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**THE RELATIONSHIP BETWEEN STRESS, WORKLOAD, REWARDS AND
TIME MANAGEMENT TOWARDS ORGANIZATIONAL TURNOVER
AMONG VARIOUS MANUFACTURING EMPLOYEES**

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MASTER OF SCIENCE (MANAGEMENT)

UNIVERSITI UTARA MALAYSIA

FEBRUARY 2026

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TIME MANAGEMENT TOWARDS ORGANIZATIONAL TURNOVER
AMONG VARIOUS MANUFACTURING EMPLOYEES**

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**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the Master of Science (Management)**



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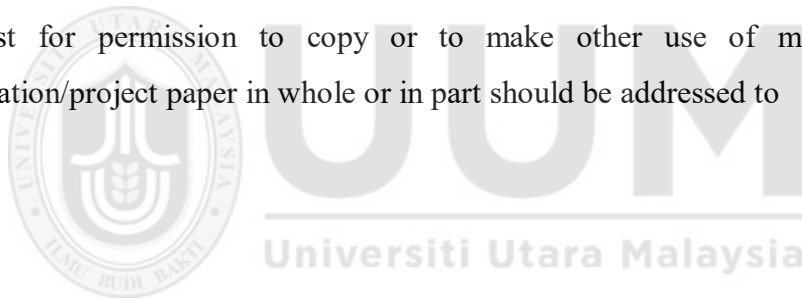
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ABSTRACT

The work environment of employees in the manufacturing sector is often characterized by demanding tasks, strict deadlines, and high-performance expectations, all of which can elevate stress levels. Excessive stress may negatively influence employee productivity, job satisfaction, and organizational commitment. This study examines the relationship between stress, workload, rewards, and time management towards organizational turnover among various manufacturing employees, as well as their impact on organizational turnover. Guided by the Job Demand–Resource (JD-R) model, this research emphasizes the interaction between job demands and the availability of workplace resources in shaping employee well-being and behavioral intentions. A quantitative research design was employed, and data was collected through structured questionnaires administered to a sample of 176 manufacturing employees. Descriptive statistics, Pearson’s correlation, and multiple regression analyses were conducted to examine the determinants of turnover intention. Findings reveal that workload and time management significantly contribute to elevated stress levels, which in turn influence employees’ intentions to leave the organization. Conversely, the presence of adequate rewards both financial and non-financial was found to reduce stress and increase retention. These results suggest that managing employee workload, strengthening reward systems, and improving time management skills are essential for reducing turnover. The study underscores the need for manufacturing organizations to implement supportive policies and foster a conducive work environment that enhances employee well-being and organizational stability.

Keywords: Stress, workload, rewards, time management, organizational turnover

ABSTRAK

Persekitaran kerja dalam sektor pembuatan lazimnya dicirikan oleh tugas yang berat, tarikh akhir yang ketat serta jangkaan prestasi yang tinggi, yang kesemuanya berpotensi meningkatkan tahap tekanan dalam kalangan pekerja. Tekanan yang berlebihan boleh memberi kesan negatif terhadap produktiviti, kepuasan kerja dan komitmen organisasi. Kajian ini meneliti hubungan antara tekanan, beban kerja, ganjaran dan pengurusan masa terhadap niat pusing ganti pekerja dalam kalangan pekerja sektor pembuatan, serta kesannya terhadap pusing ganti organisasi. Berpandukan Model Job Demands–Resources (JD-R), kajian ini menekankan interaksi antara tuntutan kerja dan ketersediaan sumber di tempat kerja dalam membentuk kesejahteraan pekerja serta niat tingkah laku mereka. Reka bentuk kajian kuantitatif telah digunakan dan data dikumpulkan melalui soal selidik berstruktur yang diedarkan kepada sampel seramai 176 orang pekerja sektor pembuatan. Analisis statistik deskriptif, korelasi Pearson dan regresi berganda telah dijalankan bagi mengenal pasti faktor-faktor yang mempengaruhi niat pusing ganti pekerja. Dapatan kajian menunjukkan bahawa beban kerja dan pengurusan masa menyumbang secara signifikan kepada peningkatan tahap tekanan, yang seterusnya mempengaruhi niat pekerja untuk meninggalkan organisasi. Sebaliknya, kewujudan ganjaran yang mencukupi, sama ada berbentuk kewangan mahupun bukan kewangan, didapati dapat mengurangkan tekanan dan meningkatkan pengekalan pekerja. Hasil kajian ini menunjukkan bahawa pengurusan beban kerja yang berkesan, pengukuhan sistem ganjaran serta penambahbaikan kemahiran pengurusan masa adalah penting dalam usaha mengurangkan pusing ganti pekerja. Kajian ini menegaskan keperluan organisasi pembuatan untuk melaksanakan dasar sokongan dan mewujudkan persekitaran kerja yang kondusif bagi meningkatkan kesejahteraan pekerja serta kestabilan organisasi.

Kata Kunci: Tekanan kerja, beban kerja, ganjaran dan pengurusan masa dan kerugian kepada organisasi.

ACKNOWLEDGEMENT

To begin with, I would like to offer special thanks to my supervisor, Dr. Norshafizah Hanafi dan Dr Mohamad Hanif Abu Hassan, who provided me with their invaluable support, guidance, and patience throughout this journey. Their encouragement and feedback gave me the motivation and direction needed to complete this study. I would also like to acknowledge University Utara Malaysia (UUM) for availing the requisite materials and the academic context which enabled me to achieve this research objective. I also appreciate the manufacturing employees who participated in this study and made it possible by providing their experiences and insights. An extended thank you goes to my husband Mr. Letchumanan Kuppusamy has become my huge supporter to complete my thesis work and my entire master process from the beginning. I would like to thank my family and friends for their continuous motivation, patience, and emotional aid in what has proven to be a rewarding yet demanding journey. Their encouragement has greatly aided me in overcoming various challenges along my journey. I must thank my colleagues and fellow researchers for their stimulating discussions and the information they shared with me during my studies. As for the rest of the people who contributed to the research and are often forgotten, I owe them my gratitude too. Most importantly, I would like to express my gratitude for being able to pursue this academic project as well as the personal and professional development it has afforded me.

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Employee turnover remains a major concern for organizations across industries, particularly in labour intensive sectors such as manufacturing and industrial production. Organizational turnover refers to the rate at which employees leave an organization and must be replaced, either voluntarily or involuntarily. High turnover rates impose substantial direct and indirect costs on organizations, including recruitment and training expenses, loss of organizational knowledge, reduced productivity, and disruptions to workflow continuity (Dess & Shaw, 2001; Hom et al., 2017).

In the manufacturing sector, turnover rates are often higher than in many service industries due to physically demanding tasks, rigid schedules, and high production pressure. Industry-based studies report annual turnover rates in manufacturing ranging from approximately 15% to over 30%, particularly in labour intensive production environments (Basar & Supriyadi, 2024). Such levels of turnover pose serious challenges to organizational efficiency, product quality, and long-term competitiveness.

Manufacturing organizations typically operate in fast-paced and highly competitive environments characterized by strict production targets, tight deadlines, and continuous operational demands. Employees are often required to perform repetitive and physically demanding tasks while maintaining high

levels of accuracy and safety. These conditions place significant strain on workers and make employee retention a critical issue for human resource management (Kim & Shin, 2023). Consequently, several workplace factors most notably workload, work-related stress, time management, and have been widely associated with employees' decisions to remain with or leave an organization.

Workload is one of the most prominent factors influencing employee turnover in industrial settings. Workload refers to the quantity and intensity of tasks assigned to employees within a specific time frame (Santoso & Widodo, 2022). In manufacturing environments, excessive workload often results from understaffing, overtime requirements, and continuous production schedules. When employees are consistently required to manage workloads that exceed their physical or psychological capacity, they may experience fatigue, declining job satisfaction, and reduced performance. Empirical studies have shown that excessive workload is positively associated with turnover intention, as employees seek alternative employment opportunities that offer more manageable job demands and improved work–life balance (Riduan et al., 2024; Santoso & Widodo, 2022).

Closely related to workload is work-related stress, which has been extensively documented as a key contributor to employee turnover. Work stress occurs when job demands exceed an individual's ability to cope, often due to high performance expectations, role ambiguity, interpersonal conflict, or insufficient organizational support (Yuen et al., 2018). In manufacturing industries, stress is intensified by physically demanding tasks, safety risks, strict supervision, and pressure to meet production quotas. Prolonged exposure

to stress can result in burnout, emotional exhaustion, and reduced organizational commitment, all of which increase employees' intentions to leave their jobs (Wirya et al., 2020; Riduan et al., 2024).

Time management also plays a significant role in influencing employee turnover in manufacturing organizations. Time management refers to employees' ability to plan, prioritize, and allocate time effectively to complete work tasks. In manufacturing settings, rigid production schedules, frequent interruptions, and unrealistic deadlines often limit employees' control over their time (Yuan et al., 2023). Ineffective time management can lead to task overload, increased work pressure, and missed deadlines, which further exacerbate stress and dissatisfaction. Research indicates that poor time management contributes to emotional exhaustion, reduced job satisfaction, and lower productivity, all of which are closely linked to higher turnover intention (Kim & Shin, 2023; Putu Eka Widia Sari et al., 2023).

In addition to workload, stress, and time management, rewards are a crucial factor influencing employee retention in the manufacturing sector. Rewards include both financial and non-financial benefits, such as wages, incentives, recognition, promotion opportunities, training, and career development (Riduan et al., 2024). In manufacturing jobs that are physically demanding and repetitive, rewards serve as an important mechanism for motivating employees and acknowledging their contributions. When employees perceive that rewards are insufficient or unfair relative to their workload and stress levels, dissatisfaction increases. This perceived imbalance between effort and reward reduces motivation and organizational commitment, thereby increasing the likelihood of turnover (Basar & Supriyadi, 2024).

Overall, organizational turnover in the manufacturing industry is closely associated with employees' experiences of workload, work-related stress, time management, and rewards. These factors shape employees' perceptions of fairness, job satisfaction, and well-being, which in turn influence their decisions to stay with or leave an organization. Effective management of these variables is essential for maintaining workforce stability, enhancing employee performance, and sustaining productivity in manufacturing organizations.

1.2 Problem Statement

Employee turnover has become a persistent and costly issue in the manufacturing sector worldwide. Manufacturing organizations rely heavily on a stable and skilled workforce to maintain productivity, product quality, and operational efficiency. However, high turnover rates continue to challenge the sector, resulting in increased recruitment and training costs, loss of experienced employees, disruptions to production processes, and reduced organizational performance (Dess & Shaw, 2001; Hom et al., 2017). In labour intensive manufacturing environments, turnover rates are often higher than in other sectors due to physically demanding tasks, rigid work schedules, and high production pressure, making employee retention a critical managerial concern.

Extensive research has identified work-related stress as a major contributor to employee turnover in manufacturing settings. Studies indicate that stress arising from heavy workload, role conflict, time pressure, and poor work-life balance significantly increases employees' intention to leave their

organizations (Khalil, Khan, & Shah, 2020; Saleh & Shahidan, 2023). Prolonged exposure to stress leads to emotional exhaustion, burnout, and declining organizational commitment, which ultimately drive employees to seek alternative employment. In manufacturing environments characterized by strict deadlines and continuous production demands, unmanaged stress not only affects employee well-being but also undermines organizational stability and productivity.

Workload has also been consistently linked to turnover intention in the manufacturing industry. Excessive workload is often caused by understaffing, overtime requirements, and continuous production targets places physical and psychological strain on employees (Santoso & Widodo, 2022; Riduan et al., 2024). When workload exceeds employees' capacity, job satisfaction declines, fatigue increases, and employees perceive their jobs as unsustainable. As a result, high workload has been shown to directly and indirectly increase turnover intention among manufacturing workers.

In addition to stress and workload, ineffective time management has emerged as an important factor contributing to turnover. Manufacturing employees frequently operate under rigid schedules and tight deadlines, limiting their ability to plan and prioritize tasks effectively. Poor time management exacerbates workload pressure and stress, leading to inefficiency, emotional exhaustion, and reduced job satisfaction (Kim & Shin, 2023; Yuan, Chen, & Wang, 2023). Employees who consistently struggle to manage time demands are more likely to experience frustration and disengagement, which increases absenteeism and turnover intention.

Rewards also play a critical role in shaping employee retention in manufacturing organizations. Rewards, including financial compensation, incentives, recognition, and career development opportunities, are essential for motivating employees and offsetting the demanding nature of manufacturing work. When employees perceive rewards as inadequate or unfair relative to their workload and stress levels, dissatisfaction increases and organizational commitment declines (Basar & Supriyadi, 2024; Riduan et al., 2024). The imbalance between effort and reward has been widely associated with increased turnover intention in industrial settings.

