



The Mediation Role Of Workload On The Influence Of Competency On Employees' Turnover Intention In Retail Store Employees In Bengkulu City

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ABSTRACT

This study aims to determine the mediating role of workload on the influence of competency on turnover intention of retail store employees in Bengkulu City. The approach used in this study is quantitative with data collection techniques through questionnaires obtained directly from the original source (respondents) to 200 retail store employees in Bengkulu City. The research data was processed using the SmartPLS version 4.1 analysis tool. The results of the study indicate that the direct effect indicates that H1 is rejected, that work competency does not have a significant effect on turnover intention in store employees in Bengkulu City. Based on the results of the hypothesis test, it shows that H2 is accepted, that work competency has a positive and significant effect on workload in store employees in Bengkulu City. Based on the results of the hypothesis test, it shows that H3 is accepted, that workload has a positive and significant effect on turnover intention in store employees in Bengkulu City. The results of the indirect effect study show that H4 is accepted, that work competency indirectly has a positive and significant effect on turnover intention through workload as an intervening variable in store employees in Bengkulu City.

INTRODUCTION

In recent years, the industrial world has undergone major transformations in response to various global challenges and evolving market dynamics. Although the Covid-19 pandemic has passed, its impact remains palpable in the form of changes in consumer behavior, shifts in shopping preferences, and increased reliance on digital technology. Companies that demonstrate resilient competitiveness are those that continue to learn from the crisis, adapt, and respond to change with the right strategies.

According to Lawler & Boudreau (2020), companies that can anticipate change, take relevant strategic steps, and maintain flexibility in the face of challenges will have a greater

chance of survival and growth. In facing post-pandemic challenges and maintaining competitiveness amidst increasingly fierce business competition, human resource (HR) management performance is a crucial factor, including in the context of traditional retail stores, such as those in Bengkulu City.

According to Lepak & Gowan (2019), qualified, competent, and adaptable employees are a vital asset for any company, including small and medium-sized businesses like traditional retail stores. Therefore, HR management is required to identify relevant skills needs, develop appropriate training strategies, and ensure optimal employee selection and development processes.

One form of human resource utilization suspected to contribute to business success after the Covid-19 pandemic can be found in retail activity in Bengkulu City. As of the time of this research in September 2025, Bengkulu City, the capital of Bengkulu Province, remains a major hub. As a strategic area, Bengkulu City is characterized by a high concentration of retail business activity, covering primary needs such as staple foods and basic necessities, as well as secondary needs such as clothing, household goods, and school supplies. The presence of these retail stores underscores Bengkulu City's role as a significant center of local economic activity, supporting trade dynamics and meeting community needs.

However, this potential has not been fully matched by optimal human resource management. Based on the results of a pre-survey conducted from July to early August 2025 on several retail stores in Bengkulu City:

Table 1. Types of Stores and Indications of Turnover Intention Levels in Bengkulu City

No	Store Type	Turnover Intention Level Indication	Short Description
1	Clothing store	High (>70%)	Employees leave within < 6 months, unable to withstand the pressure
2	School Supplies Store	Medium (~60%)	Many people work only during the new school season.
3	Glassware Shop	High (>65%)	Minimal training, physical work, high risk
4	Spice Shop	Moderate (50–55%)	There is no incentive system and performance bonus
5	Rice Shop	Low (<40%)	Generally involves one's own family
6	Grocery Store	Low (<35%)	Stable management, usually managed by the direct owner

Source: Pre-survey and interview results, July–August 2025

It was found that the main challenge facing businesses is not only market competition but also employee retention. High employee turnover rates are a prominent issue, particularly in stores selling clothing, school supplies, and crockery.

Shop owners in Bengkulu City reported that the jobs they assign to employees generally don't require high levels of competency or specialized skills. This is a key consideration for business owners in allowing for tolerance in the recruitment process, with relatively relaxed recruitment requirements to facilitate the hiring of anyone willing to work. Several shop owners also explained that despite the relatively modest workload and various concessions, such as flexible work schedules, allowances for personal leave, and light job rotation, employee turnover remains high. Many employees choose to leave their jobs within a relatively short time. These findings further confirm that the problem of employee turnover intention in traditional retail stores is not solely related to workload but is more complex and involves aspects of overall human resource management.

