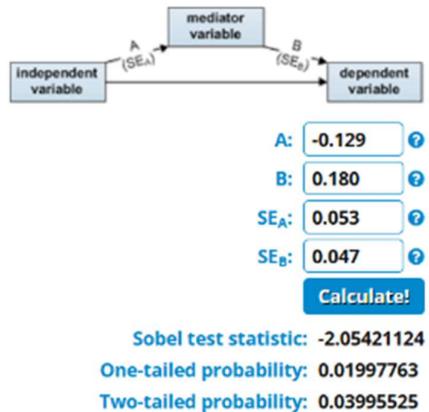
To see the influence of mediation, you can use a multiplier coefficient that has significance or not using the Sobel test (Ghozali, 2019). To determine the importance of mediation in the indirect effect of workload on intentions to leave the company due to stress at work, we ran the following numbers through the Sobel test calculator as shown in Figure 2.



Source: Mediation Significance Calculator Output

Figure 2
Sobel Test Calculator Results for Workload Variable

Using a Sobel test calculator, it is able to determine the following about the mediating role of job stress as an indirect effect of the workplace on intentions to leave as shown in Figure 3.



Source: Mediation Significance Calculator Output

Figure 3
Sobel Test Calculator Results for Workload Variable

The Influence of Workload on Work Stress

According to Table 1, the workload variable has a t-count of 11.272, and the t-table for $\alpha = 0.05$ with $116-2-1 = 113$ degrees of freedom is 1.658. Therefore, because the t-count is more than the t-table ($11.272 > 1.658$) and the significance value is less than 0.05 ($0.000 < 0.05$), we may reject H_{01} and accept H_{a1} . So, the amount of labor one needs to do has a direct and beneficial influence on how much stress one feels on the job. The findings are consistent with those of earlier research by Santoso et al. (2024), Arifin (2023) and Mahsyar et al. (2023).

The Influence of Work Environment on Work Stress

Results from Table 1 show that the work environment variable has a t-count value of -2.419 and a t-table value of 1.658 at a significance level of $\alpha = 0.05$ and degrees of freedom of $116-2-1 = 113$. Evidently, the t-value is less than the t-table value ($-2.419 < 1.658$), and the significance level is $0.017 < 0.05$. As a result, we accept H_{a2} and reject H_{02} . This proves that one's working conditions significantly impact one's stress levels. Consistent with earlier studies by Triana (2022), Amelia (2020), and Zuhrah et al. (2025), this conclusion follows.

The Influence of Workload on Turnover Intention

The workload variable has a t-value of 4.218 according to Table 2, but the t-table for $\alpha = 0.05$ with $116-2-1 = 113$ degrees of freedom is 1.658. The results show that $t\text{-count} > t\text{-table}$ ($4.218 > 1.658$) and the resulting significance is $0.000 < 0.05$, leading to the rejection of H_{03} and acceptance of H_{a3} . This proves that workload directly and positively affects the desire to leave an organization. Nanda et al. (2020), Pranata & Fauzi (2024), and Ismartaya et al. (2024) have all come to similar conclusions.

The Influence of Work Environment on Turnover Intention

According to Table 2, the work environment variable has a t-value of -2.759, with a t-table value of 1.658 for degrees of freedom $116-2-1 = 113$, and a α -value of 0.05. That is why, with a significance threshold of $0.007 < 0.05$, we may infer that H_{04} is rejected and H_{a4} is accepted, as $t\text{ count} < t\text{ table}$ ($-2.759 < 1.658$). This proves that there is a negative correlation between the work environment and the desire to leave. Previous research by Rahman et al. (2024), Salehah et al. (2022), and Taufik et al. (2021) supports this conclusion.

