

The Impact of Job Stress, Organizational Culture, Work Motivation on Turnover Intention of Pramusapa Employees

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Abstract

Purpose: This study aims to investigate the relationship between employee turnover intention in the service industry, namely PT Putratama Satya Bhakti, and job stress, organisational culture, and work motivation.

Methodology: This study was carried out at the outsourced services provider PT Putratama Satya Bhakti. A standardised questionnaire disseminated via Google Forms was used to gather quantitative data from 85 employees. SPSS version 29, which includes multiple linear regression analysis and validity and reliability evaluations, was used to do the analysis.

Results: The study found that work stress significantly increases *turnover intention*, while a positive organizational culture reduces it. Work motivation also shows a significant positive relationship with turnover intention, indicating that motivated employees may still consider leaving if their expectations are unmet.

Conclusion: Partially, work stress has a significant and positive effect on turnover intention of pramusapa employees, organizational culture has a significant and negative effect on turnover intention of pramusapa employees, work motivation has a significant and positive effect on turnover intention of pramusapa employees. Simultaneously, the three variables have a significant effect on turnover intention.

Limitations: The study's reliance on self-reported data from one organization is one of its limitations; it may not fully capture the dynamics of turnover intention in other sectors or businesses.

Contribution: Theoretically, this study enriches the literature on psychological and organizational factors that influence turnover intention. Practically, the results provide input for HR practitioners and organizational leaders in designing effective retention strategies, especially in the service industry.

Keywords: *Job Stress, Organizational Culture, Work Motivation, Turnover intention.*

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1. Introduction

Human resources are a crucial element in business activities because the achievement of organizational goals heavily relies on the contributions of employees both physically and intellectually. Therefore, companies must prepare outstanding human resources to achieve their vision. Effective collaboration between management and staff is the key to this process. However, many companies struggle to identify factors that decrease employee work effectiveness, which ultimately leads to increased turnover intention (Heru et al., 2025).

Turnover intention has become a major challenge in human resource management (Putri et al., 2024). Although employee turnover is a normal occurrence, high turnover rates can have negative impacts, such as increased recruitment and training costs, loss of institutional knowledge, and decreased productivity. Additionally, the adaptation process for new employees often takes time and disrupts team continuity (Sirait & Oktariani, 2024).

A Mercer study revealed that turnover rates for mid-level positions in companies across Southeast Asia, including Indonesia, are among the highest in the world. However, voluntary resignation rates have gradually decreased year by year, from 7.2% in 2022 to 6.4% in 2023, and are expected to rise slightly to 6.6% in 2024. Despite this, extreme cases still occur, such as a report from DinkopUKMnakertrans Jepara in 2024, which recorded one company losing over 1,000 employees in a single day. This phenomenon shows that turnover issues remain a serious challenge requiring attention, especially in human resource management.

PT Putratama Satya Bhakti is a company in the field of General Outsourcing that provides skilled labor for various industrial sectors. In this competitive industry, the company's biggest challenge is high employee turnover. One of the main causes is low job satisfaction, particularly due to the lack of clear career paths. Employees tend to view their jobs as short-term solutions rather than part of sustainable care.

Table 1. Employee Turnover Rate of Pramusapa for the Period of July-December 2024

No	Month	Total Employees	In	Out	Tingkat Turnover (%)
1	July	553	0	22	3,98%
2	August	531	2	4	0,75%
3	September	529	8	4	0,76%
4	October	529	5	8	1,51%
5	November	527	8	9	1,71%
6	December	526	9	15	2,85%

Source: Data Processing 2025

These data show fluctuations in turnover rates, with July (3.98%) and December (2.85%) having the highest turnover rates. This may indicate structural or psychological issues in the workplace, such as excessive workload, dissatisfaction with the compensation system, or common year-end career reflection. If not anticipated, high turnover can disrupt operational stability, increase the workload for the remaining employees, and add to HR costs.

