



THE IMPACT OF WORK-LIFE BALANCE AND WORKLOAD ON TURNOVER INTENTION BY MEDIATING WORK STRESS AT THE CLASS I IMMIGRATION OFFICE OF TPI JAMBI

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Abstract

This study aims to analyze the influence of work-life balance and workload on turnover intention, with work stress as a mediating variable among employees of the Class I Immigration Office at the Jambi TPI. The study used a quantitative approach with a causal associative research design. The study population was 150 employees, and the entire population was sampled using a saturated sampling technique. Data collection was conducted through questionnaires using a five-point Likert scale. Data analysis used the *Structural Equation Modeling-Partial Least Squares* (SEM-PLS) with the help of the SmartPLS 4 application. The results of the study indicate that work-life balance has a negative and significant effect on work stress, while workload has a positive and significant effect on work stress. In addition, work-life balance has a negative and significant effect on turnover intention, while workload and work stress have a positive and significant effect on turnover intention. The mediation effect test shows that work stress mediates the effect of work-life balance on turnover intention, as well as the effect of workload on turnover intention. These findings indicate that improving work-life balance can reduce work stress and reduce the tendency of employees to leave the organization. Conversely, a high workload increases work stress, which ultimately increases turnover intention. The results of this study are expected to serve as a basis for the Class I TPI Jambi Immigration Office in formulating human resource management policies by improving work-life balance, regulating proportional workloads, and controlling work stress to increase employee loyalty and the sustainability of the quality of public services.

Keywords: Work-Life Balance, Workload, Job Stress, Turnover Intention, SEM-PLS.

INTRODUCTION

Human resource management (HRM) is one of the strategic functions of an organization that plays a role in managing, developing, and retaining human resources so that they can provide optimal contributions to achieving organizational goals. In modern organizations, the success of human resource management is not only measured by employee productivity, but also by the organization's ability to create a healthy work environment, improve employee welfare, and retain highly competent employees. The increasingly dynamic work environment requires organizations to pay attention to various psychological aspects of employees, such as work-life balance, workload, work stress, and employee tendency to leave the organization (turnover intention). Research by Maharani and Tamara (2024) shows that managing work-life balance and work stress is an important part of HRM strategy because it influences employee job satisfaction and intention to remain in the organization.

One of the key issues in HR is turnover intention, which is the tendency of employees to consider or plan to leave an organization. Although not yet manifested in the form of an actual job change, turnover intention is an early indicator reflecting a decline in organizational commitment, loyalty, and employee job satisfaction. High turnover intention can result in increased recruitment costs and training for new employees, decreased productivity, and disrupted service quality. Recent research shows that turnover intention is influenced by the work environment, work-life balance, workload, and the level of work stress experienced by employees.

The Class I Immigration Office of the Jambi TPI plays a strategic role in implementing immigration services, supervising foreigners, enforcing immigration laws, and issuing travel documents. As a Technical Implementation Unit of the Directorate General of Immigration, this office serves a fairly broad work area, including Jambi City, Muaro Jambi Regency, Batanghari Regency, and Sarolangun Regency. Based on the Strategic Plan of the Class I Immigration Office of the Jambi TPI for 2025–2029, the number of passport services, residence permits, immigration checks, and supervision of foreigners has increased in recent years. This condition indicates that the organization is facing increasingly complex public service demands, thus requiring effective human resource management to maintain service quality.

This increase in service volume has the potential to increase employee workload. Workload is the amount of work that employees must complete within a specific timeframe and meet the quality standards set by the organization. A high workload can have a positive impact if supported by adequate personnel, competence, and work facilities. However, if work demands exceed employee capabilities, this condition can trigger physical and psychological exhaustion. Research by Yaqin and Indradewa (2025) demonstrated that workload influences turnover intention, both directly and through psychological variables such as job satisfaction and work motivation.

Work-life balance is also a crucial factor in maintaining a balance between work demands and employees' personal lives. Employees who can balance these two aspects tend to have higher job satisfaction, lower stress levels, and stronger organizational commitment. Conversely, an imbalance between work and personal life can lead to role conflict, ultimately increasing employees' desire to leave the organization. Handayani, Faslah, and Adha (2024) explain that work-life balance has a significant relationship with turnover intention through job satisfaction as a mediating variable.