The Influence of Job Stress on Turnover Intention

According to Table 2, the work stress variable has a t-value of 3.872, and the t-table for $\alpha = 0.05$ with $116-2-1 = 113$ degrees of freedom is 1.658. With a significance threshold of $0.000 < 0.05$ and a $t\text{-count} > t\text{-table}$ value of $3.872 > 1.658$, we may infer that H_{05} is rejected and H_{a5} is approved. This proves that stress at work increases the likelihood that an employee will leave their current position. Santoso et al. (2024) and others have found similar things, therefore our results make sense. Deswarta et al. (2021) and Pambudi & Djastuti (2021).

First Path Correlation Coefficient Analysis

Table 3 demonstrates that there is a substantial association between work environment and workload ($r=0.759$), which in turn indicates a high level of job stress. This

demonstrates that job stress may be exacerbated by a combination of a severe workload and an unsupportive work environment.

Second Path Correlation Coefficient Analysis

Table 4 demonstrates a correlation of 0.767 between workload, work environment, and job stress, suggesting a link between the three variables. It seems like there is a strong correlation with the desire to stop. Workplace factors such as workload, climate, and stress may all add up to a greater likelihood of wanting to leave.

First Path Determination Coefficient Analysis

The value of R² (R Square) reached 0.577, or 57.7%, according to Table 3. Working conditions and workload account for 57.7 percent of the variance in reported levels of workplace stress. Social and environmental variables, which were not included in this research, account for the remaining 42.3% (Gaol, 2020).

Second Path Determination Coefficient Analysis

A score of 0.588, or 58.8%, is the R² (R Square) value according to Table 4.30. This indicates that workload, work environment, and job stress account for 58.8% of the variance in intentions to leave. Factors like company culture and management style, which were not included in this analysis, account for the other 41.2% (Robbins & Judge, 2022).

The Influence of Workload on Turnover Intention Through Job Stress

The Zcount value is 3.62 according to the data shown in Figure 1. The Zcount value of 2.76 is higher than the Ztable value of 1.96. So, we may say that Ha6 is true and H06 is false. Workload increases workplace stress, which in turn increases the desire to leave an organization. It is evident that workplace stress plays a mediating role between workload and desire to leave.

The Influence of Work Environment on Turnover Intention Through Work Stress

The Zcount value is -2.05. This is according to the computation results shown in Figure 2. With a difference of $-2.05 < 1.96$, the Zcount value is less than the Ztable value. We may so infer that Ha7 is correct and H07 is incorrect. This demonstrates that job stress is one way in which the workplace indirectly affects employees' intentions to leave. This demonstrates that stress on the job might moderate the effect of working conditions on the intention to leave.

CONCLUSION AND SUGGESTION

A favorable impact of workload and job stress on turnover intention was found in the research. There is a negative correlation between the work environment and the inclination to leave. Work stress positively affects the intention to leave an organization. Workload influences stress at work in a favorable way. Workplace stress is negatively impacted by the nature of the workplace. Workload has a good impact on turnover intention via work stress mediation.

There is an inverse relationship between job stress and the impact of the workplace on the intention to leave. Workload on turnover intention might be mediated by job stress, according to this research. Additionally, this research demonstrates that job stress might act as a mediator between the work environment and the desire to leave the company.

Andy Mushroom Bogor is advised to implement employee retention strategies. Retaining employees can reduce turnover intention by improving organizational elements, career opportunities offered, rewards given, task and job design, and interaction between employees. Andy Mushroom Bogor is advised to implement an Employee Assistance Program (EAP) which includes stress management, emotional management training, and providing consultation or counseling rooms for employees. Andy Mushroom Bogor is advised to make realistic work target adjustments, provide operational skills training, and improve work system efficiency. Andy Mushroom Bogor is advised to implement strategies to improve the comfort of the work environment, especially in terms of noise control, such as rearranging the work area and separating equipment that produces noise from the main area.

Future researchers are encouraged to incorporate additional variables such as organizational culture, career development and leadership. Furthermore, expanding the population, increasing the sample size and utilizing advanced analytical methods or alternative intervening variables are recommended to enhance the depth and generalizability of the findings.

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