Work Stress is an unavoidable aspect of the professional world; however, when it exceeds tolerance levels, it can have negative mental and physical impacts (Firmansyah & Hadjirillah, 2025). For frontline employees (pramusapa), work pressure often arises from customer complaints during peak hours, the demand to maintain a friendly demeanor, and a lack of information in busy situations. This psychological burden has the potential to increase turnover intentions. Organizational culture plays an important role in shaping employee commitment and behaviors (Attallah & Isnowati, 2024).

However, at PT Putratama Satya Bhakti, the work culture tends to be individualistic, minimizing interaction and support among colleagues, which reduces morale and increases feelings of alienation among employees. This lack of camaraderie is a trigger for turnover intention. However, the company's efforts to enhance work motivation through rewards and training are still perceived as suboptimal. The lack of transparency in the reward system and training that does not meet field needs makes some employees feel stagnant in their growth. This can weaken employees' engagement and loyalty to the company (Stefanya & Winarto, 2024).

A gap (research gap) in previous studies has been found, showing that job stress has a positive and significant effect on an individual's desire to switch jobs (Elfenso & Andani, 2022). In contrast, Balqis

et al. (2022) found that although work stress contributes positively, its impact on the intention to leave the job was not significant. In addition, organizational culture significantly influences an individual's intention to change jobs (KomalaSari et al., 2021). However, organizational culture does not directly influence employees' desire to change jobs (Kalsum et al., 2022). Furthermore, work motivation has a positive and significant impact on employees' intention to switch jobs (Krisdianto & Widyastuti, 2022). However, according to Hermawan and Utomo (2023), work motivation does not show a positive or significant effect on employee turnover rates.

Based on this gap, the findings show inconsistent results regarding the influence of work stress, organizational culture, and work motivation on turnover intention in the literature. Furthermore, studies on this topic are still rare in the context of frontline employees, particularly in outsourcing companies, which have different human resource characteristics than other formal sectors. This study offers novelty by simultaneously examining these three variables in the context of frontline employees at PT Putratama Satya Bhakti. This focus is expected to provide more relevant empirical contributions to understanding and managing turnover intention in a type of job and industry that has received little attention in the human resource management literature. Therefore, this study aims to analyze the impact of work stress, organizational culture, and work motivation on the turnover intention of frontline employees.

2. Literature Review and Hypothesis Development

2.1 Literature Review

2.1.1 Work Stress

According to Saleh et al. (2021), work stress is a reaction experienced by individuals when they face expectations and pressures that are beyond their knowledge and abilities, testing their ability to cope with them. Menurut Hasibuan, (2021) explains that work stress is a condition of tension that disrupts the psychological balance of employees, impacting their emotions, thinking processes, and physical condition. In the workplace, stress arises due to heavy workloads, time pressure, and a lack of support.

Indicators of work stress (Hasibuan 2021).

1. Workload
2. Leadership behavior
3. Working hours
4. Conflict
5. Communication

2.1.2 Organizational Culture

According to Latunreng et al. (2022), culture is a set of fundamental beliefs that have been established, learned, or acquired by a particular community. It serves as a guide for learning to face external challenges and create integration within the group to function effectively. An organization has a culture as a system of shared meanings that includes values, norms, beliefs, traditions, and ways of thinking aimed at uniting and strengthening a sense of solidarity among its members. Pakpahan (2022) states that organizational culture influences human resource behavior and differentiates organizations. Besides being a distinguishing feature between organizations, the values and norms that govern them also influence the attitudes and methods of work of their members. This also affects the work environment and how well people interact with each other.

Indicators of organizational culture (Robbins and Judge 2021)

1. Innovation and risk-taking
2. Attention to detail
3. Results orientation
4. Team orientation
5. Perseverance

2.1.3 Work Motivation

According to Nurhayati (2024), motivation in the workplace is the driving factor that makes an individual perform their tasks with enthusiasm, consistency, and optimal results. If an individual lacks internal motivation, they are less likely to take any action or make changes to their current position. This work drive can stem from internal factors, such as personal desire to grow and achieve job satisfaction. It can also come from external factors (extrinsic motivation), such as rewards, salaries, or recognition from others. Motivation, in other words, explains the reasons behind the behavior of human resources in an organization, related to their work patterns. Work motivation arises from an individual's desire, which is inspired and driven to perform activities with sincerity and enthusiasm. According to Afandi (2021), when a person is in a good mood, they will carry out their tasks with seriousness, producing quality performance.

