The Effect of Job Stress, Workload, Leadership Style, and the Organizational Environment on the Intention to Quit Working

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Abstract

The turnover intention for employees is one of the important issues for the company. Therefore, various parties or stakeholders in the company are trying to find out more about the factors that encourage employees to stop working. In addition to the company's internal parties, many researchers want to study further about the reasons why employees stop working. This research also aims to examine four factors that can affect the intensity of employees to stop working, namely work stress, workload, organizational environment, and leadership style. The method used in this regression research is a quantitative method with linear model analysis. In addition, this research tested 119 employees of NPE companies through a questionnaire. Based on the results of data analysis on the four variables, there is only one variable that has a significant effect on the intensity of employees to stop working, namely work stress. The third variable has no significant effect on the intensity to stop working. Meanwhile, the variables of leadership style and organizational environment are negatively correlated with the intensity of employees to stop working.

Keywords
Turnover, Job stress, Workload, Leadership Style, Organizational Environment

1. Introduction
The high employee turnover rate is an intriguing challenge that practitioners and academics in different countries should investigate further. Various statistical data on the rate of quitting work or turnover have raised questions about this occurrence. As an example, job turnover in the United States is regarded as a global employment issue. Voluntary turnover (a measure of an employee's willingness or ability to leave a job) was 2.1 million in April 2012, up from 1.8 million in June 2009.

From the human resource management standpoint, a high degree of intention to quit employment is a serious concern for various reasons. For starters, high turnover rates have financial ramifications. When employees depart, new staff must be recruited, selected, and trained. Furthermore, replacing a full-time private-sector employee could cost 25% of their total yearly income. Secondly, staff turnover may have a negative impact on productivity and performance, particularly in crucial roles within the firm. Therefore, many studies have started to determine the causes in organizations that cause employee turnover (Chory & Westerman, 2009).

The intention to quit working is caused by several factors, one of which is job stress. Stress is a common thing experienced by humans. Stress can also be experienced at work, also known as job stress or workplace stress. Stress can have a significant effect on work, for example, stress can reduce work performance (Riggio, n.d.) In addition, stress also increases the intention to absent or not come to work and the intention to quit working (Riggio, n.d.; Thorsteinsson et al., 2014) another Study by (Hussain & Huei Xian, 2019) also states that the pressure experienced by employees at work affects employees' intention to quit working.

The second factor is excessive workload or also known as role load. Excessive workload or work overload occurs when work requires more than usual results, speed, and concentration (Bowling et al. 2015). Excessive workload causes stress experienced by every worker in the organization, both large and small organizations, causing conditions in the workplace and organization to become complex (Anderson, 2003). In addition, workplace stress has a significant impact on employee performance (Anderson, 2003). Work overload causes the quality of work to decrease and the emergence of job dissatisfaction (Kirmeyer & Dougherty, 1988).

Apart from excessive workload, leadership is also a significant factor influencing employees' intention to quit working (Seltzer & Bass, 1990). Leadership refers to the capacity to guide a group toward a common objective. Workplace leaders are usually supervisors, managers, deputy directors, and directors (Riggio, n.d.). Certain leadership styles cause the intention to quit working, autocratic leadership style. According to a study from (Puni, 2016), autocratic leadership styles are closely related to high intentions to quit working.

Another factor that causes turnover is called the organizational environment (Qureshi et al., 2012). Organizational environment refers to a set of features to identify and distinguish the organization from others (Almanae,). These organizational characteristics can influence the behavior of individuals in the organization (Almanae), one of which is the intent to quit working. The intent to stop being influenced by the work environment, such as communication between parties, the behavior of colleagues and superiors, including the political environment (Silva, 2006). Some examples of workplace environments that affect employees' intentions to quit working are lack of supervision and support from the boss (Yahaya et al., 2009) or uncomfortable workplace conditions.

Based on the previous explanation, the researcher found four variables influencing the employee's desire to quit working, namely job stress, excessive workload, leadership style, and organizational environment. Next, the researcher wanted to research the NPE company, one of the companies engaged in the energy sector, founded in 2013 and started operating in 2014. Currently, the company has around 170 employees. From 2014 to 2019, 17 employees resigned from the company. Employees' intent to leave their jobs affects the success of NPE firms significantly. High turnover certainly has final consequences, productivity, and company performance.