Despite the growing body of literature examining stress, workload, rewards, and time management, several important gaps remain in current research. First, most existing studies examine these variables in isolation rather than investigating their combined and interactive effects on employee turnover. There is limited empirical evidence that simultaneously examines work-related stress, workload, rewards, and time management within a single integrated framework, particularly in manufacturing contexts. Second, while turnover has been widely studied across industries, there is a lack of context-specific research focusing on the manufacturing sector in Malaysia, where cultural, economic, and organizational characteristics may influence employee experiences differently. Third, existing studies often focus on outcomes such as performance or job satisfaction, with comparatively fewer studies directly linking the combined influence of these variables to employee turnover intention.

Therefore, there is a clear need for empirical research that examines the combined effects of work-related stress, workload, rewards, and time

management on employee turnover in the Malaysian manufacturing sector. Addressing these gaps will provide a more comprehensive understanding of the factors driving turnover and offer valuable insights for manufacturing organizations seeking to improve employee retention, workforce stability, and organizational performance.

1.3 Research Questions

The following questions were focus of the study.

- i. Does stress among employees impact the organization's turnover in manufacturing industry?
- ii. Does excessive workload contribute to turnover intentions among manufacturing industry?
- iii. Does time management impact the organization's turnover in manufacturing industry?
- iv. Does reward management impact the organization's turnover in manufacturing industry?

1.4 Research Objective

The following are the answers to all the objectives of the study

- i. To identify the relationship between the stress among employees and organization's turnover in manufacturing firms.
- ii. To identify the relationship between the excessive workload of employees and organization's turnover in manufacturing firms.

- iii. To identify the relationship between the time management of employees and organization's turnover in manufacturing firms.
- iv. To identify the relationship between the reward management of employees and organization's turnover in manufacturing firms.
- v. To identify the impact between stress, workload, rewards and time management and the organization's turnover.

1.5 Scope of the Study

This study aims to examine the relationship between stress, workload, rewards, and time management among employees in the manufacturing sector, and how these factors influence organizational turnover. The research specifically focuses on employees working in manufacturing organizations, capturing both the physical and mental demands they face in their day-to-day roles. The study will investigate key variables including job stress, workload, reward systems, time management practices, and turnover intentions.

The research is limited to employees in the manufacturing sector within various area and states, which allows for a detailed understanding of the work environment and organizational practices in that context. The study will employ a quantitative methodological approach, using structured surveys through google form1 to collect data from employees. This approach will enable the measurement of relationships between the variables and provide insights into how stress, workload, rewards, and time management collectively impact employees' intentions to leave the organization.

By focusing on these variables and this specific sector and region, the study sets clear boundaries, ensuring the findings are relevant to manufacturing organizations while acknowledging that results may not be directly generalized to other industries or locations. Additionally, the study emphasizes practical implications for improving employee retention by identifying key factors that contribute to organizational turnover.

1.6 Significance of Study

The significance of studying the relationship between stress, workload, and poor time management among employees in the manufacturing sector and their impact on organizational turnover lies in its implications for both employee well-being and organizational performance. High levels of stress and excessive workloads, often exacerbated by poor time management, are critical factors that lead to increased turnover intentions, as evidenced by Junaidi et al. (2020). Their study found that job stress, workload, and overtime significantly contribute to employees' desire to leave the organization, which can result in higher turnover rates and associated costs such as recruitment, training, and lost productivity. Comprehending these dynamics is crucial for a company that wants to improve employee retention and maintain a competitive edge in the manufacturing industry.

Moreover, addressing these issues can lead to a healthier work environment, reducing the negative physical and psychological effects of stress on employees, such as burnout and decreased job satisfaction (Robbins, 2003). By implementing effective time management strategies and workload

distribution, organizations can mitigate stress levels, enhance employee productivity, and foster a more positive workplace culture. This, in turn, can reduce turnover intentions and improve overall organizational performance. The research by Junaidi et al. (2020) underscores the importance of proactive organization practices in addressing these challenges, providing insightful observations for policymakers and organizational leaders in the manufacturing sector.

1.6.1 Theoretical Contribution

In manufacturing workplaces, employees regularly confront high job demands, including excessive workload, time pressure, and work-related stress, which can drain their physical and psychological resources, leading to strain and lower job satisfaction. The Job Demands–Resources (JD-R) model proposes that while excessive demands contribute to health impairment and burnout, job resource such as suitable compensation, organizational support, autonomy, and personal resources including efficient time-management abilities may buffer these detrimental impacts by restoring energy and sustaining engagement (Bakker & Demerouti, 2023; Fernandes & Martins, 2023).

When resources are low relative to expectations, employees are more likely to experience stress, discontent, and eventually increase turnover intention. Moreover, findings of this research also assist the organization management to comprehend the connection of stress, excessive workload, rewards, and time management and the impact of turnover. Conversely, sufficient resources reduce the adverse consequences of job demands, increasing well-being, motivation, and retention. As a result, JD-R offers a

logical theoretical framework to describe how organizational turnover among industrial workers is influenced by the interaction between resources (rewards, time-management skills) and demands (workload, stress).

1.6.2 Practical Contribution

Outcome of the research contribute to manufacturing industry to establish better working environment among manufacturing industry employees to work more efficiently. By investigate this the manufacturing can enhance the better elements and create a good working environment to make their employees to perform better and gain high profit.

1.7 Definition of Key Terms

In this study, stress refers to the psychological and physical strain employees experience when job demands exceed their ability to cope, often resulting in emotional imbalance and reduced well-being in the workplace. High stress levels can emerge from excessive demands and pressures inherent in organizational roles and are associated with increased intentions to leave an organization. Workload is defined as the amount, complexity, and intensity of tasks assigned to an employee within a given timeframe; when these demands exceed an individual's capacity, workload becomes a significant source of strain that contributes to turnover intentions.

Rewards encompass both extrinsic and intrinsic benefits that employees receive in exchange for their efforts, including financial compensation, recognition, promotions, and personal growth opportunities;

effective reward systems can enhance motivation and satisfaction, thereby reducing turnover intentions.

Time management is understood as the employee's ability to plan, prioritize, and allocate their time effectively to meet work demands and deadlines, where poor time management may exacerbate perceived job stress and workload. Finally, organizational turnover refers to the conscious intention or act of employees leaving their current job or employer, often influenced by workplace stressors, workload levels, reward satisfaction, and time management practices.

1.7.1 Stress

It refers to the psychological and physical strain experienced by workers when job demands surpass their ability to manage, frequently arising from variables such as severe workload, time pressure, role ambiguity, and organizational issues (Shahid et al., 2021).

1.7.2 Workload

Excessive workload among employees refers to a circumstance in which the quantity or complexity of tasks allocated exceeds an individual's capacity to do them successfully within a certain timeframe, leading to physical and mental strain, stress, and impaired job performance (Bakotic & Babic, 2013; Shahid et al., 2021).

1.7.3 Rewards

It refers to the material and intangible rewards that a company offers to its staff in order to acknowledge and encourage their accomplishments. These rewards may include cash incentives, career development opportunities, promotions, and recognition (Armstrong & Taylor, 2020).

1.7.4 Time Management

Time management among employees refers to the ability to organize, prioritize, and allocate time effectively to complete activities efficiently, decrease stress, and boost production (Claessens et al., 2007).

1.7.5 Organizational Turnover

Organizational turnover refers to the pace at which personnel leave a company and are replaced by new staff, either voluntarily (resignations) or involuntarily (layoffs or terminations) (Khan et al., 2022).

1.8 Organization of the Study

The study is classified as five main sections to contribute to resolving all the research questions and fulfilling the research objective. The first chapter is for an introduction about the research which includes a brief of the topic, the problem of the topic, the scope of the study, research questions, research objectives, relevance of the research, meaning of the concepts, and setting the phase

for comprehensive analysis in following chapters. Chapter two is brief about literature review which discusses previous and existing studies about the research. This chapter also describe previous empirical studies, examine research gaps and emphasizes the need for additional investigation of particular settings. The next chapter is research methodology which explained the structure of research, process of collect feedback from respondents and research population sample procedure that used in this research. It consists of detailed description of the survey instruments for assessing the variables of this study. Chapter four is for data collection. This chapter discusses the collection of data and method of analysis by using SPSS software. The last chapter is conclusion section of the research. It explains the impact for organizational procedures, provide insights and suggestion to have better working environment to make the employees perform. This research result can be a good guide line for top management of the organization to improve the rules and skills of the employees.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

A review of the literature is presented in this section is concerning about relationship between workload, stress, rewards and time management among manufacturing employees and the impact on company turnover. The literature in this study is systematically organized under subheadings aligned with the research questions, specifically: workload factor, stress factor, rewards, and time management factor. Each subheading provides a synthesis of existing knowledge and empirical findings pertinent to the respective variable, thereby establishing a focused framework for understanding their influence on employee behavior and organizational outcomes. Furthermore, the study is guided by a relevant theoretical framework, which offers a conceptual foundation for examining the interrelationships among workload, stress, rewards, and time management, and their collective impact on organizational turnover.

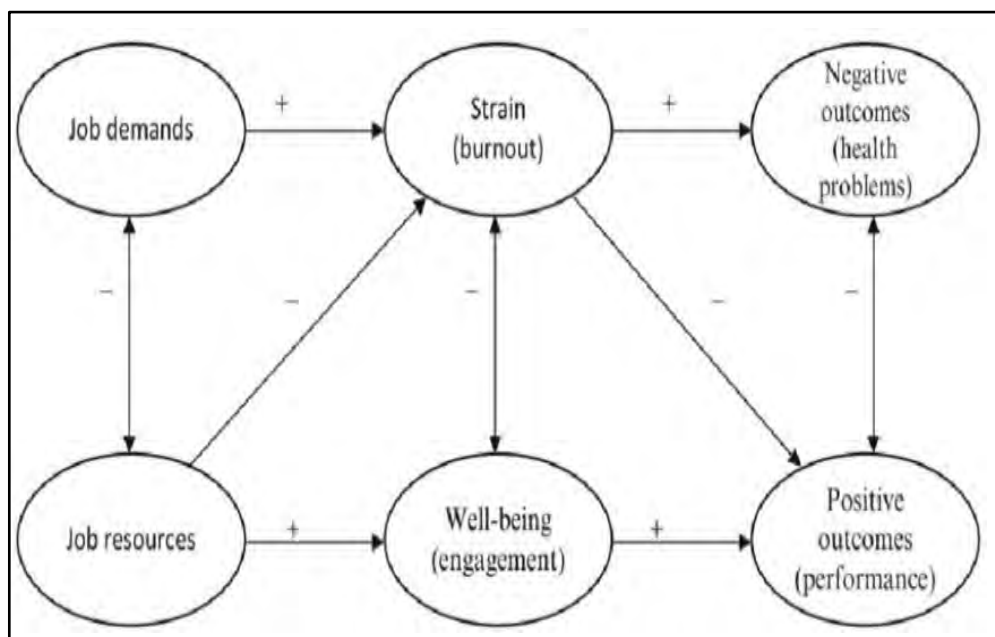
2.2 Theory

2.2.1 JD-R Theory in Relation to the Study

Job Demands Resources (JD-R) Theory established by Demerouti, Bakker, Nachreiner, and Schaufeli (2001), which offers a thorough framework for comprehending how work-related factors affect employee performance, well-being, and organizational results, including turnover. The idea states that

every job regardless of industry contains a combination of job demands and job resources that jointly affect levels of stress, motivation, and ultimately employees' intents to remain with or quit the firm. In the context of the industrial sector, the JD-R Theory is particularly relevant. Manufacturing employment is often characterized by severe physical and psychological demands, such as repetitive tasks, production deadlines, shift work, long working hours, and continuous pressure to fulfil output targets. These responsibilities typically cause stress, which, when maintained, may lead to burnout and higher turnover. At the same time, employees rely on job resources such as rewards, supervisor support, autonomy, and time management skills to buffer the negative consequences of these demands. When resources are insufficient, the strain from demands grows, boosting employees' inclination to depart.