Indicators of work motivation (Uno, 2021)

1. Responsibility in performing tasks
2. Achievements attained
3. Self-development
4. Independence in action

2.1.4 Turnover Intention

The drive within an individual to act or do something is known as intention. Turnover refers to a situation in which an employee chooses to resign from their job or move to another company. Turnover intention refers to the desire or tendency of employees to leave their current position and seek job opportunities at other companies. According to Ardan and Jaelani (2021), *turnover intention reflects an employee's desire to voluntarily leave their job for personal reasons*. According to Putranti (2022), the desire to change jobs, also known as turnover intention, is the thought process of workers considering leaving their current company to pursue potentially more attractive job opportunities.

Here is the translation of your final section (Hanafi et al., 2021):

1. Thinking of quitting
2. Intention to search for alternative job opportunities
3. Intention to quit

2.2 Hypothesis Development

2.2.1 H1: Work Stress Has a Positive Effect on Turnover Intention

An increase in work stress among employees can hinder the overall efficiency of a company, making work stress an important issue in the modern era (Ardista & Novialumi, 2023). Ikhsan and Sari (2022), who studied employees in the inventory control division at PT Indomarco Prismatama Pekanbaru, found that work pressure played a significant role in driving employees' desire to leave the company. The higher the pressure felt, the more likely the individual was to choose resignation. This finding is consistent with the research by Lukas et al. (2024), which states that work stress—particularly stress caused by intense work tension, lack of support from the organizational environment, and its negative impact on physical and mental well-being—becomes a major trigger for turnover intention. Under such conditions, employees tend to seek a new work environment that is perceived as more supportive and healthier.

2.2.2 H2: Organizational Culture Has a Positive Effect on Turnover Intention

A strong work culture can shape a shared understanding of an organization's direction and goals, as well as influence individual behavior within it (Ivana & Novialumi, 2022). Research by Khairunnisa & Nurdiansyah, (2024) on the impact of organizational culture on turnover intention among employees at USU Hospital showed that organizational culture significantly affects employees' desire to leave their jobs. This finding is reinforced by research (Martha et al., 2022), which also found that turnover intention is directly influenced by organizational culture. A positive and strong work culture is an essential element in retaining employees, whereas a weak or negative culture increases the potential for

turnover. Therefore, management must consistently create and maintain a positive and supportive work culture to enhance employee retention.

2.2.3 H3: Work Motivation Has a Positive Effect on Turnover Intention

Work motivation is a driving factor that encourages employees to put their best effort and work wholeheartedly to achieve the desired goals (Lismawatiningsih & Novialumi, 2022). Rohayati and Julidinsah (2022), who examined the impact of motivation and job satisfaction on employees' desire to leave their jobs at PT Pratama Abadi Industry, showed that work motivation significantly influenced staff's desire to leave the company. This means that the level of employee motivation can determine whether employees will stay or choose to leave their workplace. This finding is also supported by Oktafiani and Pantawis (2024), who found that employees' enthusiasm for doing their jobs increases proportionally with their level of work motivation, making it less likely for them to leave their workplace. Motivated employees tend to demonstrate higher loyalty because they feel valued and connected to the organization's goals.

2.2.4 H4: Work Stress, Organizational Culture, and Work Motivation Have a Positive Effect on Turnover Intention

High work pressure can trigger psychological stress and job dissatisfaction, which can ultimately drive employees' intention to leave their workplace (Santika et al., 2023). The study revealed that work pressure significantly influenced the desire to leave a job, whereas a good organizational culture reduced this tendency. A positive organizational culture acts as a buffer against work pressure, helping employees feel more satisfied with their responsibilities and reducing their desire to resign (Agustin et al., 2024). Employees working in a supportive organizational culture tend to feel more attached and motivated, which can decrease their tendency to seek new employment. Additionally, research by Gentari and Syamsudin (2022) at PT Multifab shows that work motivation has a real effect on turnover intention. The higher the employees' work motivation, the lower the likelihood that they will want to leave their jobs. This means that strong work motivation acts as a protective factor against turnover intention because employees develop strong emotional bonds and feel more satisfied with their work.