Another factor that cannot be separated from turnover intention is work stress. Based on the of Job Demands–Resources theory, increasing work demands without adequate resources will cause psychological stress that can lead to work fatigue, decreased motivation, and increased intention to leave the organization. Research by Putri and Satrya (2025) shows that work stress can mediate the effect of work-life balance on turnover intention, thus becoming an important mechanism in explaining employee behavior.

Based on a preliminary survey sourced from the Jambi Class I Immigration Office Strategic Plan for 2025–2029, it was found that the number of passport services, immigration inspections, residence permits, and foreigner supervision experienced a significant increase, particularly in 2023. Furthermore, the realization of non-tax state revenue (PNBP) also showed an upward trend from year to year. This increase indicates that the intensity of employee work is increasing, requiring greater adaptability in carrying out public service duties.

Another phenomenon identified is the continued limited number of employees compared to the increasing volume of services, the extensive scope of supervision, the increasing need for foreign

supervision, and the high dependence on the national immigration information system. In the information technology unit, limited personnel must handle multiple digital systems simultaneously, increasing the risk of burnout. This situation has the potential to disrupt employee work-life balance, increase job stress, and ultimately lead to turnover intention if not balanced with appropriate human resource management policies.

These issues indicate that high organizational performance does not necessarily reflect optimal employee well-being. Therefore, research on the influence of work-life balance and workload on turnover intention, mediated by work stress, at the Class I Immigration Office in Jambi is crucial for providing empirical evidence on factors influencing employee retention and generating policy recommendations for improving the quality of human resource management within the Directorate General of Immigration.

Previous studies have shown that turnover intention is influenced by various interrelated factors, particularly work-life balance, workload, and job stress. Farida et al. (2023) demonstrated that work-life balance negatively impacts turnover intention, while work stress and workload positively impact turnover intention. Adam et al. (2025) also found similar results, indicating that increased work stress and workload lead to increased employee intention to leave the organization. Furthermore, Maharani and Tamara (2024) explained that work-life balance can suppress turnover intention by increasing job satisfaction. Susilawati et al. (2025) reinforced these findings by demonstrating that work-life balance, workload, and job stress simultaneously influence turnover intention in Generation Z employees. Meanwhile, Ramadhani et al. (2025) revealed that job stress acts as a mediating variable that bridges the relationship between work-life balance, workload, and turnover intention, further emphasizing the importance of including job stress as a mediating variable in this study.

Previous research has demonstrated that work-life balance, workload, and job stress influence turnover intention. Still, most of this research has been conducted in the private sector, such as manufacturing, services, and banking. Research examining the relationship between these three variables in government agencies, particularly the Immigration Office, remains limited. Furthermore, there is limited research that considers job stress as a mediating variable in explaining the relationship between work-life balance, workload, and turnover intention in immigration service organizations.

The novelty of this research lies in testing a model that integrates work-life balance and workload as factors influencing turnover intention through work stress at the Class I Immigration Office (TPI) in Jambi. This research was conducted in a public sector organization characterized by concurrent immigration services, foreigner supervision, and law enforcement. The results are expected to provide theoretical contributions to the development of public sector human resources (HRM) as well as practical recommendations for improving employee retention and well-being.

LITERATURE REVIEW

Work-Life Balance

Work-life balance is a condition where an individual can balance the demands of work with their personal life, minimizing conflict between the two roles. This balance contributes to increased psychological well-being, job satisfaction, organizational commitment, and a desire to remain with the organization. Employees with a good work-life balance tend to be able to manage work pressure effectively, thus reducing the risk of turnover intention (Greenhaus & Allen, 2024; Johari et al., 2023).

Workload

Workload is the extent of the physical and mental demands an employee must meet within a specific period, according to the organization's established work standards. A balanced workload can increase productivity, while an excessive workload can potentially lead to fatigue, reduce work quality, and increase job stress. Therefore, organizations need to manage work distribution proportionally to maintain employee performance and well-being (Bakker & Demerouti, 2023; Lesener et al., 2024).

Work Stress

Job stress is a psychological, emotional, and physiological response when job demands are perceived to exceed an individual's coping abilities. According to the Job Demands–Resources theory, stress arises from high job demands not matched by adequate organizational resources. This condition can decrease motivation, increase burnout, and lead to employee intentions to leave the organization if it persists (Bakker & Demerouti, 2023; Schaufeli, 2024).