LITERATURE REVIEW

Human Resources

According to Dessler (2017), human resource management is the recruitment, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. Furthermore, it is the process of acquiring, training, assessing, and compensating employees and managing labor relations, health and safety, and matters related to fairness. According to Simamora in Jackson et al. (2019), human resource management is the utilization, development, assessment, remuneration, and management of individual members of an organization or group of workers.

Employee Competence

Human Resources (HR) competency is a more complex factor to be implemented in a company because it is related to performance. If an employee has good competency, performance within the company or organization will increase. According to Wibowo (2015:234) as quoted by Pratama (2019:5), competency is the ability to carry out a job based on skills and knowledge and supported by the work attitude required by the job. According to Hutapea & Thoha (2008) as quoted by Elizar and Tanjung (2018:50), competence is the capacity that a person has that can enable that person to fulfill the requirements of work in an organization so that the organization is able to achieve the expected results.

Workload

According to Harris (2019), workload is defined as a situation where workers are faced with tasks that must be completed on time. Meanwhile, according to Hartono (2018), workload is generally influenced by various complex factors, both external and internal. External factors are those that influence workload originating from outside the worker, including length of work hours, rest periods, shift work, night work, and the wage system. Meanwhile, internal factors originate from within the body itself, resulting from reactions to external workloads. Internal factors include somatic factors (gender, age, body size, nutritional status, and health) and psychological factors (motivation, perception, beliefs, desires, and satisfaction).

Turnover Intention

Intention is the desire that arises in an individual to do something. Meanwhile, turnover is the voluntary resignation of an employee from their workplace or the transfer from one workplace to another. Thus, turnover intention is the tendency or intention of an employee to leave their job (Zeffane, 1994) in Tika Nur Halimah et al. (2016).

METHODS

This study employed a descriptive verification approach. The descriptive method was used to provide a comprehensive overview of employee competency levels, perceived workload, and turnover intention trends at the research location. The descriptive approach is characterized by a focus on describing actual conditions without testing hypotheses or directly linking variables.

Meanwhile, a verification approach was used to test the direct and indirect effects of the independent variable (employee competence) on the dependent variable (employee turnover intention), with workload as a mediating variable. The analysis process was carried out through quantitative data processing using inferential statistical methods to test hypotheses and draw conclusions about the relationships between the variables studied (Husein, 2021).

The population in this study is Employees working in retail stores located in Bengkulu City. Sampling in this study refers to the statement of Hair et al. (2014), because the population size cannot be known with certainty. If the sample size is too large, it is thought that it will be difficult

to obtain a good measure of goodness of fit. Therefore, it is recommended that the minimum sample size is 5-10 observations for each estimated parameter. This study uses a scale of 10 because this research is a large-scale social study, so the number of statements in this study is:

$$\begin{aligned} \text{Number of samples} &= 10 \times \text{Number of variable indicators} \\ &= 10 \times 20 \\ &= 200 \text{ Respondents} \end{aligned}$$

The sample from the calculation above, the sample size of this research was set at 200 respondents. The sampling technique in this study uses the purposive sampling method, namely determining the research sample using various specific considerations as follows:

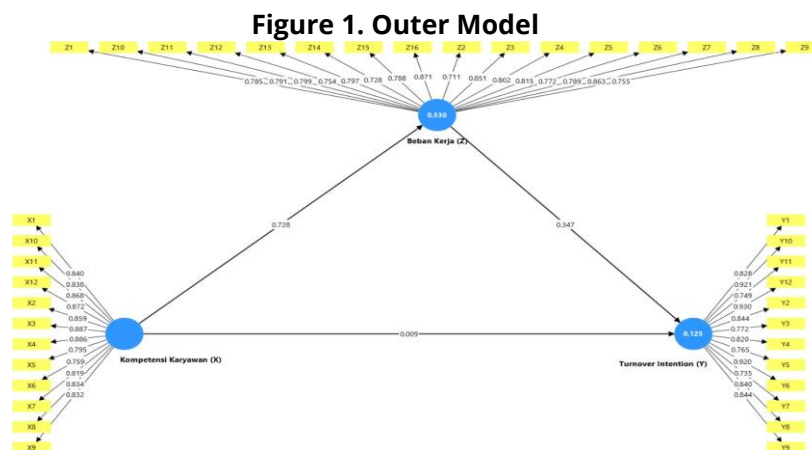
Table 2. Sampling Criteria

No.	Criteria
1.	Retail Store Employees in Bengkulu City
2.	Retail Store Employees who have been active for at least 6 months up to the time of the research
3.	Retail Store Employees of productive age (18-40 years)
4.	Retail Store Employees with the last formal education level of junior high school/equivalent to bachelor's degree
5.	Retail store employees with a monthly income of <Rp. 1,500,000 to Rp. 5,000,000