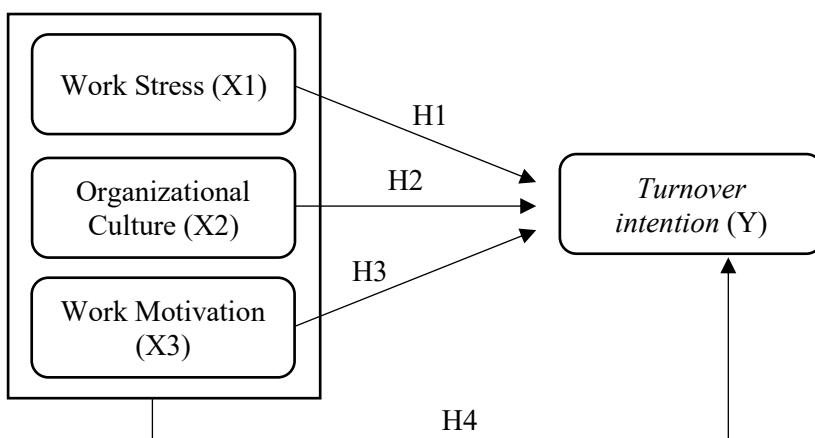


Figure 1. Conceptual Framework
Source: Data Processing (2025)

The conceptual model of this study, developed through a literature review and hypothesis formulation, is illustrated in figure. According to this model, turnover intention is the dependent (endogenous) variable, whereas work stress, organizational culture, and work motivation are the independent (exogenous) variables.

2.3 Previous Research

Table 2. Previous Studies

No	Title	Authora	Research Findings
1	The Influence of Job Satisfaction and Work	Wajid & Andriani, (2025)	This study found that, partially, both job satisfaction and work motivation have a

	Motivation on Turnover Intention Among Cabin Crew at Lion Air Jakarta		significant negative effect on turnover intention, while simultaneously, both variables significantly influence turnover intention.
2	The Impact of Servant Leadership on Generation Z's Intention to Change Jobs	Maulidani et al., (2025)	Servant leadership can significantly reduce Generation Z's intention to change jobs. This means that the stronger the application of leadership principles focused on service, empathy, and employee empowerment, the lower Generation Z's tendency to leave their jobs. Additionally, servant leadership was found to explain 37.00% of the variation in turnover intention.
3	The Effect of Work Stress and Work Environment on Turnover Intention Through Job Satisfaction	Rahadiyanti & Prahiawan, (2024)	This study states that work stress and work environment have a negative but not significant impact on turnover intention. However, both have a positive and significant effect on job satisfaction. Meanwhile, job satisfaction positively and significantly reduces turnover intention and mediates the effect of work stress and work environment on turnover intention.
4	<i>The Effect Of Job Stress And Organizational Climate On Turnover intentionwith Job Satisfaction As A Mediation Variable</i>	Lukas et al., (2024)	This research concludes that work stress has a positive and significant effect on turnover intention, while organizational climate has a negative and significant effect on turnover intention. Additionally, job satisfaction was proven to be a significant mediating variable in the relationship between work stress and turnover intention, as well as between organizational climate and turnover intention.
5	The Effect of Workload, Compensation, and Motivation on Turnover Intention with Work Stress as a Mediation Variable (A Study at Leasing Company PT.X Pemalang Pos Comal Branch	Oktafiani & Pantawis, (2024)	The findings show that workload has a negative but insignificant effect on turnover intention, compensation has a negative and significant effect on turnover intention, and motivation has a positive and significant effect on turnover intention.