In the previous research, not many respondents were taken from energy companies with very different characters from the various companies that were the subject of previous research. There is research that raises the subject in industrial work environments, especially construction, which shows that employees experience job stress which increases the intensity of quitting work (Jalali et al. 2019; Sun, 2011) added that bullying between employees increases the intention to quit working. However, (M. I. Qureshi et al., 2013) performed a survey with respondents from the textile industry sector, and work overload has a positive relationship with the intensity of turnover in workers. In addition to workload variables, the organization's intention to quit working was also studied by (Wan, Li, Zhou, & Shang, 2018a), who examined nurses. A good organizational environment reduces the level of intention to quit work and increases work engagement.

The fourth dependent variable of this research is leadership style. This study adds a leadership variable as a differentiator from the journal (I. Qureshi et al., 2012) because leadership style also affects turnover intention. In research conducted by (Puni, 2016), authoritarian leadership styles tend to increase employee intention to make a turnover. On the other hand, a democratic leadership style that emphasizes flexibility in work and open participation for all employees hinders turnover intentions (Puni, 2016). In addition, (Wells & Peachey, 2011) revealed that transformational leadership is negatively related to quitting working. (Thorsteinsson et al., 2014) also revealed from various previous literature about the direct influence of leadership style on quitting working. Therefore, researchers raised leadership style to be a variable that needs to be researched.

The NPE company is a company that generates steam, water, and solar power. Therefore, the company relies on electricity as the primary energy pump in carrying out its duties. The electric product itself has several characteristics

that can affect the market (Rotaru, 2014). First, electricity cannot be stored and stored temporarily in batteries, so it is crucial to balance the supply and demand for electricity in the market. Second, electricity is a homogeneous product because no different units of electricity are released from different generators. Therefore, consumers can easily change the product providers. Third, power generation companies are unlikely to be developed as a global market due to limitations in electricity transmission. Due to this complexity, most companies engaged in electrical energy tend to use vertical structures in the organization to maintain a balance between market supply and demand (Rotaru, 2014). There are claims to balance supply and demand as well as market limitations. It can be seen that electric energy companies need strong organizational support to meet these demands. The involvement of various parties in the organization, such as management, employees, even some elements of the organization, such as the organizational environment, job demands, work culture, organizational structure, and so on, affect organizational performance in the market. Therefore, the employee turnover phenomenon is undoubtedly a threat to energy companies because it can disrupt company performance, especially NPE companies that target this study. Researchers conducted field observations to understand the research issues further to be raised. One of the NPE employees stated the following:

From the explanation of various previous researches and observations in the field, researchers also strive to seek the reasons for the rise of the turnover phenomenon in NPE companies within the energy sector, especially whether there are influences from the four elements of the organization, namely job stress, workload, leadership style, and organizational environment. Therefore, this study aims to determine whether there is an effect of workload, organizational environment, and leadership style on employees' intention to quit working.

2. Literature Review

2.1 Job Stress

Job stress is an experience of stress that an individual feels, but the source of stress is related to work or workplace (Firth et al.2004). Conte and Landy (2019) also explain the types of stressors in the workplace. Workplace stresses are classified into three types: physical stressors, task stressors, and psychological stressors. With physical stressors, employees can feel disturbed by physical characteristics at work, such as sound, lighting, and air temperature. Apart from physical stressors, the characteristics of the tasks being carried out are also sources of employee stress. Task characteristics can trigger stress in employees, for example, work rhythm, workload, and time needed to work (Ilies et al. 2010). Other stressors are psychological stressors, the examples vary. Employees can experience stress if they are in the following conditions: (1) lack of autonomy at work, (2) interpersonal conflicts with colleagues or co-workers, (3) role conflicts, such as not being able to fulfill all required work roles, (4) role ambiguity, namely when employees do not understand well about their work, and (5) conflicts between employees' roles at work and family life (Conte & Landy, 2019). In addition, job stress can have behavioral and psychological consequences. Examples of consequences for employee behavior are performance, information processing, and counterproductive behavior in the workplace. Meanwhile, the psychological consequences are emotional exhaustion and burnout (Conte & Landy, 2019).