The data collection technique in this study used a questionnaire with the Structural Equational Modeling (SEM) Partial Last Square (PLS) program analysis method, Smart-PLS software version 4.

RESULTS

Evaluation of Measurement Model (Outer Model)



Outer model analysis functions to define each variable related to its latent variable in the test conducted on the outer model.

Convergent Validity

In convergent validity testing, the outer loading factor is examined. The loading factor value indicates the correlation between the score of each statement item and the score of the construct being measured. An indicator is considered valid if its loading factor value exceeds 0.7. The outer loading value for each indicator in the research variables is presented as follows:

Table 3. Outer loadings

Statement	Work Competence (X)	Turnover Intention(Y)	Workload (Z)
X1	0.840		
X2	0.859		
X3	0.887		
X4	0.886		
X5	0.795		
X6	0.759		
X7	0.819		
X8	0.834		
X9	0.832		
X10	0.838		
X11	0.868		
X12	0.872		
Y1		0.828	
Y2		0.844	
Y3		0.772	
Y4		0.820	
Y5		0.765	
Y6		0.920	
Y7		0.735	
Y8		0.840	
Y9		0.844	
Y10		0.921	
Y11		0.749	
Y12		0.930	
Z1			0.785
Z2			0.711
Z3			0.851
Z4			0.802
Z5			0.815
Z6			0.772
Z7			0.789
Z8			0.863
Z9			0.755
Z10			0.791
Z11			0.799
Z12			0.754
Z13			0.797
Z14			0.728
Z15			0.788
Z16			0.871

Source: Primary data processed by SmartPLS 4.1, 2025

Based on the results of data processing using SmartPLS displayed in the table above, all indicators of each variable in this study show an outer loading value above 0.70 and are said to be valid, which means they have met the validity requirements based on the outer loadings value.

Discriminant Validity

Discriminant validity aims to evaluate the extent to which a construct can be distinguished from other constructs in a model.

Table 4. Discriminant validity / cross loadings values

Statement	Work Competence (X)	Turnover Intention (Y)	Workload (Z)
X1	0.840	0.194	0.597
X2	0.859	0.221	0.604
X3	0.887	0.160	0.605
X4	0.886	0.211	0.647
X5	0.795	0.247	0.630
X6	0.759	0.285	0.602
X7	0.819	0.178	0.501
X8	0.834	0.303	0.606
X9	0.832	0.205	0.649
X10	0.838	0.216	0.621
X11	0.868	0.210	0.665
X12	0.872	0.198	0.589
Y1	0.271	0.828	0.347
Y2	0.209	0.844	0.272
Y3	0.180	0.772	0.240
Y4	0.219	0.820	0.290
Y5	0.173	0.765	0.238
Y6	0.238	0.920	0.326
Y7	0.206	0.735	0.246
Y8	0.207	0.840	0.326
Y9	0.219	0.844	0.291
Y10	0.238	0.921	0.338
Y11	0.174	0.749	0.223
Y12	0.252	0.930	0.345
Z1	0.552	0.252	0.785
Z2	0.553	0.279	0.711
Z3	0.628	0.276	0.851
Z4	0.608	0.165	0.802
Z5	0.636	0.307	0.815
Z6	0.618	0.257	0.772
Z7	0.547	0.288	0.789
Z8	0.578	0.254	0.863
Z9	0.500	0.288	0.755
Z10	0.605	0.356	0.791
Z11	0.619	0.220	0.799
Z12	0.560	0.265	0.754
Z13	0.499	0.342	0.797

Statement	Work Competence (X)	Turnover Intention (Y)	Workload (Z)
Z14	0.482	0.338	0.728
Z15	0.632	0.333	0.788
Z16	0.579	0.259	0.871

Source: Primary data processed by SmartPLS 4.1, 2025

The table above shows the highest cross-loading value for the original construct compared to the other constructs. This finding indicates that all indicators accurately measure the intended variables, thus concluding that discriminant validity in this study has been adequately met.