Source: Data Processing (2025)

3. Research Methodology

This study employs a quantitative methodology with a causal design approach to examine the impact of work stress, organizational culture, and work motivation on employees' turnover intention. This approach was chosen because it allows for the scientific estimation of causal relationships through statistical analysis. Frontline employees who were still actively employed constituted the population for this study, with a total population of 553 employees. For the research, a sample was drawn using simple random sampling, and the sample size was determined to be 85 respondents, with a margin of error of 10% based on Slovin's formula. This sample size was deemed sufficient because it met the minimum requirement for linear regression analysis and could proportionally represent a larger population in social research with homogeneous characteristics.

Data were collected through a questionnaire distributed to respondents via Google Forms, with questions designed to measure the study variables (Djawa et al., 2022). The instrument test was conducted by assessing validity using Pearson's correlation, where the questionnaire was considered valid if the calculated r-value was greater than the table r-value (Djaali, 2021). The reliability of the questionnaire was measured using Cronbach's alpha, with reliability considered good if the alpha value exceeded 0.60 (Sekaran & Bougie, 2020). The collected data were analyzed using the Statistical Program for Social Sciences (SPSS) version 29.

Before conducting the regression analysis, the data were tested using classical assumption tests to ensure the validity of the regression model. Next, a normality test was performed to test the data distribution. The test used to examine relationships between predictor variables is known as multicollinearity, while the heteroscedasticity test is employed to check the uniformity of residual variance. These tests aimed to ensure that the analysis model was free from bias and could provide valid estimates. The simultaneous and partial effects of independent factors on the dependent variable were assessed using multiple linear regressions. Partial tests (t-tests) were applied to estimate the effect of each independent variable on the dependent variable, while simultaneous tests (F-tests) were used to assess the combined effect of all predictor instruments (Sujarweni & Wiratna, 2021). The extent to which the independent variables explain fluctuations in the dependent variable was determined using the coefficient of determination (R^2).

4. Results and Discussion

4.1 Instrument Test

4.1.1 Validity Test

The validity test in this study was used to ensure that the statements and indicators in the questionnaire were accurate. With reference to 85 respondents and a significance level of 5%, the calculated r-value exceeded the r-table value (0.2108), confirming that the item was valid. Based on the test results, each item met the validity requirement.

Table 2. Validity Test

Variable	Statement Item	Calculated r-value	Table r-value	Decision ($r_{calculated} > r_{table}$)
Work Stress (X1)	X1.1	0,663	0,2108	Valid
	X1.2	0,776	0,2108	Valid
	X1.3	0,304	0,2108	Valid
	X1.4	0,702	0,2108	Valid
	X1.5	0,754	0,2108	Valid
	X1.6	0,803	0,2108	Valid
	X1.7	0,242	0,2108	Valid
	X1.8	0,268	0,2108	Valid
	X1.9	0,340	0,2108	Valid
	X1.10	0,223	0,2108	Valid
Organizational Culture (X2)	X2.1	0,586	0,2108	Valid
	X2.2	0,707	0,2108	Valid
	X2.3	0,649	0,2108	Valid
	X2.4	0,724	0,2108	Valid
	X2.5	0,622	0,2108	Valid
	X2.6	0,672	0,2108	Valid
	X2.7	0,699	0,2108	Valid
	X2.8	0,744	0,2108	Valid
	X2.9	0,646	0,2108	Valid
	X2.10	0,685	0,2108	Valid
Work Motivation (X3)	X3.1	0,583	0,2108	Valid
	X3.2	0,604	0,2108	Valid

	X3.3	0,551	0,2108	Valid
	X3.4	0,546	0,2108	Valid
	X3.5	0,655	0,2108	Valid
	X3.6	0,743	0,2108	Valid
	X3.7	0,597	0,2108	Valid
	X3.8	0,489	0,2108	Valid
<i>Turnover intention (Y)</i>	Y.1	0,873	0,2108	Valid
	Y.2	0,895	0,2108	Valid
	Y.3	0,908	0,2108	Valid
	Y.4	0,759	0,2108	Valid
	Y.5	0,876	0,2108	Valid
	Y.6	0,893	0,2108	Valid

Source: Data Processing SPSS 29 (2025)

4.1.2 Reliability Test

A reliability test was conducted to ensure that the research instrument was consistent. If the Cronbach's alpha score for a variable exceeds 0.60, the variable is considered reliable. According to the test findings, all variables met this reliability level.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Description
Work Stress	0,748	Reliable
Organizational Culture	0,854	Reliable
Work Motivation	0,705	Reliable
<i>Turnover intention</i>	0,935	Reliable

Source: Data Processing SPSS 29 (2025)

4.2 Hypothesis Testing and Multiple Linear Regression

4.2.1 Multiple Linear Regression Test

Multiple linear regression analysis was applied to examine how each explanatory variable influenced the outcome variable. The following table presents the findings of this analysis.