Figure 2.1
Job Demand Resources Model Theory



Source: Demerouti, Bakker, Nachreiner, and Schaufeli (2001)

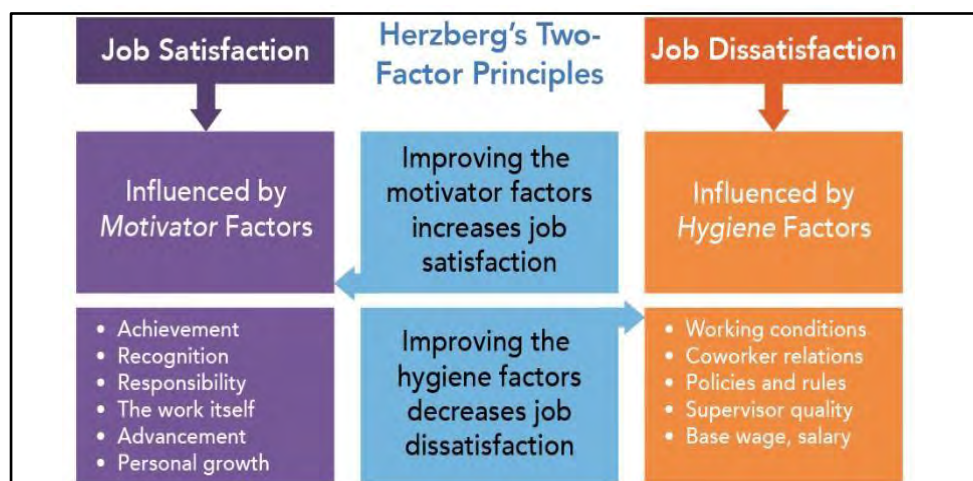
The Job Demands–Resources (JD-R) Theory prioritizes understanding how the balance between job demands and job resources influences employee stress, well-being, and organizational outcomes such as turnover. Within the framework of this study, JD-R emphasizes workload as a crucial job requirement that necessitates consistent effort and greatly increases worker stress in manufacturing settings. When workload becomes excessive and employees feel unable to meet production targets or manage their responsibilities, it leads to stress, which JD-R identifies as the primary psychological strain that results from high job demands. This stress not only reduces employee engagement and performance but also increases the likelihood of withdrawal behaviours and turnover intentions.

The JD-R framework places a strong emphasis on rewards as essential job resources that can buffer or weaken the negative impact of heavy workload by enhancing motivation, satisfaction, and a sense of fairness. According to this perspective, time management is a crucial personal resource that helps employees cope with workload by improving task planning, efficiency, and sense of control. When employees have adequate resources, such as strong time management skills and meaningful rewards, the harmful effects of high workload on stress are reduced. Ultimately, JD-R prioritizes showing how an imbalance between insufficient resources (time management and rewards) and high job demands (workload) leads to elevated stress, which in turn contributes to organizational turnover.

2.2.2 Herzberg's Two-Factor Theory

According to Herzberg's Two-Factor Theory, employee satisfaction and dissatisfaction are influenced by two distinct sets of factors which is motivators and hygiene factors. Stress and workload serve mainly as hygiene factors in the context of manufacturing workers and excessive stress or an excessive workload can cause discontent, lower commitment and increase the organizational turnover. Rewards such as salary and benefits also act as hygiene factors by preventing dissatisfaction, while recognition, career advancement and achievement serve as motivators that enhance job satisfaction and engagement. Effective time management enables workers to complete tasks quickly, fostering a sense of accomplishment, while ineffective time management can lead to stress and discontent. Herzberg's theory implies that simply addressing dissatisfaction through fair compensation, manageable workloads, and better working conditions may reduce.

Figure 2.2
Herzberg's Two-Factor Theory



Source: Herzberg et al., (1959)

Herzberg's Two-Factor Theory has important implications for manufacturing employees, particularly in managing turnover and enhancing job satisfaction. In manufacturing settings, factors such as high workload, stress, and poor working conditions act as hygiene factors; if these are not adequately addressed, employees may become dissatisfied, leading to absenteeism or turnover. However, offering opportunities for skill development, career advancement, meaningful responsibilities, and recognition all important motivators can boost engagement and job satisfaction. Effective time management practices can reduce stress, improve productivity, and allow employees to achieve their goals, further enhancing satisfaction. For manufacturing organizations, this means that strategies aimed at reducing dissatisfaction (through fair pay, safe work environments, and manageable workloads) must be combined with efforts to increase motivation (through recognition, rewards, and growth opportunity).

2.2.3 Organizational Turnover

Organizational turnover is a significant challenge that affects business stability, workforce productivity, and financial performance. There are two types of turnover which is involuntary, when workers are fired or laid off, and voluntary, where workers depart the company voluntarily (Bakker & Demerouti, 2014). High turnover rates have a detrimental effect on organizational efficiency because they raise the cost of hiring new employees, cause institutional knowledge to be lost, and lower employee morale (Adekunle & Afolabi, 2021).

Understanding the factors influencing turnover and its consequences is crucial for businesses seeking to enhance employee retention and overall performance. Several factors contribute to employee turnover in organizations. Workplace stress and excessive workload are among the primary causes, as employees who experience high job demands without adequate support often suffer from burnout, which increases turnover intentions (Demerouti et al., 2001). Time management further exacerbates the situation, as employees who struggle to meet deadlines often experience frustration and dissatisfaction, leading them to seek alternative employment opportunities (Smith & Lee, 2022).

Additionally, a lack of career growth opportunities has been identified as a major driver of turnover, with employees leaving organizations that fail to offer training, promotions, and personal development programs (Adeyemi & Adeyemi, 2011). As workers look for greater financial incentives abroad, low pay and insufficient benefits also play a big part (Herzberg, 1959). Additionally, leadership and company culture have an effect on employee retention, with toxic work environments and unsupportive management leading to higher resignation rates (Chukwu & Okafor, 2023).

Numerous studies have examined organizational turnover as a crucial factor influencing worker stability and overall productivity, especially in industries with high demand like manufacturing. Kim and Shin (2023) claim that a number of interrelated factors, including chronic stress, job discontent, and unfavourable working conditions, frequently contribute to turnover.

They contend that excessive turnover rates impair team cohesiveness, interfere with workflow, and raise the expense of hiring and training new employees. This viewpoint is supported by Yuan, Chen, and Wang (2023), who point out that emotional tiredness, a lack of support, and inadequate time and workload management are often the main causes of turnover. According to their research, workers who feel overburdened and unsupported are much more likely to quit their jobs, which feeds a vicious cycle of instability and lowers organizational effectiveness.

The impact of high turnover extends beyond financial costs. Organizations that experience frequent departures suffer from productivity losses due to the constant need for new employee onboarding and training (Babalola, 2020). This disrupts workflow continuity and affects overall performance, particularly in industries that rely on specialized skills (Bakker et al., 2005). Moreover, high turnover rates can lower employee morale, as remaining staff members may feel overburdened by increased workloads and uncertainty about job security (Hakanen et al., 2006). Research also suggests that a high turnover culture creates instability within teams, making it difficult to build long-term working relationships and maintain a cohesive organizational culture (Ogunyemi & Adewale, 2018).

To mitigate turnover, organizations must adopt strategic employee retention initiatives. Effective workload management and stress reduction programs can significantly improve job satisfaction and reduce burnout (Ojo, Oludare & Abiola, 2023). Providing competitive salaries, performance-based rewards, and comprehensive benefits can also serve as strong incentives for employees to remain committed to their organizations (Manzoor, Wei & Asif,

2024). Additionally, fostering a positive work culture through leadership development, mentorship programs, and employee engagement initiatives enhances organizational commitment (Hassan & Bello, 2022). Promoting work-life balance by introducing flexible work schedules and wellness programs can further reduce turnover by helping employees manage personal and professional responsibilities more effectively (Schaufeli & Taris, 2014).

In conclusion, organizational turnover remains a critical issue that affects employee retention and business performance. While multiple factors contribute to turnover, including workplace stress, poor time management, and lack of career growth opportunities, organizations can implement strategic measures to minimize its impact. By focusing on employee well-being, compensation, leadership support, and career development, companies can create a more stable and motivated workforce, ultimately reduce turnover rates and enhance long-term productivity.

2.2.4 Stress

Stress among employees in manufacturing significantly impacts organizational turnover, as high levels of job stress contribute to increased turnover intentions. According to Junaidi et al. (2020), factors such as excessive workload, overtime, and job stress have a direct and significant effect on employees' intentions to leave an organization. The study found that prolonged stress results in psychological, physical, and behavioural issues, making employees more likely to seek alternative employment. Workload, in particular, contributes to burnout and dissatisfaction, which further escalates

turnover rates. Additionally, overtime increases fatigue and work-related stress, thereby reducing employee productivity and commitment to the organization.

The research highlights that organizations experiencing high levels of stress among employees face financial losses due to absenteeism, decreased efficiency, and recruitment costs. Therefore, implementing stress management strategies, improving work-life balance, and providing better working conditions can help reduce turnover and enhance employee retention (Junaidi et al., 2020)

Stress among employees in manufacturing industries has been widely recognized as a critical factor influencing organizational turnover. According to Qureshi et al. (2012), job stress arises from multiple sources, including excessive workload, role ambiguity, and poor working conditions, all of which contribute to employees' dissatisfaction and increased turnover intentions. Stress affects employees both physically and mentally, leading to burnout, decreased productivity, and a higher likelihood of seeking alternative employment. The study further highlights that workplace stress leads to financial losses for organizations due to absenteeism, reduced efficiency, and recruitment costs. Moreover, an unfavourable work environment, coupled with a lack of managerial support, intensifies stress levels, accelerating turnover rates.

Organizations that fail to address workplace stressors risk losing skilled employees, which negatively impacts operational efficiency and overall business performance. Therefore, implementing effective stress management strategies, improving working conditions, and providing adequate support to

employees can significantly reduce turnover and enhance workforce stability (Qureshi et al., 2012)

Employee stress in the manufacturing industry is strongly correlated with higher organizational turnover, according to the literature currently in publication. According to Kim and Shin (2023), long-term workplace stress, which is frequently brought on by an overwhelming workload, a lack of autonomy, and ineffective time management, results in emotional tiredness and a lower sense of job satisfaction, all of which have a major impact on employees' intents to leave their companies. They underline that employees are more inclined to disengage when stress levels are not addressed, which raises turnover rates and results in the loss of skilled labour.

2.2.5 Workload

Workload is a crucial factor influencing organizational turnover, as excessive job demands can lead to employee dissatisfaction, stress, and burnout, ultimately increasing turnover intentions. According to Junaidi et al. (2020), workload has a direct and significant effect on employees' decisions to leave an organization. The study found that high workloads result in physical and psychological exhaustion, decreasing job satisfaction and prompting employees to seek alternative employment opportunities. Excessive workload also forces employees to work overtime, further exacerbating stress levels and reducing overall job performance.

As a result, organizations facing workload-related turnover issues experience financial losses due to increased recruitment and training costs. To

mitigate this impact, companies should implement workload management strategies, promote work-life balance, and provide employees with adequate resources to meet job demands effectively (Junaidi et al., 2020)

Workload is a critical factor influencing organizational turnover, as excessive job demands contribute to increased stress, job dissatisfaction, and higher turnover intentions among employees. According to Basar and Supriyadi (2024), workload has a direct and significant impact on employee turnover intention, with a correlation coefficient of 0.436, demonstrating that an increase in workload leads to higher turnover rates. Employees facing high workloads often experience burnout, reduced job satisfaction, and work-life imbalance, which increases their likelihood of leaving the organization.

The study further highlights that workload, combined with work stress and an unfavourable work environment, accounts for 80.9% of the factors contributing to turnover. Organizations that fail to address workload-related issues may suffer from high recruitment and training costs due to frequent employee departures. Therefore, implementing workload management strategies, optimizing job distribution, and fostering a supportive work environment are essential for reducing turnover and improving employee retention (Basar & Supriyadi, 2024)

Excessive workload among manufacturing workers is a significant factor in organizational turnover, as the literature repeatedly shows. Kim and Shin (2023) stress that physical and mental exhaustion is frequently caused by the demanding nature of manufacturing employment, which are defined by long hours, repetitive work, and strict production targets. Employees may feel

underappreciated and unsatisfied at work as a result of this overload, which may lead them to look for work elsewhere.

This opinion is further supported by Yuan, Chen, and Wang (2023), who point out that employees' motivation and organizational commitment are weakened when they are continuously overworked. According to their research, a heavy workload not only eventually reduces productivity because of burnout, but it also dramatically raises the likelihood that employees would leave, particularly if they feel under supported or lack the necessary tools. When taken as a whole, these results demonstrate how important workload management is to the industrial industry's efforts to retain talented workers and lower turnover.

2.2.6 Time Management

Poor time management among industry employees significantly impacts organizational turnover by increasing job stress, workload imbalance, and overall dissatisfaction. According to Ngantung et al. (2015), workload and job stress are major contributors to turnover, as employees struggle to manage their time effectively, leading to burnout and decreased job performance. Poor time management results in missed deadlines, extended working hours, and a lack of work-life balance, ultimately causing employees to seek alternative job opportunities. The study emphasizes that inefficient time management exacerbates job stress and reduces employee motivation, making them more likely to resign. Organizations that fail to address time management challenges may experience higher recruitment costs and operational disruptions due to frequent employee turnover. Therefore, implementing structured time

management training, workload balancing strategies, and supportive workplace policies can help mitigate turnover rates and enhance employee retention (Ngantung et al., 2015).