Composite Reliability and Average Variance Extracted (AVE)

Discriminant validity testing is performed by comparing the square root of the Average Variance Extracted (AVE) value for each construct to the correlation value between constructs in the model. A construct is considered valid and reliable if its reliability value reaches at least 0.70 and its AVE value is greater than 0.50.

Table 5. Composite reliability values and AVE

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Competence (X)	0.962	0.963	0.967	0.708
Workload (Z)	0.960	0.961	0.964	0.629
Turnover Intention(Y)	0.959	0.966	0.964	0.694

Source: Primary data processed by SmartPLS 4.1, 2025

Based on the table above, it is known that all constructs in this study, the Average Variance Extracted (AVE) for each construct is above 0.5, namely 0.708 for Employee Competence, 0.629 for Workload, and 0.694 for Turnover Intention. Thus, it can be concluded that all variables in this model have met the recommended reliability and convergent validity criteria, making it suitable for further analysis.

Structural Model Analysis (Inner model).

R-Square(R2)

Table 6. R-Square (R2)

Variables	R-square
Workload (Z)	0.530
Turnover Intention(Y)	0.125

Source: Primary data processed by SmartPLS 4.1, 2025

Based on the table above, the R-Square value for the Workload (Z) variable is 0.530 or 53.0%. This indicates that the independent variables in the study are able to explain the influence on the Workload variable by 53.0%, while the remaining 47.0% is explained by other factors outside this research model. Meanwhile, the R-Square value for the Turnover Intention (Y) variable is 0.125 or 12.5%, which means that the variables in the model are only able to

explain 12.5% of the variation in Turnover Intention, while the remaining 87.5% is influenced by other variables not included in the study.

Goodness-Fit Model

Table 7. Fit Summary

Variables	Saturated model	Estimated model
SRMR	0.061	0.061
d_ULS	3,016	3,016
d_G	3,776	3,776
Chi-square	2851.227	2851.227
NFI	0.705	0.705

Source: Primary data processed by SmartPLS 4.1, 2025

Based on the table above, the Goodness of Fit Model obtained a Standardized Root Mean Square Residual (SRMR) value of 0.061 for both the saturated model and the estimated model. This value is below the 0.10 limit and even below 0.08, so it can be said that this model has met the good fit criteria and is even included in the perfect fit category.

Path Coefficient

Table 8. Path Coefficient

Variables	Employee Competence (X)	Workload (Z)	Turnover Intention(Y)
Employee Competence (X)		0.728	0.009
Workload (Z)			0.347
Turnover Intention(Y)			

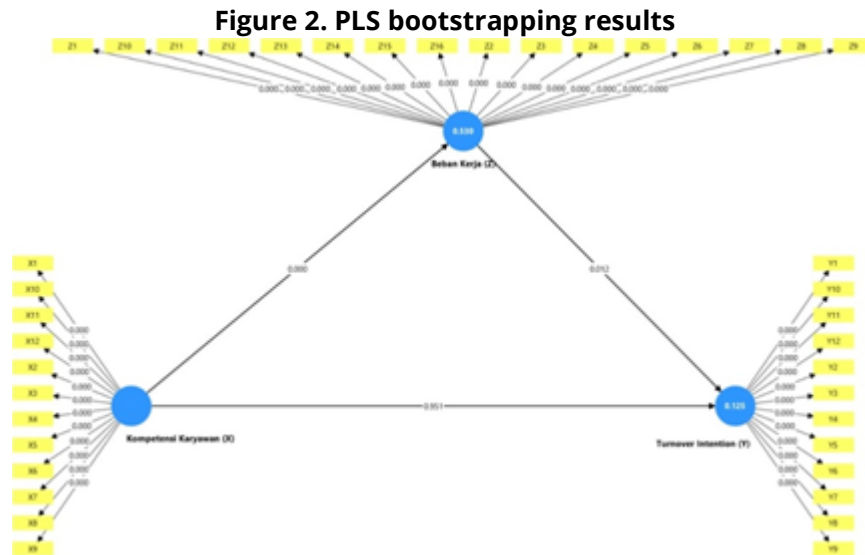
Source: Primary data processed by SmartPLS 4.1, 2025