2.2 Workload

Many studies discovered a positive association between workload, stress, and turnover intention (Wefald et al., 2008)(Jex et al. 1992). The workload can take various forms, such as assignments or attempts to complete tasks (Hariyati, 2011). The load source in work is divided into three, namely time load, energy investment (spirit investment), and mental stress (Wu et al. 2012). Meanwhile, workload includes psychological and physical burdens to complete tasks and meet the requirements given by the organization (Allard et al. 2011). The excessive workload can impact the individual's physique, which is an indication of stress. Therefore, the workload is a significant source of job stress (Riggio 2021). Workload and intention to quit working have a considerable association, with stress playing an arbitrary role between workload and intention to change occupations (Glaser, Tatum, Nebeker, Sorenson, & Aiello, 1999). In addition, the workload is also one of the causes of job dissatisfaction (Sanchez et al. 2004) and fatigue at work (Ahuja et al. 2002).

2.3 Leadership style

Leadership is an essential factor in improving organizational performance (Riaz and Haider, 2010). Leadership defines the process of an individual encouraging a group of individuals to work together accomplishing shared objectives (Northouse, 2016). These researchers' contributions to the leadership concept attest that leadership is a positive yet persuasive (influential) behavior that inspires subordinates and exerts efforts to attain specified individual, team, and organizational goals. Various previous researches concluded three types of leadership styles that are widely used in various works of literature. The first leadership style is transformational leadership that seeks to present a clear mission

and organizational perspective and inspire other employees by pumping their self-esteem and cultivating mutual respect and trust (Seltzer & Bass, 1990). Therefore, leaders seek their employees to believe in themselves and their potential for advancing the organization (Daft, 2010).

The second leadership style is transactional leadership. A leadership emphasizes on reward-based interactions between leaders and employees. Leaders believe that by rewarding their subordinates, their subordinates will do all the tasks given (Riaz & Hussain Haider, 2010). However, not all rewards are positive, such as praise or material rewards. There are forms of adverse treatment from leaders, such as punishment for their subordinates (Riaz and Haider, 2010). In addition, there is a leadership style called laissez-faire which tends to be passive (Long & Thean, 2011). Of the three leadership styles, this study will focus on transformational leadership styles.

2.4 Organizational Environment
The organizational environment at work influences the behavior of its employees. The research of (Lapierre et al., 2008) stated that the organizational environment should be flexible, help support all rights and needs of employees, and openly accept employees' personal and family situations. Meanwhile, (Schmitt, N. W., Highhouse, S., & Weiner, 2013)revealed that working conditions could affect employee health. According to these researchers, each job has a different work environment in affecting the health and safety of employees; for example, physical conditions (sound levels, work equipment design, and work rhythm required) are rather significantly impactful toward blue-collar class employees' health than those in managerial circles. However, there are types of work where psychological conditions influence the health of blue-collar class employees. For example, there is poor communication between employees regarding work. Owolabi (2012) defines the organizational environment as two, namely internal and external factors. The internal environment can relate to the conditions of employees, management, stakeholders. In contrast, the external environment is related to the atmosphere of competition between organizations and the technological, political, and legal environment.

2.5 Intention to Quit Working or *Turnover Intention*
The intention to quit working is divided into two types, namely voluntary and involuntary (Tem and Meyer, 1993). This type of involuntary turnover occurs when employees are fired unilaterally by the organization (Riggio, n.d.). Meanwhile, the intention to voluntarily quit working refers to individuals' intents and attitudes on leaving the organization and look for a new job (Wang & Cheng, 2010). This type of voluntary turnover is precisely carried out by employees who have good skills at work (Riggio). Several types of research stated that employees quit working voluntarily due to low job satisfaction (Wang & Cheng, 2010). Employees quit working because their needs are not met at their workplace, and there are other job alternatives (Owolabi, 2012). Employees feel they do not get positive affirmation from the organization while working for a certain period (Lee & Ok, 2012); even mistreated employees also tend to quit working (Poon, 2012) The most associated factor with turnover is job satisfaction. Studies from (Griffeth 2000) reveal that low levels of job satisfaction, followed by a lack of commitment to the organization, lead to an increased intention to quit work. In addition to job satisfaction, job stress is also a factor in the occurrence of turnover intentions. Job stress can encourage an increased intention to quit working (Kaewboonchoo & Ratanasiripong, 2015 , Suarthana and Riana, 2016, Ryan et al. 2011).