Poor time management among industry employees significantly contributes to organizational turnover by increasing stress, reducing job satisfaction, and affecting overall work performance. According to Abbasi (2015), work overload, often a consequence of ineffective time management, leads to heightened stress levels, which in turn increase turnover intentions among employees. Employees who struggle with managing their time efficiently experience greater difficulty in meeting deadlines, which results in extended working hours, exhaustion, and dissatisfaction with their jobs.

The study highlights that when employees feel overwhelmed due to a lack of structured time management, their productivity declines, and they are more likely to seek alternative job opportunities. Moreover, organizations that fail to address these time management issues may face higher recruitment costs, reduced efficiency, and lower workforce morale. To mitigate the negative effects of poor time management, businesses should invest in employee training programs, workload balancing strategies, and supportive work environments to enhance employee retention and reduce turnover (Abbasi, 2015).

Ineffective time management among manufacturing workers is significantly linked to higher organizational turnover, according to the literature. According to Kim and Shin (2023), ineffective time management frequently results in missed deadlines, backlogs of work, and increased stress levels, all of which lower performance and job satisfaction. These

inefficiencies can put constant strain on workers in production environments where punctuality and accuracy are essential, eventually leading to their resignation. According to Yuan, Chen, and Wang (2023), workers who have trouble managing their time frequently lose control over their work, which causes them to become frustrated, become less engaged, and be more likely to quit the company.

According to their research, employees' attachment to the organization is weakened and a poor work atmosphere is created when time-related stress is not handled. All things considered these studies highlight how poor time management not only reduces output but also significantly increases turnover in the industrial industry.

2.2.7 Rewards

Because it directly affects employee motivation, satisfaction, and perceived organizational support, a well-designed rewards program is essential to lowering organizational turnover. Employees are more likely to experience higher job satisfaction and lower work-related stress when they feel sufficiently rewarded, whether through monetary incentives, recognition, or career development opportunities. Both of these factors strengthen organizational commitment and lower intention to leave. On the other hand, insufficient or unfair rewards can exacerbate stress, burnout, and discontent, all of which have been linked to poor performance and increased turnover risk.

For instance, research repeatedly shows that high stress levels lower workers' well-being and performance, increasing their likelihood of quitting

their jobs (Mata et al., 2021). According to social exchange theory, rewards play a crucial role in encouraging employees to repay favourable treatment with loyalty. This exchange is undermined by a weak or inconsistent reward structure, which raises voluntary turnover. Because workload and time constraints are primary stressors that increase turnover intentions, companies that design fair, transparent, and motivating reward systems are more likely to retain employees.

This is especially true in high-demand sectors like manufacturing. Employee decisions to stay with or leave a company are heavily influenced by a well-designed reward system, especially in manufacturing settings where stress, workload, and performance expectations are high. Financial and non-financial rewards increase workers' sense of worth, recognition, and organizational support, which directly improves job satisfaction and lowers inclinations to leave. Employees are more likely to establish a stronger organizational commitment and display less withdrawal behaviours, such as absenteeism or job searching, when they believe that rewards are equitable, consistent, and commensurate with their accomplishments.

On the other hand, in labour-intensive industries like manufacturing, where work demands are already high insufficient or unfair. Stress and unfavourable work experiences greatly raise employees' chances of quitting the company and according to data from manufacturing settings (Saleh & Shahidan, 2023). Furthermore, studies show that time management of employee wellbeing which is frequently made worse by inadequate rewards contributes to higher turnover rates as workers looks for better possibilities with more encouraging work environments (Mata et al., 2021). Therefore, by

reducing stress, increasing contentment, and strengthening employees enduring loyalty to the company, an efficient rewards program not only increased motivation and performance but also as a strategic retention strategy that reduces turnover.

2.3 Past Empirical Studies

Several empirical studies have examined the impact of workplace stress, excessive workload, and poor time management on employee turnover in manufacturing industries. Hian, Eya, and Damsa (2025) conducted a study on employee performance and stress management in North Central Nigerian manufacturing sectors. Their study used Herzberg's Two-Factor Theory and the Job Demands-Resources (JD-R) model to investigate how stress and workload impact workplace motivation, which in turn impacts employee turnover.

The study revealed that excessive workload (WL) significantly affects worker motivation (coefficient = 3.5013, $p < 0.001$), leading to burnout and an increased probability of departing from the company. Poor work-life balance (WB) was also identified as a key predictor of reduced motivation, which indirectly contributes to higher turnover rates. However, the study found that support systems (SS) had no significant impact ($p = 0.973$), suggesting that informal workplace support alone is insufficient in reducing turnover in manufacturing firms (Hian et al., 2025).

Further supporting this, Ojo, Oludare, and Abiola (2023) examined stress management and employee motivation in Nigerian banks, emphasizing that effective time management practices reduce stress levels and improve job

retention. Their study confirmed that poor time management leads to increased stress and decreased employee motivation, making individuals more likely to leave their organizations. Similarly, Chukwu and Okafor (2023) investigated stress management and its impact on employee performance in Nigerian manufacturing firms, finding that workload and stress-related factors are among the leading causes of high turnover rates.

Their results revealed that organizations with high-stress environments experienced increased employee absenteeism and voluntary resignations due to an overwhelming workload.

Moreover, Ahmed, Bello, and Mohammed (2023) found a direct correlation between workplace stress and turnover intentions in Nigerian industries. Their study highlighted that employees in high-stress environments often seek alternative employment opportunities due to excessive job demands and poor time management. Babalola (2020) reinforced this finding in the Nigerian banking sector, where poor time management was identified as a critical stress factor contributing to decreased job satisfaction and higher turnover.

The findings across these studies suggest that stress, excessive workload, and poor time management significantly impact employee retention, particularly in manufacturing industries where job demands are high. Effective workload management, structured time management programs, and workplace motivation strategies are essential to reducing turnover rates. Organizations must implement policies that optimize task distribution, promote work-life

balance, and foster a culture of employee well-being to enhance retention (Hian et al., 2025; Ojo et al., 2023; Chukwu & Okafor, 2023).

2.4 Conclusion

Summary of the Chapter In chapter two, researcher explain about past empirical study. This study includes three part which is the influence of workload among employees, influence of poor time management and influence of work stress. Other that this researcher also explains about the underpinning theory of the organizational turnover.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research approach used to examine the connection between manufacturing workers' stress, workload, and ineffective time management and how these factors affect organizational turnover. The study uses a quantitative research methodology, which works well for looking at quantifiable factors and finding trends or connections between them. A structured questionnaire survey was used to collect primary data, which allowed the researcher to rapidly and methodically collect standardized responses from a sizable sample of factory employees.

In order to gauge respondents' levels of job-related stress, perceived workload, rewards and time management techniques, and plans to leave, the questionnaire was composed of closed-ended questions, mostly using a Likert scale. This approach makes statistical analysis easier and guarantees consistency in responses. The necessity to measure attitudes and behaviors in order to enable objective analysis and generalization of results motivates the selection of a survey method.

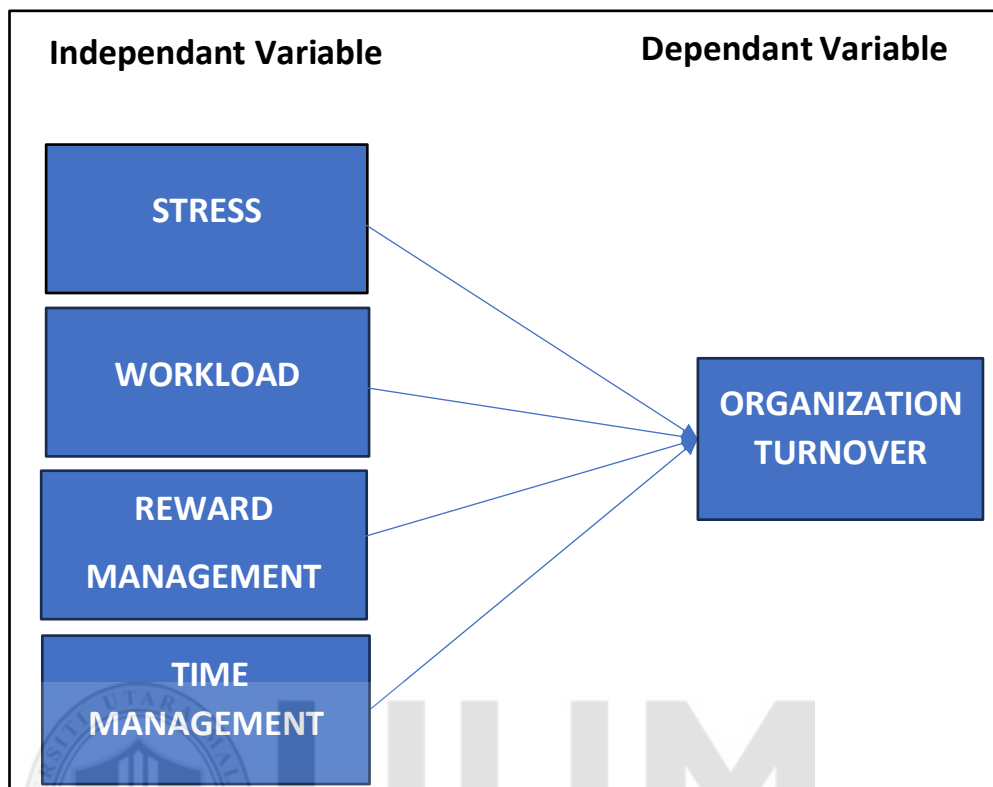
3.2 Research Framework

The purpose of this study's research approach is to investigate the connection between stress, workload, rewards and ineffective time management, as well as how these factors affect organizational turnover among workers in the manufacturing industry. The concept is based on the theoretical knowledge that pressures at work and subpar organizational procedures have a major impact on employee discontent and plans to leave (Liu & Lo, 2018).

In particular, the model views organizational turnover as the dependent variable and stresses, workload, and time management as independent factors. This framework aids in directing the creation of hypotheses and the entire procedure for gathering data. A structured questionnaire survey is used to gather data using a quantitative approach, enabling the standardized measurement of each concept. To guarantee content validity and reliability, the survey items are created using known scales from other studies (Cooper & Schindler, 2014). The scale type of A-Likert is used for measure each of the variable and allowing qualitative views to be converted into quantitative data.

By using SPSS software from IBM, which provided both descriptive analysis for example means, standard deviation and inferential analysis for example Pearson correlation and multiple regression and this process enables a more systematic statistical evaluation of the suggested association. This study aims to determine how these workplace variables interact and affect employee's turnover by employing this organized framework, providing important information for HR initiatives in the manufacturing industry

Figure 3.1
Research Framework outlook



3.3 Hypothesis Development

H1: Higher stress levels are positively associated with organizational turnover among manufacturing employees.

The relationship between the stress among employees and the impact on the organization's turnover.

The idea that higher stress levels are positively correlated with increasing turnover is highly supported by the association between stress among manufacturing personnel and organizational turnover. High job demands, repetitive duties, stringent production objectives, safety hazards, and

shift work are common characteristics of manufacturing environments, all of which raise employee stress levels. Stress at work lowers job satisfaction and raises employees' intentions to quit, which comes before actual turnover, according to Mobley (1977). Long-term commitment to the company may be challenging for workers who endure lengthy stress due to physical depletion, emotional exhaustion, and decreased motivation. Additionally, Griffeth, Hom, and Gaertner (2000) discovered that stressors at work are important indicators of voluntary turnover, especially in labor-intensive sectors like manufacturing. Excessive stress encourages withdrawal behaviors, such as absenteeism and eventual resignation, and reduces employees' loyalty to the firm. Thus, the premise that stress is positively correlated with turnover in manufacturing organizations is amply supported by the fact that as stress levels among manufacturing employees grow, so does the risk of organizational turnover.

H2: Effective time management reduces organizational turnover in manufacturing companies.

The relation between time management among employees and the impact of organization's turnover in manufacturing companies

Efficient time management is crucial in lowering employee turnover in manufacturing firms, thus reinforcing Hypothesis 2. In production settings, ineffective time management frequently results in heavy workloads, deadlines being missed, overtime stress, and role overload, all of which elevate employee

stress and reduce job satisfaction. When organizations adopt successful time management strategies like achievable production timelines, clear task prioritization, and equitable shift organization employees gain enhanced control over their tasks and a better work–life balance.

As noted by Macan (1994), efficient time management improves employees' sense of control over time, thereby lowering stress levels and boosting job satisfaction. Greater job satisfaction is a recognized indicator of reduced turnover intentions. Moreover, research by Claessens et al. (2007) suggests that organized time management techniques enhance employee performance and well-being, resulting in greater organizational commitment. In manufacturing firms, where time constraints are inevitable, efficient time management reduces exhaustion and burnout, prompting employees to stay with the company. As a result, enhanced time management effectively leads to lower organizational turnover, backing the suggested hypothesis

H3: Reward management has a significant negative relationship with organizational turnover among employees.