Based on the results in Table 8 the Path Coefficient shows that:

1. Competency Variables Employee (X)The coefficient value for Workload (Z) is 0.728, indicating a positive relationship between the two variables. This means that the higher an employee's competency, the higher their perceived workload tends to be.
2. Competency Variables Employee(X)on Turnover Intention (Y) has a coefficient value of 0.009, which means the relationship between the two is positive, but with a very weak influence. This indicates that increasing competence employee does not have a significant effect on employees' intention to leave their jobs.
3. The coefficient value of the Workload (Z) variable on Turnover Intention (Y) is 0.347, thus concluding that the relationship between the two variables is positive. This means that the higher the workload perceived by employees, the higher their tendency to have turnover intention.

Hypothesis Testing (Bootstrapping)

In the bootstrap resampling method, the significance value used (two-tailed) t-value 1.65 (significance level = 10%), testing the influence of exogenous variables on endogenous variables and must be significant at t-statistics > 1.96 (significance level = 5% and 2.58) (significance level = 1%).



Direct Effect

The data processing results were used to test the hypotheses in this study, referring to the T-statistics and P-values. The hypothesis was accepted if the P-values were <0.05. The test was conducted through a direct effect analysis, which is displayed in the results table.

Table 9. Hypothesis test of the direct effect

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Competence (X) -> Turnover Intention (Y)	0.009	0.027	0.149	0.062	0.951
Employee Competence (X) -> Workload (Z)	0.728	0.726	0.104	7,011	0.000
Workload (Z) -> Turnover Intention (Y)	0.347	0.341	0.138	2,509	0.012

Source: Primary data processed by SmartPLS 4.1, 2025

The following are the results of the bootstrapping analysis of the hypothesis testing in this study:

- Hypothesis Testing 1: Competence Employee (X) has a positive and significant effect on Turnover Intention (Y). Based on the test results, the T-statistic value is 0.062, smaller than the t-table of 1.96, and the P-value is 0.951, which means $p > 0.05$. Therefore, the second hypothesis is rejected, which means that Competence Employee does not have a significant effect on Turnover Intention.
- Hypothesis Testing 2: Competence Employee (X) has a positive and significant effect on Workload (Z). The results of the analysis show a T-statistic value of 7.011, greater than the t-table value of 1.96, and P-values of 0.000, which means $p < 0.05$. Thus, the first hypothesis is accepted, which means that Competence Employee has a positive and significant effect on Workload.
- Hypothesis Testing 3: Workload (Z) has a positive and significant effect on Turnover Intention (Y). The analysis results show a T-statistic value of 2.509, greater than the t-table of 1.96, and P-values of 0.012, which means $p < 0.05$. Thus, the third hypothesis is accepted, which indicates that Workload has a positive and significant effect on Turnover Intention.

Indirect Effect

In this study, hypothesis testing was conducted using the T-statistic and P-value as references to determine the level of significance of the relationship between variables. A hypothesis is considered significant and acceptable if the P-value is below 0.05. Based on the analysis results obtained, the following is a summary of the testing of each hypothesis.

Table 10. Hypothesis test of the indirect effect

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Competence (X) -> Workload (Z) -> Turnover Intention (Y)	0.253	0.245	0.107	2,364	0.018

Source: Primary data processed by SmartPLS 4.1, 2025

Based on the results of the indirect effect hypothesis testing in Table 4.12, the following information was obtained:

1. Hypothesis Testing 4: Competence Employee(X) has a positive and significant effect on Turnover Intention (Y) which is mediated by Workload (Z). The analysis results show a coefficient value of 0.253, with a T-statistic of 2.364 and a P-value of 0.018. Since the T-statistic is greater than 1.96 and the P-value is less than 0.05, this hypothesis is accepted. This means that Competence Employee indirectly influences Turnover Intention through Workload as a mediating variable.

DISCUSSION

The influence of competence on turnover intention of shop employees in Bengkulu City

Research results on competency variablesemployee proven to have no significant effect on turnover intention. This is related to the competency variable indicator.employeeFactors such as task mastery, problem-solving skills, and advanced technical knowledge, however, do not necessarily influence a person's intention to leave their job. Other factors such as job satisfaction, work environment, salary, career path, and relationships with superiors or coworkers are likely more influential in influencing turnover intention than the level of competence possessed. Therefore, the indicators in the work competence variable are not strong enough to support the formation of intention to leave a job.