2.6 Job Stress and Intention to Quit Working
Job stress affects employees in many ways. Stress is closely related to low levels of creativity and the inability to make decisions, especially when under pressure (Starcke, K., & Brand, 2016). In addition, job stress caused by lack of security at work and gaps in status between employees at the same work level encourages employees to leave the workplace. Various previous studies support the research of (Wefald et al., n.d.), who feel that employees' intent on quitting is significantly affected by their job stress (Riggio 2021.); (M. I. Qureshi et al., 2013; Suarthana & Riana, 2016; Firth et al., 2004). According to (Qureshi et al., 2013), job stress is positively and significantly related to employees' intent on quitting work. Stress from various types of work could also drive employee's intent to quit working. (Ahuja et al., 2002) shared an example which states that family and work role conflicts are the types of stressors that most influence commitment to employees who work remotely or far from the family. In this study, employees worked in isolated locations and could only contact coworkers or family online. The existence of job stress causes them to have low commitment to increase their intention to quit working. Thus,

H1: Job stress has a positive effect on the intention to quit working for employees. Because the more significant the job stress, the greater the intention of people wanting to quit working.

2.7 Workload and Intention to Quit Working

Various studies have revealed that workload encourages employees' desire to quit working (Suarthana & Riana, 2016; Xiaoming et al. 2014; Qureshi et al. 2013). According to Xiaoming et al. (2014), the intention to quit working is substantially affected by workload. In this study, Xiaoming, based on the theory of workload sources from (Wu et al., 2012), concluded that quitting work intention is positively and greatly impacted by three sources (time load, spiritual investment, and mental stress). Furthermore, Wefald et al. (n.d.) discovered a substantial link between stress and workload, as well as stress and turnover. It was also stated that stress works as a moderator between workload variables and the intent to quit working. Liu and Lo (2018) also reported other studies connected to the association of workload and intention to quit working. The study took journalists as respondents and found that workload was positively related to work fatigue and cynicism. The two variables, fatigue, and cynicism are related to job satisfaction, where job satisfaction directly impacts the intention to quit working (Liu, Heui-Ling & Lo, 2017). Thus,

H2: Workload has a positive effect on employees' intention to quit working. Because the more significant the workload, the greater the intention of people wanting to quit working.

2.8 Leadership Style and Intention to Quit Working

Supportive leadership in a group, such as offering friendship, focusing on members' achievement and psychological well-being, can reduce the intention of group members to quit working (Dixon & Hart, 2010). Various previous research has revealed that good leaders who can support and provide feedback on each employee's commitment can reduce the level of employee intention to quit working (Sheard & Kakabadse, 2004). In addition, based on various previous researches, leadership style influences employees' intention to quit working. According to (Tremblay, 2010), transformational leadership is directly tied to belief in leaders and views of equality, with views of fairness being connected to employees' organizational commitments. Similarly, Negussie and Demissie (n.d.) and Naseer et al. (2018) discovered a negative and significant association between transformational leadership and turnover intentions and a positive link between transactional leadership and turnover intentions. Thus,

H3: Leadership style has a negative effect on the intention to quit working for employees. Because the better the leadership style, the lower the intention of people wanting to quit working.

2.9 Organizational Environment and Intention to Quit Working

In research (Figure 1) conducted by Silverthorne (2004) an organization in Taiwan shows that a positive organizational environment causes a decrease in the intention to quit working and increases organizational commitment. This study is further corroborated by Wan et al. (2018a) claiming that work environment directly influences the intent of quitting work. Furthermore, based on these studies, the work environment is included in the external motivation of employees to stay in the workplace. A good and healthy organizational environment will reduce employees' desire to make turnover (Qureshi et al., 2012). Thus,