The relationship between rewards management and the impact of organization's turnover in manufacturing companies

Reward management shows a notable negative correlation with employee turnover in organizations, thereby validating Hypothesis 3. Efficient reward management systems featuring equitable pay, incentive programs based on performance, recognition initiatives, and non-financial perks boost

employee motivation and workplace satisfaction. When workers view rewards as fair and in accordance with their performance, they nurture a deeper sense of commitment and loyalty to the organization.

Herzberg's Two-Factor Theory (1959) states that incentives like salary, acknowledgment, and promotion prospects serve as crucial motivators that alleviate dissatisfaction and promote retention. Research conducted by Griffeth, Hom, and Gaertner (2000) further substantiates that insufficient or unjust reward systems greatly heighten employees' likelihood of departing from an organization. In industries that require significant labour, effective reward management addresses challenging work conditions by enhancing employees' feelings of worth and contribution. As a result, effectively structured reward management strategies diminish employees' inclination to leave, resulting in decreased turnover within the organization and reinforcing the theory that reward management has an inverse relationship with employee turnover

H4: Increased workload significantly contributes to higher organizational turnover in manufacturing companies.

The relationship between the workload among employees and the impact on organization's turnover in manufacturing company

Heightened workload greatly leads to increased turnover rates in manufacturing firms, reinforcing Hypothesis 4. Manufacturing workers frequently deal with intense workloads caused by production goals, workforce shortages, overtime requirements, and time constraints, resulting in physical

exhaustion, mental stress, and burnout. When demands continually surpass employees' abilities, job satisfaction decreases and stress levels escalate, heightening the likelihood of leaving the company. The Job Demands–Resources (JD-R) model suggests that high job demands, like a heavy workload, deplete employees' physical and mental resources, which may result in withdrawal behaviors, such as turnover (Bakker & Demerouti, 2007).

Research conducted by Podsakoff et al. (2007) shows that workload stressors are closely linked to employee burnout and intentions to leave their jobs. In manufacturing firms, where tasks tend to be repetitive and physically taxing, ongoing heavy workloads increase employee fatigue and disconnection. Consequently, workers are more inclined to pursue other job opportunities, leading to higher turnover rates within the organization. These results indicate that a higher workload is significantly positively linked to turnover within organizations.

3.4 Research Design

The research is to examine the relationship between stress, workload, rewards and time management among employees in manufacturing and their impact on Organizational Turnover. In order to find trends, gauge the strength of correlations, and test theories, a large number of respondents' structured data can be gathered using the quantitative technique. This research uses the cross-sectional survey as a method to obtain the data, where sets of questionnaires are distributed online using google forms among employees from selected employees from different type of manufacturing field is very important method often used by quantitative researchers.

The purpose of distributing the questionnaire is to allow the researcher to learn about their thoughts, opinions, and methods of applying the knowledge they absorbed. The reason researcher used quantitative research method because it was developing in a natural setting, which is the researcher can learn about the state-of-the-art, and generate theories from practice. Observation and participation observation (fieldwork), as well as the researcher's impressions and responses, are examples of quantitative data sources. And the other advantage of using survey research is that the information or data needed for this study can be obtained on time, flexible and effective. However, the benefits from this survey questionnaire research are the respondent to respond honestly about their experience in answering the entire questionnaire.

3.5 Unit of Analysis

In this research, the focus of analysis is the individual worker employed in manufacturing companies. This study explores employees' views on work-related stress, workload, rewards, and time management, and the impact of these elements on organizational turnover. Because these constructs are psychological and perceptual, differing among employees, the individual employee is the best unit of analysis. Data are consequently gathered directly from production workers through self-administered surveys. Sekaran and Bougie (2016) state that analysing at the individual level is appropriate when the research seeks to comprehend employees' attitudes, perceptions, emotions, or intentions regarding behaviour. In the same vein, Bryman (2016) highlights that research examining turnover intentions and job-related stressors often uses

the employee as the analytical unit, since turnover choices are ultimately made individually.

While organizational turnover is a focus of interest, it is analysed via employees' turnover intentions, which are well-known to be a robust predictor of real turnover behaviour (Hom et al., 2017). As a result, examining individual workers enables a more precise evaluation of the connections between stress, workload, rewards, time management, and intentions to leave within the manufacturing industry.

To summarize, the manufacturing employee is the focal point of analysis in this research, as this level corresponds with the research goals and guarantees accurate and dependable measurement of the study variables.

3.6 Measurements of Variables/ Instruments

The measuring devices utilized to gather information on the main factors in this study which is stress, workload, rewards and ineffective time management, and organizational turnover are referred to as the instrument. In particular, a structured questionnaire with items modified from earlier validated research and standardized scales is the instrument utilized.

Because they make it possible to collect data from a large sample in an efficient and uniform manner, questionnaires are frequently utilized in quantitative research. Respondents can indicate how much they agree or how often they have experienced each characteristic in this survey by using a Likert-type scale. The purpose of the questionnaire is to gather accurate and legitimate information about how manufacturing workers' intentions to leave the

company are influenced by stress, an overwhelming workload, and ineffective time management. These tools have been chosen because of their proven dependability and extensive application in organizational behaviour research, guaranteeing that the information gathered is both appropriate for statistical analysis with SPSS and of scientific credibility. The instrument, for example is a measuring tools, questionnaires or scale designed to obtain data on topics of interest to the research.

The measuring device used to gather information on variables of interest is referred to as an instrument in research. The main tool used in this study is a structured questionnaire made up of standardized scales taken from earlier, verified studies. These tools were chosen especially to guarantee the validity and reliability of data pertaining to the following constructs: organizational turnover intention, stress, workload, and poor time management. A Likert-scale format is used to measure each variable, enabling respondents to indicate how much they agree or how often they have encountered particular claims.

These tools were selected due to their extensive use in HR and organizational behaviour research, as well as their outstanding psychometric qualities, including construct validity and high reliability. Consistency in responses is another benefit of the standardized format, which is essential for precise statistical analysis with SPSS.

Table 3.1*Questionnaire structure and study variables*

Variable	Instrument / Tool	Researcher(s)	Scale	Purpose / Goal
Stress	Perceived Stress Scale (PSS-10)	Frantz & Holmgren (2019)	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)	To assess the degree to which individuals perceive their lives as stressful, including feelings of unpredictability, lack of control, and overload.
Workload	Quantitative Workload Inventory	Spector & Jex (1998); Cooper et al. (1988)	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)	To assess employees' perceptions of workload volume and pace within a specific time period.
Time Management	Time Management Behaviour Scale	Aeon & Aguinis (2017); Claessens et al. (2007)	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)	To measure behaviours related to planning, prioritization, goal setting, and effective use of time in work contexts.
Rewards	Rewards Scale	Adapted from Armstrong (2007) and HR/OB reward frameworks	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)	To evaluate employees' perceptions of financial and non-financial rewards provided by the organization.
Organizational Turnover Intention	Turnover Intention Scale	Mobley et al. (1978); Tett & Meyer (1993)	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)	To measure employees' intentions to leave the organization by capturing thoughts, intentions, and plans related to quitting.

3.6.1 Stress (Independent Variable)

In this research, stress is assessed through the Perceived Stress Scale (PSS-10), which was created and validated by Frantz and Holmgren (2019). The scale evaluates employees' perceptions and experiences of stress in their everyday lives, especially concerning feelings of unpredictability, pressure, and overwhelm. It contains 10 items evaluated on a 5-point Likert scale, from 1 (Strongly Disagree) to 5 (Strongly Agree). The PSS-10 is suitable for this research as it reflects employees' self-evaluation of stress, crucial for comprehending how stress impacts workplace results like turnover intentions.

3.6.2 Workload (Independent Variable)

The workload in this research is assessed with the Quantitative Workload Inventory (QWI) created by Spector and Jex (1998), based on previous studies by Cooper et al. (1988). This instrument evaluates employees' views on the quantity of work they need to finish within a specific timeframe, focusing specifically on workload intensity and work speed. The tool employs a 5-point Likert scale, which ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). The QWI is suitable for this research as it accurately reflects perceived workload demands, which are recognized to affect stress levels and turnover intentions in employees

3.6.3 Rewards (Independent Variable)

In this research, rewards are assessed through a Rewards Scale, typically derived from organizational reward models like Armstrong (2007)

and various intrinsic/extrinsic reward metrics utilized in human resource and organizational behavior studies. The scale evaluates how employees perceive the financial and non-financial rewards provided by the organization, such as salary, benefits, acknowledgment, and opportunities for career advancement. Responses are captured on a 5-point Likert scale, spanning from 1 (Strongly Disagree) to 5 (Strongly Agree). This tool is appropriate for the research as employees' views on rewards greatly affect their motivation, job satisfaction, and likelihood of leaving (Armstrong, 2007).

3.6.4 Time Management (Independent Variable)

In this research, time management is assessed through the Time Management Behavior Scale, which was developed and validated by Aeon and Aguinis (2017) along with Claessens et al. (2007). The scale evaluates people's actions concerning organizing, prioritizing assignments, establishing objectives, and effectively managing time in their jobs. Responses are documented on a 5-point Likert scale, varying from 1 (Strongly Disagree) to 5 (Strongly Agree). This tool is suitable for the research since efficient time management enables employees to manage their workload effectively, lessen stress, and enhance overall performance, which can ultimately affect turnover intentions (Aeon & Aguinis, 2017; Claessens et al., 2007).

3.6.5 Organization's Turnover (Dependent Variable)

In this research, the intention to leave the organization is assessed through the Turnover Intention Scale, initially created by Mobley et al. (1978)

and subsequently improved by Tett and Meyer (1993). The scale evaluates employees' thoughts, plans, and intentions related to departing from their organization, reflecting the mental process from contemplating resignation to developing a definite intention to exit. Answers are documented using a 5-point Likert scale, from 1 (Strongly Disagree) to 5 (Strongly Agree). This tool is suitable for the research as turnover intentions significantly predict actual employee turnover, enabling organizations to comprehend and tackle elements affecting retention (Mobley et al., 1978; Tett & Meyer, 1993).

3.7 Data Collection

Data Collection The recent studies said that all the study is depending on the collecting data. Data refers to the information obtained from researchers on the subject of research or study. This study is using research using data collection through questionnaire method. The sample of this research are consists of manufacturing company employees from various type of companies and from different types of states. For example, Selangor, Perak Negeri Sembilan. Data was generated from the questionnaire which was distributed to respondents through online google forms.

The questionnaire was assigned randomly to the respondents so as to reduce biasness. The questionnaire was divided into five main sections. Section A covers the basic information about the respondents, while section B covers of information relating to this research. 176 employees submitted their questionnaires. The SPSS was used to analyse the data gathered. Perceived Stress scale and 5 points Likert- Type scale was use

3.8 Sample Size

The target population for this study comprised approximately 250 employees working in selected manufacturing firms. This population represents employees operating within diverse organizational contexts, work environments, and operational structures across the manufacturing sector. A total of 176 questionnaires were distributed, of which 155 were returned and deemed usable for data analysis.

For this study, a final sample of 155 respondents from different manufacturing firms was selected to provide a representative picture of the workforce in diverse organizational contexts. A sample size of 100–200 respondents is typically regarded as sufficient in organizational and social science research to perform quantitative analyses such as regression, correlation, and structural equation modelling while retaining adequate statistical power (Krejcie & Morgan, 1970; Israel, 1992). The findings are more broadly applicable to the manufacturing industry since the respondents were drawn from a variety of manufacturing organizations, ensuring diversity in work experiences, organizational culture, and operational procedures.

Additionally, this sample size strikes a balance between the need to obtain accurate and valid data and practical considerations such as accessibility, time, and cost. The use of 155 respondents enables meaningful statistical examination of the relationships between stress, workload, rewards, time management practices, and turnover intention, while reducing the likelihood of Type II errors (Cohen, 1992). This approach aligns with best practices in survey-based research, where adequate sample sizes are required

to detect medium to large effect sizes and to ensure that findings are reliable and transferable across different organizational contexts.

3.9 Sampling

Purposive sampling involves the deliberate selection of study participants who possess specific attributes or experiences essential for addressing the research question. Purposive sampling is a non-probability sampling technique which used in this study to choose participants from the manufacturing industry. This approach was used to guarantee that the sample included solely of people with relevant job experience in manufacturing, an industry that is known for its high levels of stress, workload, rewards and time management difficulties. When a study wants to focus on a particular group that can offer deep insights into the phenomenon under study, purposeful sampling is a suitable method. In their study of occupational stress and turnover intentions among manufacturing workers, Yuan, Chen, and Wang (2023) also used purposive sampling, highlighting the significance of choosing participants who are directly exposed to the demands and pressures of industrial work environments. The sample approach utilized in this study enabled the collection of targeted, context-rich data pertinent to the study's goals by concentrating on full-time workers in production, operations, and administrative jobs.