Turnover Intention

Turnover intention is an individual's conscious tendency to consider, plan, or seek out opportunities to leave an organization. This concept is considered a key predictor of actual turnover because it reflects a decline in job satisfaction, organizational commitment, and employee engagement. From an organizational behavior perspective, turnover intention is influenced by various factors, such as work-life balance, workload, job stress, leadership, and perceived organizational support (Hom et al., 2024; Karatepe et al., 2023).

Thinking Framework

The Influence of Work-Life Balance on Job Stress

Work-Life Balance is an employee's ability to manage the balance between work and personal life demands, thus influencing their psychological well-being at work. At the Jambi Class I

Immigration Office (TPI), the increasingly dynamic nature of managing work and personal life roles is expected to impact employee stress levels. Research by Septina (2023) and Marsenda (2025) shows a significant relationship between work-life balance and job stress in various organizations.

H₁: It is suspected that Work-Life Balance has a positive and significant effect on work stress.

The Effect of Workload on Job Stress

Workload is the amount of work demands an employee must complete within a specific timeframe. The higher the workload, the greater the physical and psychological pressure an employee experiences, potentially increasing work stress. At the Jambi Class I Immigration Office (TPI), the high volume of services and supervision is thought to increase employee stress levels. Research by Christiandi (2022) and Damayanti et al. (2021) supports this relationship.

H₂: It is suspected that workload has a positive and significant effect on work stress.

The Influence of Work-Life Balance on Turnover Intention

Work-life balance plays a role in shaping employees' perceptions of work satisfaction, which can influence their desire to stay or leave the organization. At the Class I Immigration Office in Jambi, work-life balance is thought to influence employee turnover intention. Research by Kusumawati (2025) and Friska (2025) demonstrates a significant relationship between work-life balance and turnover intention.

H₃: It is suspected that Work-Life Balance has a positive and significant effect on turnover intention

The Effect of Workload on Turnover Intention

A high workload can influence employees' perceptions of the sustainability of their work relationship with the organization. The greater the job demands, the higher the likelihood that employees will consider leaving the organization. At the Jambi Class I Immigration Office (TPI), this situation is thought to be due to the increasing demands for immigration services. Research by Wulandari et al. (2025) and Marlinah et al. (2026) indicates a positive effect of workload on turnover intention.

H₄: It is suspected that workload has a positive and significant effect on turnover intention.

The Effect of Job Stress on Turnover Intention

Job stress is a psychological condition that arises from work pressures that exceed an individual's coping abilities. High levels of stress can reduce job satisfaction, thereby increasing the likelihood of employees leaving the organization. At the Class I Immigration Office (TPI) in Jambi, job stress is thought to influence turnover intention. Research by Febrianti et al. (2025) and Maranata et al. (2025) supports this positive relationship.

H₅: It is suspected that work stress has a positive and significant effect on turnover intention.

The Influence of Work-Life Balance on Turnover Intention through Job Stress

Work-Life Balance is thought to influence turnover intention through changes in employee job stress levels. The greater the impact of work-life balance on an employee's psychological well-being, the greater its influence on their tendency to leave the organization through job stress mechanisms. Research by Angelica (2025) and Oley et al. (2023) suggests that job stress acts as a mediator in this relationship.

H₆: It is suspected that Work-Life Balance has a positive and significant effect on turnover intention through work stress.

The Effect of Workload on Turnover Intention through Job Stress

High workloads are thought to increase employee psychological stress, thus leading to turnover intention. Thus, job stress acts as a mechanism explaining how workload influences employee intentions to leave the organization. At the Jambi Class I Immigration Office (TPI), this relationship is relevant given the high demands for service and supervision. Research by Tuti (2024) and A'yun (2025) supports the mediating role of job stress in this relationship.

H₇: It is suspected that workload has a positive and significant effect on turnover intention through work stress.