H4: The organizational environment has a negative effect on the intention to quit working for employees. Because the better the organizational environment, the lower the intention of people wanting to quit working.
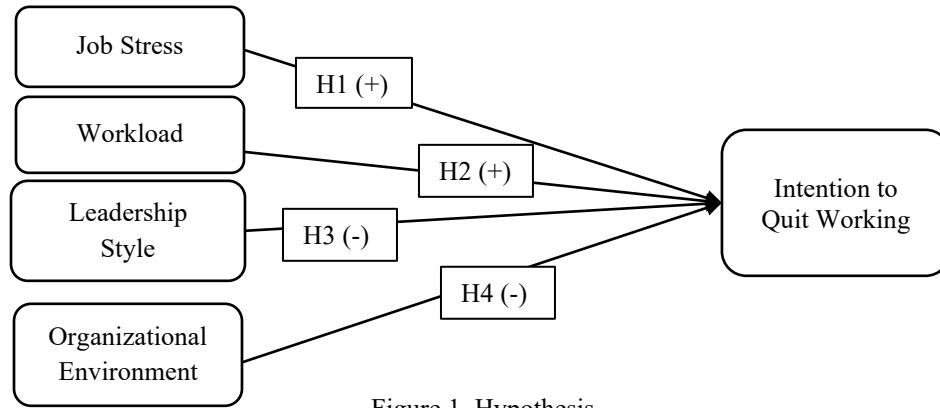
Figure 1. Hypothesis

3. Methods

Quantitative research compares responses between individuals to a stimulus and can produce high accuracy (Barker et al., 2002). Quantitative research methods are research methods that focus on measurement and quantity (different or equal, more extensive and smaller, more and less) in the characteristics of the research object under study. In addition, this research method focuses on searching for explanations or predictions of the variables studied (Creswell, 2012), with generalizable research results. The researcher sought to determine the amount to which job stress, workload, leadership style, and organizational environment were associated with the desire to quit work by employees in NPE firms. As previously described, this study uses a quantitative approach with linear regression analysis, which helps researchers to be able to help control or determine the extent of the characteristics to be studied (Theobald & Freeman, 2014). Linear regression analysis is also consistent with the study's goal of determining the relationship between two or more measured variables (Uyanık & Güler, 2013). This research will be conducted once at a time after the implementation of the questionnaire trial.

4. Data Collection

The research population is employees from the NPE corporation with a total of 170 people, and not limited to roles or job titles. The NPE company engaged in the energy sector and was founded in 2012 and began operating in 2013. Due to researchers lacked the time and resources to identify the whole population, sampling procedures were applied to limit the number of cases analyzed (Taherdoost, 2016). Furthermore, the sample taken in this study used the Slovin formula with an error margin of 5% or a confidence level of 95%. Based on these calculations, 119.29 are obtained or if rounded up to 119 respondents. Meanwhile, the sampling technique employed simple random sampling, which falls under the umbrella of probability sampling. This strategy ensures that each case or subject in the population has the same chance of being included in the sample group (Taherdoost, 2016). However, there are drawbacks to this technique: it requires a complete list of the population (Ghauri et al., 2020).

The data collection technique commonly used in quantitative research is a survey. Surveys are used to determine the subject's thoughts, opinions, and feelings on a specific topic (Shaughnessey, John & Zechmeister, Eugene & Zechmeister, 2012). In this study, the questionnaire used is an adaptation of previous research based on operational definitions that the researcher has formulated. Researchers adapted the turnover intentions questionnaire belonging to (I. Qureshi et al., 2012) in the survey of intention to quit work. On the other hand, researchers are still adapting the job stress and workload questionnaire belonging to Qureshi et al. (2012), but adjusted for indicators of the consequences of job stress (Shaughnessey, John & Zechmeister, Eugene & Zechmeister, 2012) and the source of workload belonging to Wu et al. (2012). Furthermore, the researcher adopted the leadership style questionnaire made by Ismail et al. (2010), previously based on indicators of transformational leadership style (Bass, B.M. and Avolio, 1994). Finally, the researchers adapted the organizational environment questionnaire from Qureshi et al. (2012), based on the organizational environment theory from Owolabi (2012).