Table 4. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	-4.240	6.264	
Work Stress	1.005	.100	.754
Organizational Culture	-.763	.182	-.487
Work Motivation	.490	.246	.228

Source: Data Processing SPSS 29 (2025)

$$Y = -4.240 + 1,005 - 0,763 + 0,490$$

1. The constant value of -4.240 means that the expected value of turnover intention (Y) is -4.240 when the predictor variables (Work Motivation, Organizational Culture, and Work Stress) are at zero.
2. The Work Stress variable (X1) has a positive regression coefficient of 1.005, meaning that for every increase of one unit in work stress, turnover intention also increases by 1.005 units and vice versa.
3. Turnover intention will decrease by 0.763 for every increase of one unit in Organizational Culture, as indicated by the negative regression coefficient for the organizational culture variable (X2), which is -0.763.
4. The Work Motivation variable (X3) has a positive regression coefficient of 0.490, meaning that for every increase of one unit in work motivation, turnover intention will also increase by 0.490 units and vice versa.

4.2.2 Partial Test (t-test)

A partial test (t-test) was conducted at a 5% significance level to monitor the impact of each explanatory variable on the dependent variable. The results of the tests are shown in table below.

Table 5. t- Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1	(Constant)	-4.240	6.264	-.677	.500
	Work Stress	1.005	.100	.754	<.001
	Organizational Culture	-.763	.182	-.487	<.001
	Work Motivation	.490	.246	.228	.050

Source: Data Processing SPSS 29 (2025)

Based on the table above, the following explanations can be provided:

1. **Work Stress (X1)** had a positive and significant effect on turnover intention (**t = 10.070; sig < 0.001**). This result aligns with Hypothesis 1 (H1), which states that work-related stress positively impacts turnover intention. In other words, the higher the work stress experienced by employees, the greater their likelihood of leaving the organization. This finding is consistent with previous research by Dewi and Suartina (2022), Freitas et al. (2023), and Salama et al. (2022), which showed that high work stress is a key driver of turnover intention. The Job Demand-Resources (JD-R) model supports this finding, indicating that an imbalance between job demands and psychological resources increases burnout and turnover intention.
2. **Organizational Culture (X2)** shows a negative and significant effect on turnover intention (**t = -4.187; sig < 0.001**). In other words, the more positive the organizational culture perceived by employees, the lower their intention to leave. This result does not support Hypothesis 2 (H2), which states that organizational culture positively affects turnover intention, because the relationship found is negative. However, this finding is in line with several previous studies, such as Rahmizal and Lasmi (2021), Yuzalmi et al. (2023), and Zamzamy et al. (2021), which emphasize that a healthy organizational culture can strengthen employee loyalty and reduce the desire to resign. This result aligns with Social Exchange Theory, which states that employees who feel supported by the organization will reciprocate with loyalty. An inclusive, fair, and growth-supporting organizational culture protects against resignation intentions.
3. **Work Motivation (X3)** showed a positive and significant effect, although with moderate strength (**t = 1.993; sig = 0.050**). This result strengthens Hypothesis 3 (H3), suggesting that work motivation positively affects turnover intention. However, this relationship is paradoxical because, theoretically, high work motivation is typically associated with retention. This finding can be explained from the perspective that high motivation does not necessarily equate to satisfaction with current working conditions. In contrast, highly motivated employees may have greater career aspirations, and when they feel that the organization cannot meet those expectations, they are more inclined to seek better opportunities. This view is supported by studies by Agustiani and Muttaqin (2023), Azhari (2024), and Latansa et al. (2024), which show that work motivation can also drive employee mobility if not properly managed by the organization. This can be explained by Expectancy Theory, which states that individuals are motivated when they believe their effort will result in good performance and a corresponding reward. When the expected reward or recognition is not received, highly motivated employees tend to seek more satisfying opportunities outside the company.