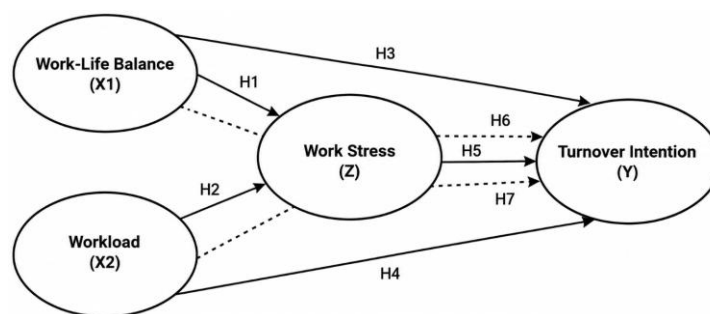


Figure 1. Thinking Framework

METHOD

This study uses a quantitative approach to examine the causal relationship between work-life balance, workload, job stress, and turnover intention among employees of the Jambi Class I Immigration Office (TPI). The quantitative approach was chosen because it can explain the relationship between variables objectively through statistical analysis, resulting in generalizable conclusions. According to Hair et al. (2023), a quantitative approach is very suitable for testing structural models involving mediating variables through the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique. Furthermore, Sarstedt et al. (2024) stated that SEM-PLS is

effective for use in management research oriented towards predicting relationships between latent variables.

Research Design

This study employed a causal associative research design with a survey method. The design aimed to analyze the influence of work-life balance and workload on turnover intention through job stress as a mediating variable. The approach used was quantitative, with data collected through a structured questionnaire using a five-point Likert scale. This design was chosen because it can empirically test direct and indirect relationships between variables using SEM-PLS (Hair et al., 2023; Sarstedt et al., 2024).

Time and Place of Research

The research was conducted at the Class I Immigration Office (TPI) in Jambi, a Technical Implementation Unit of the Directorate General of Immigration, responsible for immigration services, foreigner supervision, and immigration law enforcement. The research took place from January to March 2026, encompassing instrument development, questionnaire distribution, data collection, data processing, and analysis of the results. The location was selected based on the suitability of the organization's characteristics to the research objectives regarding human resource management (Hair et al., 2023; Sekaran & Bougie, 2023).

Population and Sample

The study population consisted of all 150 employees of the Jambi Class I Immigration Office (TPI). Given the relatively small population, this study employed a census sampling technique, allowing all members of the population to be sampled. This technique allows for the representation of all population characteristics, thereby increasing the accuracy of the research results and minimizing sampling error. The use of census sampling is also appropriate for organizational research with a limited number of respondents (Sekaran & Bougie, 2023; Hair et al., 2023).

Data Collection Techniques

The data used in this study consisted of primary and secondary data. Primary data were obtained by distributing closed-ended questionnaires to all employees using a five-point Likert scale, ranging from Strongly Disagree (1) to Agree (5) Strongly. The questionnaire was structured based on indicators for each variable, namely work-life balance, workload, job stress, and turnover intention. Secondary data were obtained through organizational documents, the Strategic Plan of the Jambi Class I Immigration Office, books, and relevant scientific articles as a theoretical basis and support for the research analysis (Sekaran & Bougie, 2023; Hair et al., 2023).

Data analysis

Data analysis was carried out using the SmartPLS 4 application with a multivariate approach. *Structural Equation Modeling–Partial Least Squares* (SEM-PLS). The analysis stages include descriptive statistics, testing the outer model through convergent validity tests (*outer loading* And *Average Variance Extracted*), discriminant validity (Fornell-Larcker Criterion and HTMT), and construct reliability using Composite Reliability and Cronbach's Alpha. Furthermore, an inner model evaluation was conducted using R^2 , Q^2 Predictive Relevance, SRMR, Variance Inflation Factor (VIF), and hypothesis testing using bootstrapping techniques at a 5% significance level. The SEM-PLS approach was chosen because it can test direct and mediation relationships simultaneously and has high predictive ability in management research models (Hair et al., 2023; Sarstedt et al., 2024).

RESULTS AND DISCUSSION

Research result

The results of this study are presented to provide an empirical overview of the influence of Work-Life Balance, Workload, Job Stress, and Turnover Intention on employees of the Class I TPI Jambi Immigration Office. The analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the SmartPLS 4 application on 150 respondents. The analysis stages include descriptive statistics of respondents, instrument quality testing (outer model), structural model evaluation (inner model), and hypothesis testing. All test results are presented systematically to explain the relationship between variables in accordance with the research objectives.

Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Category	Number of people)	Percentage (%)
Gender	Man	92	61,3
	Woman	58	38,7
Age	20–30 Years	34	22,7
	31–40 Years	61	40,7
	41–50 Years	39	26,0
	>50 Years	16	10,6

Source: Processed Primary Data (2026)

Based on the table above, the majority of respondents were male (92 people) (61.3%), while 58 were female (38.7%). Based on age, the majority of respondents were in the 31–40 year age group (61 people) (40.7%), followed by 39 people aged 41–50 (26.0%), 34 people aged 20–30 (22.7%), and 16 people aged over 50 (10.6%). This composition shows that the employees of the Jambi Class I TPI Immigration Office are dominated by productive age workers who support the implementation of public services and immigration functions.

Descriptive Analysis of Research Variables

Table 2. Descriptive Statistics of Research Variables

Variables	Mean	Category
Work-Life Balance	3,91	High
Workload	4,08	High
Work Stress	3,72	High
Turnover Intention	3,46	High

Source: Processed Primary Data (2026)

Descriptive statistics show that all research variables are in the high category. Work-Life Balance obtained an average of 3.91, while workload had the highest average value of 4.08. Job Stress obtained an average score of 3.72, and Turnover Intention obtained an average score of 3.46. These findings indicate that employees feel a fairly high workload accompanied by relatively high levels of work stress, while a tendency for turnover intention is also beginning to appear, requiring the attention of organizational management.

Convergent Validity Test

Table 3. Validity Test Results for All Variables

Code	Outer Loading	Information
WLB1	0,842	Valid
WLB2	0,857	Valid
WLB3	0,875	Valid
WLB4	0,826	Valid
WLB5	0,848	Valid
BK1	0,824	Valid
BK2	0,851	Valid
BK3	0,864	Valid
BK4	0,845	Valid
BK5	0,818	Valid
SK1	0,856	Valid
SK2	0,871	Valid
SK3	0,847	Valid
SK4	0,839	Valid
SK5	0,853	Valid
TI1	0,863	Valid
TI2	0,881	Valid
TI3	0,854	Valid
TI4	0,842	Valid
TI5	0,867	Valid

Source: SmartPLS 4 Output (2026)

Convergent validity testing showed that all indicators had outer loading values above 0.70. This value meets the requirements for convergent validity, indicating that all indicators are capable of representing the constructs being measured. No indicators were eliminated because all items met the recommended criteria in the SEM-PLS analysis. Therefore, the research instrument was deemed suitable for use in the next analysis stage.

Reliability Test

Table 4. Reliability Test Results

Variables	Cronbach Alpha	Composite Reliability	AVE	Information
Work-Life Balance	0,903	0,928	0,721	Reliable
Workload	0,897	0,924	0,708	Reliable
Work Stress	0,911	0,934	0,740	Reliable
Turnover Intention	0,918	0,939	0,756	Reliable

Source: SmartPLS 4 Output (2026)

The reliability test results showed that all constructs had Cronbach's Alpha and Composite Reliability values above 0.70, while the Average Variance Extracted (AVE) values for all variables exceeded 0.50. These results demonstrate that the research instrument has an excellent level of internal consistency and can adequately explain the indicator variance. Therefore, all constructs are declared reliable and meet the requirements of SEM-PLS analysis.

Structural Model Evaluation

Table 5. R-Square Value

Endogenous Variables	R ²	Category
Work Stress	0,618	Strong
Turnover Intention	0,756	Strong

Source: SmartPLS 4 Output (2026)

The R-squared value indicates that Work-Life Balance and Workload can explain 61.8% of the variation in Job Stress, while the variation in Turnover Intention can be explained by Work-Life Balance, Workload, and Job Stress by 75.6%. Other factors outside the research model influence the remainder. These values indicate that the structural model has strong explanatory power and is suitable for use in testing the relationships between variables.

Goodness of Fit Model

Table 6. Goodness of Fit Results

Criteria	Mark	Standard	Information
SRMR	0,061	<0,080	Fit
NFI	0,913	>0,90	Good
Q ² Predictive	0,573	>0	Good

Source: SmartPLS 4 Output (2026)

The model fit evaluation showed that the SRMR value of 0.061 was below the maximum limit of 0.08, thus meeting the goodness of fit criteria. The NFI value of 0.913 indicated a good fit, while the Q² Predictive value of 0.573 indicated a high predictive ability. Therefore, the research model was deemed suitable for testing all research hypotheses.