In the data collection process, researchers will distribute questionnaires via google form or online survey distribution to the research samples in NPE companies. Researchers will provide a period of one week to collect data. If the data has not reached the target amount after one week, the researcher will extend the data collection time by three days or

even one week until it meets the requirement. Researchers use online data collection because of the advantages. Compared to other data collections, it is more cost-effective, more accessible globally because internet users are frequently encountered, easier in data analysis and analysis, and larger sample sizes can be obtained easily (Evans, J.R. and Mathur, 2005).

After collecting data, the researcher will test the research hypothesis with the IBM SPSS version 27.0 for Windows. After the data is collected, the researcher conducts a reliability test to test how high the accuracy of the measurements is so that the measurement results can be consistent (Azwar, 2005). Reliability testing is done through Alpha Cronbach's internal consistency, which will produce a correlation coefficient to see how big the relationship between the variables studied (Reisinger, 1997). Based on the Alpha Cronbach formula, an item is declared reliable if it is above 0.6. In addition, researchers also tested the validity or accuracy of the study by looking at the linear correlation coefficient of Pearson moment products (Azwar, 2005). In this research, the questionnaire used received responses of intervals, so it is more appropriate to use Pearson moment products. If the measured correlation coefficient is getting closer to 1.0, then the item is declared valid; conversely, if the correlation number is away from 1.0, it is declared less valid (Azwar, 2005).

In addition, hypothesis testing was performed to establish the function of the four dependent variables, job stress, workload, leadership style, and organizational environment, on the intention to quit working. The three hypotheses will be tested with multiple linear analysis, a standard procedure for recognizing the dependence between the measured variables. Research in the organization field is usually analyzed with regression analysis to conclude how essential predictor variables and the correlation between the variables being measured (Nimon & Oswald, 2013); (Zientek, Capraro, & Capraro, 2008); (Nathans et al., 2012).

5. Result & Discussion

Researchers perform statistical processing at first. The results of the validity test on the variable of job stress (JS), workload (WL), leadership style (LS), organizational environment (OE), and intention to quit working or *turnover intention* (TI) have a smaller p-value than alpha (0.05). Only one item from the LO variable was excluded for further analysis because it was invalid. Thus, all items used in this variable have a significant correlation to the total score (each dimension) or can be declared valid so that all items can be used for further testing, namely the reliability test. Furthermore, the Cronbach's Alpha value for the five variables tested was more than 0.6 in the reliability test. This signifies that all elements are reliable and may be utilized for various types of analysis.

This research has also tested the classical assumptions with the following results: (1) the residual model fulfills the Assumption of Normality; (2) The regression model does not exhibit multicollinearity; (3) The regression model does not have heteroscedasticity; and (4) The regression model does not have autocorrelation, so it is suitable to be used for estimation. The statistical test is followed by hypothesis testing, which is described below (Table 1).

a. F-test

Table 1. Anova Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1252.516	4	313.129	18.011	.000[b]
Residual	1999.276	115	17.385		
Total	3251.792	119			

a. Dependent Variable: TI
b. Predictors: (Constant), OE, WL, LS, JS

With a significance level of 5%, there is sufficient evidence that together, job stress (JS), workload (WL), leadership style (LS), and organizational environment (OE) variables have a substantial impact on the intent to quit or turnover intention (TI).

b. Partial T-test
- Hypothesis:
  1) H0: $\beta_1 = 0$ (Job Stress does not significantly affect the Intention to Quit Working)

H1: $\beta_1 \neq 0$ (Job Stress significantly affect the Intention to Quit Working)

2) H0: $\beta_2 = 0$ (Workload does not significantly affect the Intention to Quit Working)
   H1: $\beta_2 \neq 0$ (Workload significantly affect the Intention to Quit Working)
3) H0: $\beta_3 = 0$ (Leadership Style does not significantly affect the Intention to Quit Working)
   H1: $\beta_3 \neq 0$ (Leadership Style significantly affect the Intention to Quit Working)
4) H0: $\beta_4 = 0$ (Organizational Environment does not significantly affect the Intention to Quit Working)
   H1: $\beta_4 \neq 0$ (Organizational Environment significantly affect the Intention to Quit Working)

- SPSS *Output*:

Table 2. Partial Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	11.074	2.838		3.903	.000		
JS	.234	.107	.320	2.191	.030	.251	3.979
WL	.176	.091	.279	1.923	.057	.255	3.923
LS	-.105	.074	-.126	-1.416	.160	.678	1.475
OE	-.078	.090	-.077	-.861	.391	.675	1.481

a. Dependent Variable: TI

- Decision:
  p-value$_1$ = 0,030 < α = 0,05 ☐ REJECT H0
  p-value$_2$ = 0,057 > α = 0,05 ☐ DO NOT REJECT H0
  p-value$_3$ = 0,160 > α = 0,05 ☐ DO NOT REJECT H0
  p-value$_4$ = 0,391 > α = 0,05 ☐ DO NOT REJECT H0
- Conclusion:
  There is sufficient evidence with a significance level of 5% (table 2)that Job Stress significantly affects Employee Intentions to Quit Working while Workload, Leadership Style, and Organizational Environment do not significantly affect Employee Intentions to Quit Working

c. Regression Analysis

Table 3. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
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OE	-.078	.090	-.077	-.861	.391	.675	1.481

a. Dependent Variable: TI

$$TI = 11,074 + 0,234\,JS + 0,176\,WL - 0,105\,LS - 0,078\,OE$$

- When there is no Job Stress, Workload, Leadership Style, and Organizational Environment, the Intention to Quit Working will be 11,074 points (table 3).
- When there is an increase in Job Stress by 1 point, it will increase the Intention to Quit Working by 0.234 points. This positive regression coefficient means that Job Stress and Intention to Quit Working have a positive relationship, whereby Increased job stress leads to increased Intention to Quit Working.
- When there is an increase in Workload by 1 point, it will increase the Intention to Quit Working by 0.176 points. This positive regression coefficient means that the Workload and Intention to Quit Working has a positive relationship, where an increase in Workload causes an increase in the Intention to Quit Working.
- When the Leadership Style increases by 1 point, it will reduce the Intention to Quit Working by 0.105 points. This negative regression coefficient indicates a negative link between Leadership Style and Intention to Quit Working, where the better the Leadership Style according to employees causes a decrease in the Intention to Quit Work.
- When there is an increase in the Organizational Environment by 1 point, it will reduce the Intention to Quit Working by 0.078 points. This negative regression coefficient means that the Organizational Environment and Intention to Quit Working have a negative relationship, where the better the Organizational Environment according to employees causes a decrease in the Intention to Quit Working (Figure 2).
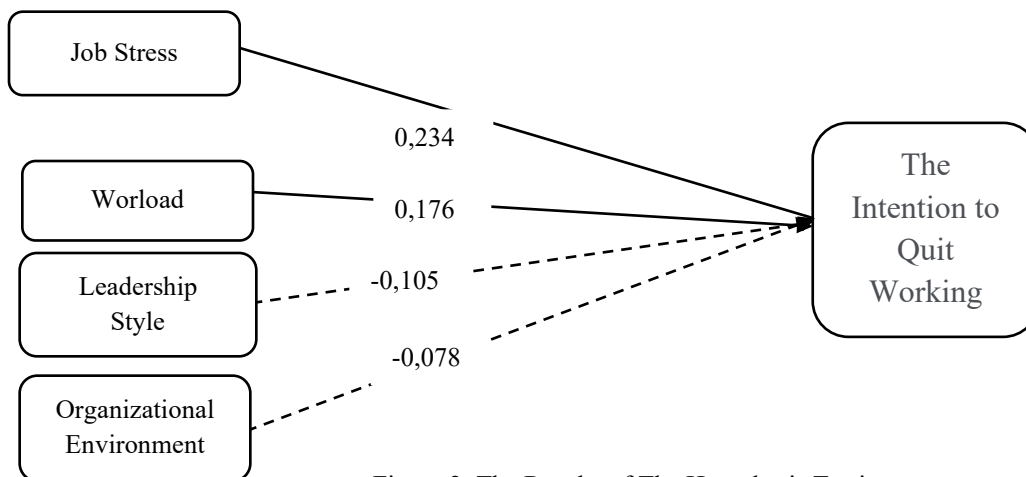