Table 3. 1*Sample size determination based on Krejcie and Morgan (1970)*

Population Size (N)	Sample Size (S)
10	10
20	19
30	28
40	36
50	44
75	63
100	80
150	108
200	132
250	152
300	169
350	184
400	196
450	207
500	217
600	234
700	248
800	260
900	269
1,000	278
2,000	322
3,000	341
4,000	351
5,000	357
6,000	361
7,000	364
8,000	367
9,000	368
10,000	370
15,000	375
20,000	377
30,000	379
40,000	380
50,000	381
75,000	382
100,000	384
1,000,000	384

3.10 Techniques of Data Collection

A structured, self-administered questionnaire was the main method of data collection in this study, and it was given to full-time workers in the manufacturing industry. This approach was chosen because it was effective at collecting a lot of standardized data in a short amount of time, especially from workers who might not have much time because of shift-based work patterns. Closed-ended questions with a 5-point Likert scale were added in the survey to gauge important factors like workload, turnover intentions, occupational stress, and time management.

This methodology guaranteed uniformity in answers and facilitated efficient quantitative analysis with statistical instruments. In 2023, Yuan, Chen, and Wang used a similar questionnaire-based data collection method in their investigation of workplace stress and employee turnover in the Chinese manufacturing sector, emphasizing how well it captures employee opinions across sizable and varied samples. Their study showed that structured surveys are especially well-suited for manufacturing settings when other methods of gathering data, including interviews, are less practical due to time limits and operational objectives.

3.11 Data Analysis

The data we collected is analysed used SPSS software. From the analysis we conclude the descriptive statistics (means, standard deviation, frequency) are to provide the summary about the general trends and demographic profile. Inferential statistics like multiple regression analysis and

Pearson correlations are used to assess the relationships between variables. These studies assist in determining the direction and intensity of relationships between the dependent variable (organizational turnover) and the independent variables (stress, workload, and ineffective time management).

The researcher can ascertain each factor's prediction value on turnover intentions using this strategy. All things considered, the research design offers a methodical and statistically sound approach to investigating and measure the variables influencing employee retention in the manufacturing sector.

3.11.1 Descriptive Analysis

Descriptive analysis is an essential first stage in quantitative research because it enables researchers to distil large datasets and find early signs of problem areas within organizational settings (Kim and Shin, 2023). Similarly, in their study on occupational stress in the manufacturing sector, Yuan, Chen, and Wang (2023) highlighted the importance of descriptive statistics by utilizing them to identify frequent stressors and workload levels encountered by employees. Descriptive analysis was the first step in this investigation before moving on to more complex inferential methods like regression and correlation.

To understand the general trends and characteristics of the data collected from manufacturing workers, descriptive analysis was carried out using IBM SPSS Statistics software. For the main research variable in stress among employees, workload, time management, and turnover intention and as well as demographic data (age, gender, department, and employment tenure),

means, standard deviations, frequencies, and percentages were calculated. Descriptive statistics provided a summary of the distribution and core tendency of each variable, making it simpler to identify patterns such as high average stress levels or poor time management among specific groups.

3.11.2 Pearson Correlation

This study used the Pearson correlation coefficient analysis with SPSS software to look at the direction and intensity of connections between the variables which is workload, stress, poor time management among manufacturing employees and the impact on the organizational turnover intention. With values ranging from -1 to +1, Pearson's r offers a measurement of the linear correlation between two continuous variables, revealing the direction and strength of the link.

3.11.3 Multiple Linear Regression

This study used multiple linear regression analysis using SPSS software statistics to investigate the predicted association between many independent variables which is stress, workload and poor time management among the manufacturing employees and the dependent variable which is organizational turnover intention. The statistical method made it possible to assess the distinct and combined contribution of each independent variable to the prediction of turnover intention among manufacturing workers. The regression model assisted in figure out how much of the diversity in turnover intention could be explained by differences in stress, workload and time management abilities.

3.12 Summary of the Chapter

This research utilized a quantitative methodology to investigate the connections between stress, workload, rewards, and time management among employees in the manufacturing industry and their effects on staff turnover. A survey method was employed to gather data from 150 employees in different manufacturing firms, ensuring a range of work experience and organizational settings (Krejcie & Morgan, 1970; Israel, 1992). Standardized tools were utilized, comprising the Perceived Stress Scale (PSS 10) to evaluate stress (Cohen et al., 1983), the Quantitative Workload Inventory (QWI) to measure workload (Spector & Jex, 1998; Cooper et al., 1988), the Rewards Scale to gauge perceived organizational rewards (Armstrong, 2007), the Time Management Behavior Scale (TMBS) for assessing time management practices (Claessens et al., 2007; Aeon & Aguinis, 2017), and the Turnover Intention Scale to assess the intention to resign (Mobley et al., 1978; Tett & Meyer, 1993). All tools utilized a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree) to ensure uniformity. Before the main survey, a pilot study was carried out with contributions from the supervisor, assistant supervisor, workplace advisors, and additional experts to confirm the clarity, reliability, and validity of the questionnaires (Van Teijlingen & Hundley, 2001; Bless et al., 2013).

The analysis of data included descriptive statistics, correlation, and regression methods to investigate the connections between variables and their effects on turnover intention. This method offers a structured way to comprehend how workplace elements influence employee retention, delivering actionable insights for enhancing job satisfaction and decreasing turnover in

the manufacturing industry. The summary of the chapter is the researcher uses a questionnaire, SPSS, and reading material to demonstrate the analytic process in chapter three.

Researchers can deliver the questionnaire to respondents with the aid of a questionnaire derived from earlier studies. It provides information on the population and sample size, sampling strategy, and data collection for this study. Finally, the instrument and measurement of the factor impacting stress among industrial workers will be determined by this study.



CHAPTER 4

RESULTS AND FINDINGS

4.1 Introduction

The study's results are covered in this section. This section of the study presents the respondent's description and the rate of responses. Furthermore, each variable's reliability and normality test results included Pearson correlation and regression analysis of the study's hypothesis.

4.2 Rate of Response

In this research, there were a total 245 questionnaires distributed in the form of Google Form to people working in the manufacturing industry and received replies from 176 respondents. In that case, the data revealed a 72% response rate from the respondents. However, there were several incomplete responses to be used for analysis which provides total valid responses as 155. This survey has been conducted using a purposive sampling method. Purposive sampling is the researcher selecting participants based on their evaluation of who will most effectively provide the required data, sometimes concentrating on individuals with characteristics or specializations (Ahmed, 2024).

4.3 Demographic Characteristics

A demographic profile of respondents reflects the gender, age, marital status, religion, education level, employment sector, working experience in that organization, working shift, job position, and department as Table 4.1.

There were 155 respondents in total for this study. First, most respondents in this survey were female, with 86 (55.5%) and male, with 69 (44.5%). Next, highest respondent in the age group replied this survey is between 36-45 years with 67 respondents (43.3%), 25-35 years with 52 respondents (33.5%), there were 24 respondents for 46-55 years (15.5%), below 25 years was 9 respondents (5.8%) and 55 years above was 3 respondents (1.9%).

Thirdly, marital status of respondents was tested and obtained 109 married respondents while 46 single respondents. Which resulted in 70.4% and 29.6% respectively. In terms of religion the respondents replied as follows Hindu with 82 respondents (53%), Muslim with 41 respondents (26%), Buddhist with 16 respondents (10%), Christian with 10 respondents (6%) and Others with 6 respondents (4%).

Table 4. 1*Demographic Characteristics*

Items	N	Frequency N	Percentage %
Gender	155		
Male		69	44.5
Female		86	55.5
Age	155		
Below 25 years		9	5.8
25-35 years		52	33.5
36-45 years		67	43.3
46-55 years		24	15.5
55 years and above		3	1.9
Marital status	155		
Single		46	29.6
Married		109	70.4
Religion	155		
Muslim		41	26
Hindu		82	53
Buddhist		16	10
Christian		10	6
Others		6	4
Education Level	155		
High School/PMR/SPM		33	21
Certificate/Diploma		42	27
Undergraduate degree/ Professional Certificate		59	38
Master's degree		20	13
Doctorate		1	1
Employment sector	155		
Manufacturing		112	72
Electric and Electronics		5	3
Food & Beverages		12	8
Packaging		2	1
Textiles		2	1
Service/Others		10	6
Others		12	8
Working experience	155		
Less than 1 year		14	9
1-3 years		30	19
4-6 years		31	20
7-10 years		35	23
More than 10 years		45	29
Working shift	155		
Day		135	87
Night		3	2
Rotating		14	9
Remote		1	1
Others		2	1
Job position	155		

Production worker	18	12
Technician	11	7
Engineer	10	6
Supervisor/Team leader	28	18
Manager	30	19
Administrative/ Support staff	34	22
Others	24	15

Department	155	
Production	34	22
Maintenance	10	6
Quality control	19	12
Logistic/Supply chain	29	19
Administration/HR/Finance	39	25
Others	24	15

Note. Values represent frequencies and percentages for each demographic characteristic among the respondents ($N = 155$). Percentages may not total 100% due to rounding.

The educational background shows a diverse academic profile. The highest proportion holds an Undergraduate Degree or Professional Certificate, representing 59 respondents (38%), followed by 42 respondents (27%) with a Certificate or Diploma. Meanwhile, 33 respondents (21%) reported completing High School (PMR/SPM), indicating a fair representation of basic academic qualifications. Additionally, 20 respondents (13%) hold a Master's degree, contributing advanced academic insights to the study, while only one respondent (1%) holds a Doctorate. Overall, the data suggests that most respondents possess post-secondary education, reflecting a generally well-educated sample capable of contributing informed and relevant responses to the survey.

The majority of respondents were employed in the manufacturing sector with 112 respondents (72%), followed by food and beverages with 12 respondents (8%), electric and electronics with 5 respondents (3%), 10

respondents for services/others (6%) and other sectors had 12 respondents (8%). Minimal representation was seen in packaging (1%) and textiles (1%) with 2 respondents for each. This shows that the manufacturing industry forms the core background of the surveyed sample. Regarding work experience, the majority of respondents 45 participants, or 29% had more than ten years of experience, followed by 35 participants with 7–10 years (23%) and 31 participants with 4–6 years (20%). Meanwhile, 30 participants (19%) had 1–3 years, and only 14 participants with 9% had less than one year of working experience. This indicates that the sample largely comprises experienced and long-term employees.

A significant majority of respondents worked in the day shift with 135 respondents (87%), while 14 respondents, about 9% worked in rotating shifts, 2% which is 3 respondents in night shifts, 1% remotely with 2 respondents, and 1 respondent for 1% under other work arrangements. This suggests that most employees have standard daytime working hours, which may influence both work-life balance and satisfaction from work.

The distribution of job positions showed that administrative and support staff formed the largest group with 34 respondents (22%), followed by 30 managers (19%) and 28 supervisors/team leaders (18%). Other positions included 18 production workers (12%), 11 technicians (7%), 10 engineers (6%), and 24 with other positions (15%). This highlights a balanced mix of operational, technical, and managerial roles among participants. In terms of department, the highest number of respondents were from Administration/HR/Finance with 39 (25%), followed by Production with 34 (22%), Logistic/Supply Chain with 29 (19%), Quality Control with 19 (12%),

Maintenance with 10 (6%), and 24 from others (15%). This shows that the sample includes representation from both core operations and support functions.

4.4 Reliability Test

One of the most important factors in assessing a data gathering tool is its reliability (Kennedy, 2022). For this study, a survey questionnaire was used. The ability of an instrument to produce consistent measurements is referred to as reliability. In another way, the instrument is trustworthy if the results of the concept are repeatedly replicated (Kotian et al., 2022). However, due to settings and people differing most of the time, the results may not be useful. According to Balkin (2017), reliability is demonstrated in these situations if there is a substantial positive correlation between the results of the same test.

The consistency and reliability of the questionnaire questions used in this study to evaluate the idea of organization's turnover were examined using scale reliability analysis. It is commonly used to test the internal consistency of questionnaires, especially the Likert scale. The reliability coefficients of this study are calculated using the Scale Reliability Test and the value of Cronbach's Alpha (α).

Table 4. 2
Scale Reliability Test

Variable	Cronbach's alpha	Number of items
Stress	0.922	10
Time Management	0.897	10
Reward	0.875	6
Workload	0.916	10
Organization Turnover	0.908	10

Note. Cronbach's alpha values $\geq .70$ indicate acceptable internal consistency.

Using the data in Table 4.2, the consistency of the constructions used in the questionnaire is determined. Scale reliability analysis measured the reliability coefficients using Cronbach's alpha. Alpha values for all constructions were above the suggested cutoff point of 0.70, indicating good to exceptional reliability. In particular, the Cronbach's Alpha values were as follows: Stress Management ($\alpha = 0.922$), Time Management ($\alpha = 0.897$), Reward Management ($\alpha = 0.875$), Workload ($\alpha = 0.916$), and Organization Turnover ($\alpha = 0.908$). These findings demonstrate the validity and suitability of the measuring scales employed in this investigation for additional statistical analysis.