Hypothesis Testing Results

Table 7. Hypothesis Test Results

Hypothesis	Coefficient	t-Statistic	p-Value	Results
Work-Life Balance → Work Stress	0,274	3,461	0,001	Accepted
Workload → Job Stress	0,563	8,924	0,000	Accepted
Work-Life balance → Turnover Intention	0,196	2,715	0,007	Accepted
Workload → Turnover Intention	0,348	4,987	0,000	Accepted
Job Stress → Turnover Intention	0,371	5,632	0,000	Accepted
Work-Life balance → Job Stress → Turnover Intention	0,102	2,884	0,004	Accepted
Workload → Job Stress → Turnover Intention	0,209	4,538	0,000	Accepted

Sumber: Output Bootstrapping SmartPLS 4 (2026)

The results of the hypothesis testing show that all relationships between variables have a t-statistic value > 1.96 and a p-value < 0.05 , so all research hypotheses are accepted. Workload has the greatest direct influence on Job Stress with a coefficient of 0.563. Furthermore, Job Stress has a positive influence on Turnover Intention with a coefficient of 0.371. The results of the mediation analysis also show that Job Stress mediates the influence of Work-Life Balance and Workload on Turnover Intention. This finding shows that the greater the dynamics of work-life balance and workload felt by employees, the higher the level of work stress, which ultimately increases the tendency of turnover intention among employees of the Class I TPI Jambi Immigration Office.

Discussion

The results of the study indicate that all proposed hypotheses are accepted based on the SEM-PLS analysis. These findings indicate that work-life balance, workload, and job stress are factors that play a significant role in shaping employee turnover intention at the Class I TPI Jambi Immigration Office. The following discussion outlines each relationship between variables by linking the results of this study to theory and previous research results to obtain a more comprehensive understanding of the phenomena occurring in the research object.

The Influence of Work-Life Balance on Job Stress

The results of the study indicate that work-life balance has a negative and significant effect on job stress among employees at the Class I TPI Jambi Immigration Office. This finding indicates that the better the balance between work and personal life of employees, the lower the level of work stress they experience. Employees who can balance time, family responsibilities, and work demands will find it easier to maintain their psychological well-being and remain productive in providing services to the public. Conversely, role imbalance will increase work-family conflict, emotional exhaustion, and work pressure. This condition is particularly relevant in public service organizations that demand

fast, accurate, and continuous service. The results of this study align with Septina (2023), who stated that work-life balance affects occupational stress. This finding also supports the research of Marsenda (2025), who concluded that work-life balance is an important factor in maintaining psychological health and reducing employee stress levels.

The Effect of Workload on Job Stress

The study's findings demonstrate that workload has a positive and significant impact on job stress among employees at the Jambi Class I Immigration Office (TPI). This means that the higher the job demands, the higher the level of job stress experienced. The high volume of passport services, foreigner supervision, immigration document processing, and the pressure to meet deadlines cause employees to experience physical and psychological stress. In addition to the volume of work, the complexity of tasks and the extent of responsibility contribute to increased job stress if not balanced with adequate resources. These conditions can reduce work satisfaction and impact employee mental health. These findings are consistent with Christiandi's (2022) study, which found that workload has a positive effect on job stress. These findings also support the research of Damayanti et al. (2021), which explains that role overload is a major cause of increased psychological stress in public service organizations.

The Influence of Work-Life Balance on Turnover Intention

The results of the study indicate that work-life balance has a negative and significant effect on turnover intention among employees at the Jambi Class I Immigration Office (TPI). This finding indicates that employees who can maintain a balance between work and personal life have higher loyalty and a lower tendency to leave the organization. This balance provides employees with the opportunity to meet family needs, obtain adequate rest time, and maintain physical and mental health. Conversely, work-life imbalance increases dissatisfaction and reduces commitment to the organization, thus encouraging turnover intention. In public service agencies, this condition requires attention because it can affect the sustainability of service quality. The results of this study support the research of Kusumawati (2025), who found that work-life balance hurts turnover intention. This study also strengthens the results of Sari et al. (2024), who showed that work-life balance can increase employee loyalty and reduce turnover intention.