Figure 2. The Results of The Hypothesis Testing

Based on statistical data processing that has been done, it is known that only one hypothesis can be accepted. According to the accepted hypothesis, job stress affects the intention to leave the NPE company significantly. These findings are consistent with various previous research that job stress affects employees' intention to leave the workplace (Hussain and Xian, 2019); (Jalali et al., 2019); (Thorsteinsson et al., 2014). Additionally, job stress is closely associated with the intention to quit working, which aligns with (Qureshi et al., 2013), who discovered that workplace stress increases the likelihood of employees quitting their jobs. This study also discovered how job stress is linked to employees' working intentions and is psychological job stress, as stated in the statement, "I feel lethargic and not excited at work." It can be concluded that psychological stress, which is indicated by feelings of lack of enthusiasm and lethargy felt by employees, increases their intention to quit working.

The second hypothesis also got rejected since workload had no significant effect on the intention to quit working for NPE corporate workers. These results contradict (Qureshi et al., 2013), claiming that workload has a major impact on turnover intentions. However, the results side with (Qureshi et al., 2013) stating that workload has a positive relation on the intention to quit working. The sole variation between these studies is the level of significance of the workload impact on the intent to quit working. The indirect correlation between workload and intention to quit working may occur by the indirect correlation between workload and intention to quit working.

In earlier types of study, multiple variables or other factors moderated the association between workload and the intent to quit working. (Liu & Lo, 2018) mention that workload resulted to work fatigue, a variable of job satisfaction, and a direct influence on turnover intentions. The study shows how relationships between workload do not directly affect the intention to quit working because two factors or variables act as intermediaries. Furthermore, (Glaser et al., 1999) and (Wefald et al. 2021) support the statement which revealed that job stress is a moderating variable between workload and intention to quit working. So, it can be concluded that there is a possibility of a moderating variable between workload and intention to quit working, which reduces the influence significance level of workload toward the intent on quitting work.

The third finding in this research, namely leadership style, does not significantly affect the intention to quit working for NPE employees. This finding rejects previous studies by (Long & Thean, 2011) and (Naseer et al., 2018) which suggests that leadership style affects the intention to quit working. However, confirming (Wells & Peachey, 2011), this study asserts that transformational leadership style is adversely connected to the intention of quitting work because it reduces the intention to leave the company. This study also found that individualized consideration indicators, especially in the item that reads "Bosses listen to employee complaints or worries," are negatively correlated with quitting working than the other items. These findings support (Northouse, 2016) that leaders with transformational styles tend to motivate employees through connections and engagement between superiors and subordinates. By listening to and understanding employee difficulties, leaders can promote good connections and increase respect and trust in relationships. This shows that leaders who are willing to listen to employees are the behavior that most influences employees to continue their careers in the organization.

The final hypothesis in this study is denied because the organizational environment has no significant effect on the intent to quit work. The study's results contradict (Wan & Shang, 2018b). However, (Qureshi et al., 2012) mentioned how there is a negative impact of organizational environment on the intent on quitting work. This study also discovered organizational environment factors having both a positive and negative impact on the intent to quit working. The item that reads "I experienced unwanted verbal and physical behavior from other employees," which is included in the internal environment indicator, became the item most positively related to the intention to quit working. Thus, the internal environment related to employee interactions has the most significant influence in increasing the intention to quit working. This statement supports research from (Schmitt, N. W., Highhouse, S., & Weiner, 2013) which states that poor communication between employees affects the mental well-being of employees, which is indirectly related to the intent on quitting work.

Furthermore, it was discovered how organizational environment deters or negatively influences employees' intention to quit working. The teamwork environment is good for career growth; for example, getting a promotion is an item that has the most negative effect on the intention to quit working for an employee. This statement supports research from (Yahaya et al., 2009) which states that support from superiors affects employees' intention to quit working. Support from superiors also intersects with the leadership style previously described.

6. Conclusion
This study discovers that employees' intent on quitting work is substantially and positively affected by job stress. Meanwhile, the workload has no significant effect, but it is still positively related to the intention to quit working. Transformational leadership style and organizational environment have an insignificant influence yet are negatively linked to employees' intention to quit their jobs. Suggestions for the following research, namely research with qualitative methods, are needed to obtain in-depth data; specifically, workplace stress factors have a considerable impact on NPE employees' intent on quitting work.

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