The results of this study are in line with the findings Novarini (2022) stated that competence has a negative and significant effect on turnover intention at Furama exclusive Ocean Beach Seminyak Hotel, which indicates that higher competence can actually reduce the desire to leave. However, this finding is not in line with Kuchinke & Johnson (2020), which states that employees who have high competence are able to handle more complex tasks and responsibilities, so that they have the knowledge and skills needed to complete the work efficiently and effectively.

The influence of competence on workload of shop employees in Bengkulu City.

Research results on competency variablesemployee proven to have a positive and significant effect on workload. Competence kemployeeHelping individuals complete tasks more effectively, understand work procedures comprehensively, and be able to complete more complex and diverse tasks. This relates to work competency variable indicators, namely technical skills, job knowledge, communication skills, decision-making, and problem-solving skills, which directly empower individuals to handle larger workloads.

The results of this study align with Adi's (2021) findings, which show that competence influences workload increases, with employees with high competence tending to be assigned more tasks because they are perceived as more capable. However, these findings clarify that, in the context of store employees in Bengkulu City, increased workload due to competence is not always negative, but rather indicates trust and delegation of responsibility by store management to employees deemed competent.

The effect of workload on employee turnover intention among shop employees in Bengkulu City

Research findings show that workload variables have a positive and significant impact on turnover intention. Excessive workloads cause physical and mental stress, fatigue, and an imbalance between work and personal life, triggering the desire to seek a better work environment. This is related to indicators of workload variables, such as excessive number of tasks, inflexible working hours, time pressure to complete work, and high job demands.

The results of this study are supported by research Lestari & Primadineska (2021), Workload has a positive and significant effect on turnover intention in millennial workers. The higher the workload perceived by store employees, the more likely they are to want to leave their jobs. Excessive work pressure creates physical and mental exhaustion and lowers overall job satisfaction.

InfluenceThe mediating role of workload in the relationship between competence and turnover intention among retail store employees in Bengkulu City.

The results of the study show that the competency variable employee has a positive and significant effect on turnover intention mediated by workload as an intervening variable. This finding indicates that individuals with high competence employe High-performing employees tend to receive greater delegation of tasks, thus increasing their workload. High workloads then lead to stress, fatigue, and job dissatisfaction, ultimately leading to intentions to leave the organization. Workload, in this case, reflects the organization's response to an individual's competency level through increasing work volume or complexity, which indirectly shapes turnover intention as a reaction to the work pressure experienced.

The results of this study align with the findings of Lestari et al. (2021), who stated that workload influences turnover intention, with social support as a moderating variable that can weaken the influence of workload on turnover intention in millennial workers. However, this study offers a novel contribution by positioning workload as an intervening variable in the relationship between job competence and turnover intention among retail store employees in Bengkulu City.

CONCLUSION

1. Based on the results of the hypothesis test, it shows that H1 is rejected, that the competence of employee does not have a significant effect on turnover intention among shop employees in Bengkulu City.
2. Based on the results of the hypothesis test, it shows that H2 is accepted, that the competence of employee has a positive and significant effect on the workload of shop employees in Bengkulu City.
3. Based on the results of the hypothesis test, H3 is accepted, that workload has a positive and significant effect on turnover intention among shop employees in Bengkulu City.
4. Based on the results of the hypothesis test, it shows that H4 is accepted, that the competence of employee indirectly has a positive and significant effect on turnover intention through workload as an intervening variable on shop employees in Bengkulu City.

SUGGESTION

1. For store management and human resource managers:
Management is advised to maintain a balance between improving employee competency and distributing the workload proportionately. Competency development should be accompanied by a reward system and organizational support to avoid creating excessive pressure that could potentially increase turnover intentions.
2. For further researchers:
It is recommended that future research expand the scope of study to other industrial sectors, such as professional services, banking, education, or manufacturing. Furthermore, the addition of moderating variables such as work environment, leadership style, or organizational culture could provide significant theoretical contributions to understanding the complex relationships between competence, workload, and turnover intention.

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