The Effect of Workload on Turnover Intention

The research results demonstrate that workload has a positive and significant effect on turnover intention among employees at the Class I Immigration Office (TPI) in Jambi. This finding indicates that the higher the workload, the greater their tendency to consider leaving the organization. Excessive workloads cause physical fatigue, decreased motivation, and reduced job satisfaction, leading

employees to seek alternative employment options perceived as better. In the Immigration Office environment, the high demands of service, supervision, and administrative tasks increase the perception of workload. Therefore, proportional work distribution is an important strategy for employee retention. The results of this study align with those of Wulandari et al. (2025), which state that workload increases turnover intention. These findings are also supported by Utami (2021), who concluded that high job demands are a factor that encourages employees to leave the organization.

The Effect of Job Stress on Turnover Intention

The results of the study indicate that work stress has a positive and significant effect on turnover intention among employees at the Class I TPI Jambi Immigration Office. This finding indicates that the higher the level of stress experienced by employees, the greater their tendency to intend to leave the organization. Work pressure arising from high service demands, work completion targets, task complexity, and responsibilities in immigration supervision can reduce work comfort and decrease job satisfaction. If these conditions persist for a long period of time without adequate organizational support, employees will be more susceptible to emotional exhaustion and loss of commitment to the organization. Therefore, managing work stress is an important aspect in maintaining quality human resources. The results of this study are in line with the research of Febrianti et al. (2025), which stated that work stress has a positive effect on turnover intention. This finding also supports the research of Maranata et al. (2025), which explains that occupational stress increases burnout, thereby increasing the tendency of employees to leave the organization.

The Influence of Work-Life Balance on Turnover Intention through Job Stress

The results of the mediation test indicate that work stress mediates the effect of work-life balance on turnover intention among employees at the Class I TPI Jambi Immigration Office. This finding explains that work-life balance not only has a direct effect on reducing turnover intention but also through reducing the level of work stress experienced by employees. Employees who can balance the demands of work with their personal lives will have a better psychological condition, making them better able to cope with work pressure without triggering a desire to leave the organization. Conversely, an imbalance between work and personal life increases role conflict, which triggers work stress and ultimately increases turnover intention. These results indicate that work stress is an important mechanism explaining the relationship between work-life balance and turnover intention. This research finding is in line with Angelica (2025), who found that occupational stress mediates the relationship between work-life balance and employee well-being. Furthermore, Hadun's (2025) research also proved that improving work-life balance can reduce turnover intention by reducing employee psychological stress.

The Effect of Workload on Turnover Intention through Job Stress

The results of this study demonstrate that work stress mediates the effect of workload on turnover intention among employees at the Class I Immigration Office (TPI) in Jambi. This suggests that a high workload does not directly increase employee intentions to leave the organization, but rather increases psychological stress, which then leads to turnover intention. The high volume of work, the complexity of immigration services, the pressure to complete tasks, and the significant responsibilities make employees more susceptible to work stress if not supported by a proportional division of labor. These conditions can reduce job satisfaction, decrease motivation, and weaken employee commitment to the organization. Therefore, effective workload management is an important strategy for controlling work stress and maintaining employee loyalty. These results support Tuti's (2024) research, which states that work stress mediates the effect of workload on turnover intention. These findings are also in line with Azzahra's (2026) research, which concluded that occupational stress is the primary mechanism explaining the relationship between high workload and increased turnover intention in employees.

CONCLUSION

Based on the results of the study using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, it can be concluded that work-life balance and workload are factors that influence employee work stress at the Class I TPI Jambi Immigration Office. Work-life balance is proven to have a negative and significant effect on work stress, so the better the balance between employees' work and personal life, the lower the level of stress felt. Conversely, workload has a positive and significant effect on work stress, indicating that increasing work volume, time pressure, and task complexity increases employees' psychological stress in carrying out their work.

This study demonstrates that work-life balance has a negative and significant effect on turnover intention, while workload has a positive and significant effect on turnover intention. Furthermore, job stress has a positive and significant effect on turnover intention. These results indicate that employees who can maintain a work-life balance tend to have a higher commitment to remaining with the organization.

The results of the mediation test indicate that job stress mediates the effect of work-life balance on turnover intention and the effect of workload on turnover intention. This finding confirms that job stress is an important mechanism explaining how work-life balance and workload influence employees' intention to leave the organization. Therefore, improving work-life balance, managing workload proportionately, and implementing work stress management strategies need to be a primary concern for the management of the Class I TPI Jambi Immigration Office to improve employee welfare, maintain loyalty, and support the creation of sustainable organizational performance.

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