4.2.3 Simultaneous Test (F-Test)

The effect of each independent variable on the dependent variable was assessed using the F-test. According to the testing criteria, the model was considered significant if the calculated F-value exceeded the F-table value and the significance value was less than 0.05.

Table 6. F-Test

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	2703.108	3	901.036	35.830
	Residual	2036.939	81	25.147	
	Total	4740.047	84		

Source: Data Processing SPSS 29 (2025)

The table above shows a calculated F-value of 35.830, which is higher than the F-table value of 2.717, with a significance value of 0.001, which is below the 0.05 threshold. Based on this, we can conclude that the independent variables—**work stress (X1)**, **organizational culture (X2)**, and **work motivation (X3)**—positively and simultaneously affect **turnover intention (Y)**. The table results show that the F-value is derived from the degrees of freedom (df) and has a probability of 0.05.

4.3 Coefficient of Determination Test

The extent to which the independent variables (workplace culture, work motivation, and work stress) can explain the dependent variable (turnover intention) was measured using the coefficient of determination (R^2). The higher the model's ability to explain the variation in the dependent variable, the larger the R^2 value.

Table 7. Adjusted R Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.570	.554	5.015

Source: Data Processing SPSS 29 (2025)

Referring to the data in the table, **work stress**, **organizational culture**, and **work motivation** all contribute to 55.4% (0.554) of the variation in turnover intention in the regression model, while other variables not accounted for contribute 44.6%.

5. Conclusion

This study concludes that work stress, organizational culture, and work motivation significantly affect the turnover intention of frontline employees (pramusapa) at PT Putratama Satya Bhakti, both individually and simultaneously. High levels of work stress increase employees' desire to leave the company. Conversely, a positive and supportive organizational culture reduces this tendency. Work motivation also plays a crucial role; while it can enhance employee loyalty, unmet career expectations can trigger turnover intentions. A combination of low stress levels, supportive work culture, and well-managed work motivation can collectively reduce the likelihood of employees wanting to leave. Therefore, these three factors are strategic elements in efforts to retain employees, especially in positions such as front-line staff, which are prone to operational pressures and unclear career paths.

Theoretically, this study enriches the literature on human resource management by demonstrating that job stress, organizational culture, and work motivation together influence turnover intention, particularly in the context of customer service staff in the outsourcing industry, which faces unique work pressure and dynamics. This finding clarifies the inconsistencies in previous studies and emphasizes the importance of considering specific job contexts in organizational behavior research. Practically, the results highlight the need for proactive stress management strategies, strengthening collaborative work culture, and a reward and career development system that is responsive to employee needs. A work environment that supports employees both socially and psychologically will help companies reduce turnover and retain high-performing employees.

Limitations and Future Research

This study has several limitations that should be considered when interpreting its findings. One limitation of this study is the use of questionnaires as a data collection tool. Although this approach is effective in reaching a large number of respondents, the answers provided may not always accurately reflect the actual situation, as the researcher could not personally verify their accuracy. Additionally, the study was conducted over a relatively short period, meaning it could not capture long-term changes or dynamics related to employee turnover intention.

Another limitation is that the research focused only on three main variables: work stress, organizational culture, and work motivation as factors influencing turnover intention. Other aspects outside these variables may also play a role in employees' decisions to leave, but they were not comprehensively explored in this study. This limitation opens the door for future research to explore other variables and provide a more comprehensive understanding of turnover intention.

Future research is recommended to expand the scope of variables studied by including factors such as job satisfaction, leadership style, and the work environment, which could also influence turnover intention. Including these variables would provide a more complete paradigm and enrich the predictive model. Future research should be conducted across different job types and companies to improve external validity and generalize the findings across various industries.

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