4.5 Multicollinearity (VIF & Tolerance)

Multicollinearity refers to a situation in which some or all independent variables share a near-perfect linear relationship. It arises when multiple predictors in a regression model are highly correlated not only with the dependent variable but also among themselves (Shrestha, 2020). In the context of factor analysis, multicollinearity poses several limitations, including inflated

standard errors, weakened discriminant validity, unstable component structures with inconsistent loadings, and more difficult interpretation of factors, as highlighted by Kyriazos and Poga (2023).

Table 4. 3
Multicollinearity (VIF & Tolerance)

Variable	Collinearity Tolerance	VIF
Stress Management (SM)	0.322	3.103
Time Management (TM)	0.409	2.443
Reward Management (RM)	0.920	1.087
Workload (W)	0.343	2.914

Note. Tolerance values below .10 and VIF values above 10 indicate serious multicollinearity concerns (Pallant, 2011)

A multicollinearity assessment was conducted using Tolerance and Variance Inflation Factor (VIF) values. According to Pallant (2011), tolerance values below 0.10 and VIF values exceeding 10 indicate serious multicollinearity. As presented in Table 4.4, all tolerance values ranged from 0.322 to 0.920, which are well above the critical cut-off point. Likewise, the VIF values for all variables fell between 1.087 and 3.103, which are substantially lower than the threshold of 10.

These results indicate that none of the independent variables in the model shows problematic levels of multicollinearity. This confirms that the predictors function independently and that the regression estimates are unlikely to be influenced by multicollinearity.

4.6 Autocorrelation (Durbin Watson)

Autocorrelation occurs when the remaining variables in a regression model exhibit a pattern over time rather than being independent. Because past values influence future values, this is a common issue in time-series data (Turner et al., 2020). Autocorrelation can distort standard errors, making your regression results unreliable.

The Durbin-Watson statistics have great power and might be superior to other asymptotic tests commonly used in small samples, according to White (1992). For nonlinear models, it is easy to approximate the exact distribution of the statistic. The Durbin-Watson statistic was used to assess whether autocorrelation existed in the residuals of the regression model. The outcome was 2.004. Since this value is close to 2, it indicates no autocorrelation among the residuals. Thus, the assumption of independent errors is satisfied.

4.7 Descriptive Studies

Descriptive statistics refer specifically to the numerical and graphical techniques used to describe the central tendency, dispersion, and distribution of variables. These methods encompass the mean, median, mode, range, standard deviation, and frequency distributions (Nick, 2007).

Descriptive statistics, often called statistics, are frequently used to estimate the attributes of a larger population by examining a sample. The characteristics measured for an individual or other source are called variables, as they can differ between individuals. Measurements may vary for a range of

reasons, such as measurement error, environmental influences, genetics, and more. We will begin by exploring the various types of variables.

Table 4. 4

Descriptive Statistics

Variable	Minimum	Maximum	Mean	Standard Deviation	Kurtosis	Skewness
Stress Management (SM)	10.00	50.00	29.393	8.5215	-0.204	0.065
Time Management (TM)	10.00	50.00	29.045	8.2967	0.290	0.184
Reward Management (RM)	6.00	30.00	18.787	5.3233	-0.463	-0.154
Workload (W)	10.00	50.00	31.045	8.2935	0.276	-0.088
Organizational Turnover (OT)	10.00	50.00	29.741	8.7992	-0.072	0.093

Note. This table displays descriptive statistics for the study variables, including the mean, minimum and maximum values, standard deviation, kurtosis, and skewness. All skewness and kurtosis values are within acceptable limits, indicating that the data distribution is approximately normal and therefore suitable for parametric analyses.

4.7.1 Mean

The mean values represent the average score for each variable in the study. The descriptive analysis revealed that the highest mean scores for Workload with 31.045. While others Stress Management is 29.393, Time Management with 29.045, and Organizational Turnover were 29.741. Conversely, Reward Management recorded the lower than other mean value of

18.787, suggesting that, on average, respondents reported moderate levels of stress management, time management, workload, and turnover intention. In contrast, reward management practices were perceived as comparatively lower.

4.7.2 Minimum & Maximum

The minimum and maximum values provide insight into the dataset's overall range and spread. All variables, such as Stress Management (SM), Time Management (TM), Reward Management (RM), Workload (W) and Organizational Turnover (OT) recorded minimum values between approximately 6 to 10. Meanwhile, their maximum value consistently reached 50.00, except for Reward Management, which recorded only 30.00. This indicates that participants' responses covered a relatively wide range across all constructs, suggesting variability in how employees perceived stress levels, time management practices, workload, reward systems, and organizational turnover intentions.

4.7.3 Standard Deviation

Standard deviation measures the dispersion of scores from the mean. The highest standard deviation is noted for Organizational Turnover (OT = 8.7992), indicating greater variability in responses. Stress Management also shows substantial variability (SM = 8.5215), followed by Time Management (TM= 8.2967) and Workload (W=8.2935), all of which suggests relatively wide response distributions. In contrast, Reward Management (RM = 5.3233) has the lowest standard deviation, implying that respondents were more

consistent in their perceptions of reward practices. Overall, the findings show that all variables exhibit moderate to high variability.

4.7.4 Kurtosis and Skewness

Kurtosis provides information on the "tailenders" of the data distribution. Most variables show negative kurtosis, indicating platykurtic distributions that are flatter than the normal curve. The only exceptions are Time Management (kurtosis = 0.290) and Workload (kurtosis = 0.276), which exhibit small positive kurtosis values. These values suggest slightly more peaked distributions, yet they stay within the acceptable range for normality. The kurtosis results imply that the data do not deviate meaningfully from a normal distribution.

In terms of skewness, which reflects the symmetry of the data distribution, all variables are within the acceptable range of -1 to $+1$, indicating no substantial deviation from normality. Time Management recorded the highest positive skewness (0.184), followed by Organizational Turnover (0.093) and Stress Management (0.065), all suggesting slight right-skewness. Meanwhile, Workload (-0.088) and Reward Management (-0.154) show mild left-skewness. Overall, the skewness values indicate that the distributions are approximately symmetrical and suitable for parametric analyses.

4.8 Correlation

To determine the strength of the relationship and direction between the independent variables Pearson's Correlation analysis was performed. Table 4.6 displays Pearson's Correlation results. The relationship (or correlation)

between the two variables is denoted by the letter r and quantified by a number that varies between -1 and $+1$. A perfect correlation is represented by a number of one, while a value of 0 denotes no link.

An inverse relationship between the variables is indicated by a negative r . As r shifts from 0 to either $+1$ or -1 , the association's strength grows. (Akoglu, 2018). The presence of clear and stable correlation patterns among the variables further supports the suitability of the dataset for parametric analysis. The strong and consistent relationships observed indicate that the variables behave as expected for distributions that reasonably satisfy the normal assumptions.

Table 4. 5
Relationship among the Variables

Variable	SM	TM	RM	W
Stress	1.000	0.713**	-0.142	0.782**
Time	0.713**	1.000	0.068	0.705**
Reward	-0.142	0.068	1.000	0.280
Workload	0.782**	0.705**	0.280	1.000

Note. $N = 155$. Values represent Pearson correlation coefficients. ** $p < .01$ (two-tailed).

Stress management has a strong positive relationship with time management ($r = 0.713$, $p < .01$). This means that employees who can manage stress more effectively also tend to manage their time more efficiently. Next, stress management has a negative weak relationship with reward management ($r = -0.142$), however, it is not statistically significant. Employees stress management is not meaningfully related to employees perceptions of the organization's reward system. The strong positive correlation between Stress

Management and Workload ($r = 0.782, p < .01$) shows that employees facing heavier workloads are more likely to experience heightened stress management levels. This finding reflects how demanding job expectations, increased responsibilities, and role overload can develop stress management strategies, thereby employee's relying on stress management strategies cope well with their heightened workload.

There is a weak positive relationship between Time Management and Reward Management ($r = 0.068$), suggesting Time Management does not play a meaningful role in shaping employees' perceptions of reward management. This result implies that reward systems within the organization may operate independently of individual time management behaviors. This may indicate rewards are standardized or role based by criteria other than time efficiency. The relationship between time management and workload is positive and strong ($r = 0.705, p < .01$).

This indicates that a higher workload is strongly associated with greater time management scores. This result suggests that as job demands increase, employees may rely more strongly on effective time management, highlighting the potential value of supporting employees in developing time management skills to sustain employee productivity and performance.

A weak positive correlation exists between Reward Management and Workload ($r = 0.280$), this relationship is not statistically significant. This indicates that workload is not meaningfully associated with employees' perceptions of rewards. This suggests that reward systems may not be closely aligned with workload levels.

4.9 Multiple Regression Analysis

Regression analysis serves four primary purposes: control, estimation, prediction, and description. Explaining the connection between dependent and independent variables is part of the description process. Based on observed values of independent variables, estimation enables the prediction of dependent variable values. Forecasting results or changes in dependent variables based on their correlations with independent variables is called prediction. Lastly, regression allows researchers to examine the relationship between one independent variable and the dependent variable while controlling the impact of other independent variables. (Ali & Younas, 2021).

Table 4. 6
Summary of Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.755 ^a	0.570	0.559	5.845

Note. ^a Predictors: (Constant), Workload (W), Reward Management (RM), Time Management (TM), Stress Management (SM). Dependent Variable: Organizational Turnover (OT).

The R-squared and adjusted R-squared values show the proportion of the dependent variable's variance that can be attributed to the predictor variables. R-squared represents the sample, while adjusted R-square offers a more conservative population estimate (Ozili, 2023). In Table 4.7, the adjusted R-squared value of 0.559 indicates approximately 55.9% of the variance in

organizational turnover, the dependent variable, is explained by independent variables.

In this model, organizational turnover is predicted by four independent variables: stress management, time management, reward management, and workload. This indicates that the model accounts for slightly more than half of the variation in organizational turnover, which is generally considered a moderately strong model fit in social science research. While an R^2 value closer to 1.0 reflects a stronger explanatory power, an R^2 of 0.570 still demonstrates meaningful predictive ability. The remaining 44.1% of unexplained variance suggests that other factors not included in this study may also influence organizational turnover.

Table 4. 7
Correlation Between Organizational Turnover and Unstandardized Predicted Values

Variables	OT	UP
Organizational Turnover (OT)	1.000	0.755**
Unstandardized Predicted Value (UP)	0.755**	1.000

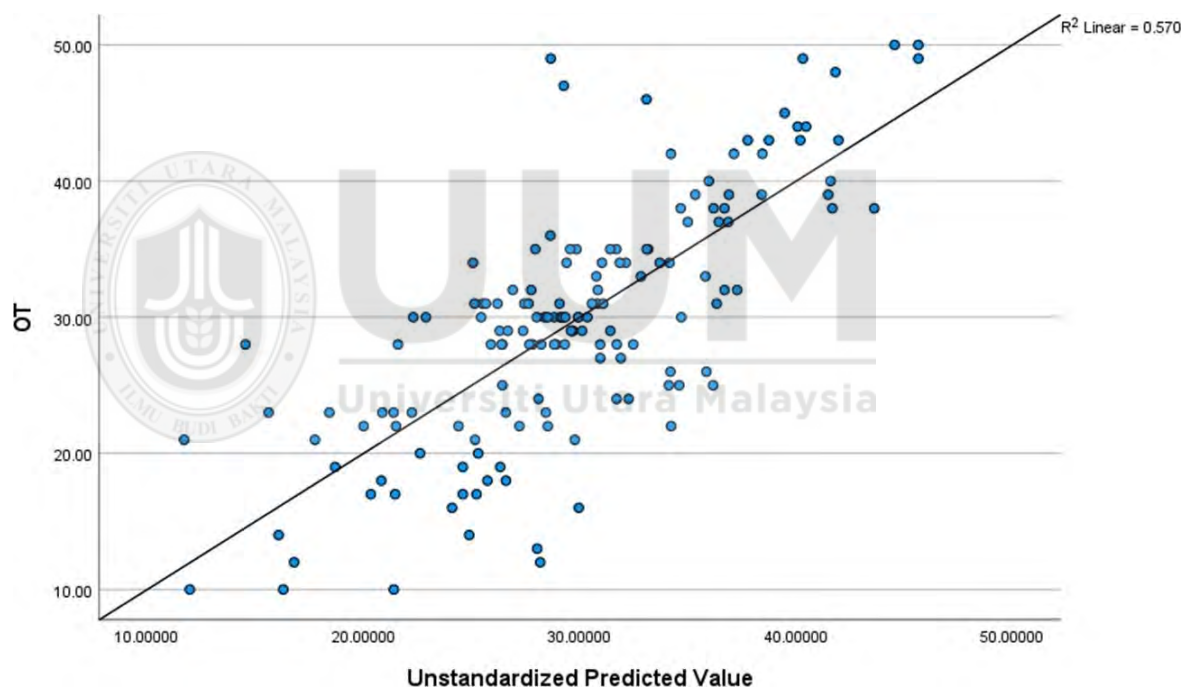
Note. N = 155. Values represent Pearson correlation coefficients. ** p < .01 (two-tailed).

To further understand the multiple regression, a regression line was plotted using the unstandardized predicted value against organizational turnover using a scatter plot. Prior to plot, a correlation test was performed to assess the model fit and shown in table 4.8. The Pearson correlation coefficient between the actual organizational turnover scores and the unstandardized predicted values from the regression model is ($r = 0.755$, $p < .01$), which is

statistically significant. This strong positive correlation indicates that the regression model demonstrates a high degree of alignment between the predicted and actual scores. This finding suggests that the regression model provides a good representation of the observed data, supporting independent variables effectively and predict organizational turnover.

Figure 4.1

Regression Line of Unstandardized Predicted Values and Organizational Turnover



Note. The figure illustrates the regression line representing the relationship between the unstandardized predicted values and actual organizational turnover scores.

A correlation of 0.755 indicates that the predicted values align closely with the actual organizational turnover scores, demonstrating that the model captures a substantial portion of the variability in turnover. Statistically, this correlation

represents the multiple correlation coefficient (R). When squared ($R^2 = 0.755^2 \approx 0.570$), it shows that approximately 57% of the variance in organizational turnover is explained by the regression model, as illustrated in Figure 4.1. This reflects a strong level of explanatory power, indicating that the independent variables stress management, time management, workload, and reward management collectively serve as significant predictors of organizational turnover.

4.10 Hypothesis Testing

The critical ratio of multiple regression is briefly reported in Table 4.10. The hypothesis proposing that stress management is significantly associated with organizational turnover was not supported. The regression analysis indicated that stress management had a very weak positive effect on turnover ($\beta = 0.040$), and the relationship was statistically insignificant ($t = 0.422$, $p = 0.674 > 0.05$). This suggests that employees' ability to manage stress does not meaningfully predict their turnover intention in the manufacturing sector.

The hypothesis stating that effective time management reduces organizational turnover was not supported. Regression analysis showed that time management had a negligible effect on turnover ($\beta = .010$), and the relationship was statistically insignificant ($t = .116$, $p = .908 > .05$). These findings indicate that time management practices among manufacturing employees do not meaningfully influence their intention to leave the organization.

Table 4. 8*Summary of Multiple Regression Ratios and Hypothesis Testing*

H	Independent Variable	Dependent Variable	Standard Beta	t-value	p-value	Result
H1	Stress Management (SM)	Organizational Turnover (OT)	0.040	0.422	0.674	Rejected
H2	Time Management (TM)		0.010	0.116	0.908	Rejected
H3	Reward Management (RM)		-0.140	-2.512	0.013	Accepted
H4	Workload (W)		0.691	7.561	< .001	Accepted

Note. Dependent Variable: OT. Hypotheses were evaluated at $p < .05$.

The hypothesis proposing that reward management has a significant negative relationship with organizational turnover is supported. The regression analysis demonstrated that reward management has a substantial adverse effect on turnover ($\beta = -.140$, $t = -2.512$, $p = .013 < .05$). This indicates that improved reward practices are associated with lower turnover intention among employees. Employees who feel fairly recognized and compensated are less likely to leave their organization.

The hypothesis stating that workload is significantly associated with organizational turnover is supported. The regression results indicate that workload has a significant positive effect on turnover ($\beta = .691$, $t = 7.561$, $p < .001$). This means that employees facing higher workloads are associated with increased turnover intention. Among all the predictors tested, workload appears to be the most influential driver of turnover, highlighting the critical importance of managing work demands within manufacturing environments

4.11 Chapter Summary

Based on the analysis and hypothesis testing, the study successfully achieved its three research objectives. The results indicate that certain independent variables are significantly associated with the dependent variable. Specifically, reward management and workload were found to have a significant relationship with organizational turnover, highlighting their critical roles in employees' organizational turnover. In contrast, stress management and time management were not significantly related to organizational turnover, suggesting that these factors do not meaningfully predict employees' turnover intentions within the manufacturing context.



CHAPTER 5

DISCUSSION & CONCLUSION

5.1 Introduction

This chapter highlights on the result of analysis, discussion, every of the objective and hypothesis, recommendation and suggestions for the organization and future studies of limitation. Finding regarding all the variables that used in this study will be concluded in last part of section.

5.2 Discussion of Research Finding

Discussion of Research Finding The analysis executed to identify the relationship between stress, workload, rewards and time management among manufacturing employees and the impact on organization's turnover. A survey conducted among 176 respondents in the manufacturing industry. This section discussed the result of research objectives of this research.

H1: Higher stress levels are positively associated with organizational turnover among manufacturing employees – (Rejected)

The hypothesis proposing that higher stress levels are positively associated with organizational turnover among manufacturing employees was rejected because the regression results demonstrated that stress management had no significant influence on turnover intention, as shown by the very weak

beta coefficient ($\beta = 0.040$), low t-value ($t = 0.422$), and a p-value far above the accepted threshold ($p = 0.674 > 0.05$). Although the coefficient was positive, indicating a slight directional relationship, the effect was statistically insignificant, meaning that employees' stress levels do not meaningfully predict their intention to leave the organization. This finding is further supported by the absence of a strong bivariate relationship between stress and turnover in the correlation results, suggesting that stress does not operate as a major driver of turnover within this sample. Additionally, stronger predictors such as workload ($\beta = 0.691, p < .001$) and reward management ($\beta = -0.140, p = .013$) emerged as significant determinants of turnover, indicating that employees' decisions to stay or leave are more strongly influenced by demands placed on them and the perceived fairness of rewards rather than their stress levels.

The overall regression model explained 55.9% of turnover variance (Adjusted $R^2 = 0.559$), confirming that the model was statistically robust; yet, stress still failed to contribute meaningfully, reinforcing the conclusion that it is not a significant predictor in this context. Reliability and validity checks including normality, multicollinearity values ($VIF = 1.087-3.103$), and the Durbin-Watson statistic (2.004) further confirm that the analysis was appropriate and that these results are dependable. This suggests that although stress exists in manufacturing environments, employees may view it as a normal part of their job and therefore do not base their turnover decisions on stress levels, instead responding more strongly to tangible factors like workload pressure and reward adequacy.

H2: Effective time management reduces organizational turnover in manufacturing companies. – Rejected

The relationship between time management among employees and organizational turnover in manufacturing companies was found to be statistically insignificant, indicating that time management practices do not meaningfully influence employees' intention to leave the organization. The regression analysis revealed an extremely weak positive effect of time management on turnover ($\beta = 0.010$), with a very low t-value ($t = 0.116$) and a non-significant p-value ($p = 0.908$), leading to the rejection of the hypothesis that effective time management reduces turnover intention. Although time management showed moderately strong correlations with other factors such as stress management ($r = 0.713$) and workload ($r = 0.705$), these associations did not translate into a meaningful impact on turnover

This suggests that while employees' ability to manage their time may relate to how they handle stress or workload, it does not directly affect their decision to remain with or leave the organization. In manufacturing environments, employees often operate under fixed schedules, task cycles, and production-line requirements, meaning that individual time management may have limited influence on job decisions compared to more substantial factors such as workload pressures or perceived fairness in rewards both of which were significant predictors of turnover in the model. The results indicate that turnover intention in manufacturing contexts is driven more by structural job demands and organizational practices than by personal time management skills.

H3: Reward management has a significant negative relationship with organizational turnover among employees - (Accepted)

Reward management has a significant negative relationship with organizational turnover among employees, meaning that stronger and more equitable reward practices decrease employees' intention to leave the organization. The regression results clearly support this finding, with reward management showing a negative standardized beta value ($\beta = -0.140$), a statistically meaningful t-value ($t = -2.512$), and a significant p-value ($p = 0.013 < 0.05$), confirming that improvements in rewards are associated with lower turnover intention. This statistical evidence demonstrates that employees who perceive rewards such as salary, incentives, recognition, and benefits as fair and motivating are less inclined to pursue employment elsewhere. Although reward management showed only a weak correlation with other variables ($r = 0.280$), its significance in the regression model indicates that rewards uniquely influence turnover after controlling factors like stress, time management, and workload.

In manufacturing environments where work can be physically demanding and routine reward systems play an essential role in boosting employee satisfaction and perceived organizational support, thereby reducing turnover intention. These findings align with organizational research suggesting that employees are more committed to organizations that recognize and reward their contributions, making reward management a key strategic factor for employee retention.

H4: Increased workload significantly contributes to higher organizational turnover in manufacturing companies – (Accepted)

The hypothesis stating that increased workload significantly contributes to higher organizational turnover in manufacturing companies is supported by the regression analysis, which shows that workload is the strongest and most influential predictor of turnover among all variables tested. The standardized beta coefficient for workload was $\beta = 0.691$, with a highly significant t-value of 7.561 and $p < 0.001$, demonstrating a strong positive relationship. This means that as employees experience heavier workloads such as long working hours, high production demands, and limited rest periods their likelihood of considering resignation increases substantially.

The strength of this relationship is further supported by the descriptive results, which show considerable variability in workload perceptions, and by the correlation analysis, which reveals a strong association between workload and other job strain indicators. These patterns suggest that excessive workload not only overwhelms employees but also disrupts their ability to manage time and handle stress effectively, increasing burnout and dissatisfaction. In manufacturing settings characterized by physically demanding tasks, strict targets, and repetitive work overload can quickly escalate into strain, making employees more likely to seek employment with better conditions. Therefore, the statistical evidence strongly supports H4, confirming that workload is a critical determinant of turnover intention in manufacturing companies.

5.3 Practical Implication

The data analysis strongly supports practical implications by demonstrating that workload is the most critical factor contributing to organizational turnover, meaning that manufacturing companies must focus on managing and reducing workload pressures to retain their employees. The regression results identified workload as the strongest and most significant predictor of turnover ($\beta = 0.691$, $t = 7.561$, $p < .001$), clearly showing that employees facing heavier job demands are substantially more likely to consider leaving the organization. This finding provides actionable evidence that excessive workload often reflected in long working hours, high production quotas, or insufficient staffing directly influences employees' turnover intentions.

Additionally, the strong correlations between workload, stress management ($r = 0.782$), and time management ($r = 0.705$) suggest that when workload increases, employees experience greater difficulty managing stress and completing tasks efficiently, reinforcing the practical impact of heavy job demands in manufacturing environments. These data-driven insights imply that turnover can be reduced through practical strategies such as increasing staffing levels, improving scheduling systems, balancing task distribution, or redesigning work processes to reduce physical and mental strain. Therefore, the statistical analysis not only identifies workload as a significant predictor of turnover but also provides clear practical guidance for managers to implement changes that can improve employee retention and overall operational efficiency within manufacturing companies.

5.4 Theoretical Implication

The findings of this study offer important theoretical implications for understanding organizational turnover within the manufacturing sector. The significant positive relationship between workload and organizational turnover strongly supports the Job Demands–Resources (JD–R) Theory, which posits that excessive job demands deplete employees’ physical and psychological resources, leading to withdrawal behaviors such as turnover (Demerouti et al., 2001; Bakker & Demerouti, 2017). Additionally, the significant negative relationship between reward management and turnover reinforces Herzberg’s Two-Factor Theory and Social Exchange Theory, suggesting that fair compensation and recognition strengthen employees’ psychological contract with the organization and reduce their intention to leave (Herzberg, 1966; Blau, 1964).

In contrast, the non-significant effects of stress management and time management challenge assumptions derived from Conservation of Resources Theory and self-regulation frameworks, indicating that individual coping and self-management mechanisms may not directly influence turnover decisions when structural job conditions remain unchanged (Hobfoll, 1989; Claessens et al., 2007). Collectively, these findings extend turnover literature by emphasizing that organizational turnover in manufacturing is driven primarily by structural job demands and extrinsic rewards rather than personal management strategies, thereby highlighting the need for theoretical models to prioritize job design and reward systems over individual-level interventions in explaining employee retention.

5.5 Limitation of Study

One limitation of this study is the use of a cross-sectional design, which restricts the ability to draw causal inferences between stress, workload, rewards, time management, and organizational turnover. Because data were collected at a single point in time, it is difficult to determine whether these factors directly cause turnover or are merely correlated with it (Che Noordin et al., 2021). Additionally, the reliance on self-reported questionnaires may introduce response bias, as employees might overstate or understate their levels of stress, workload, or time management effectiveness due to social desirability or fear of negative consequences, affecting the validity of the findings (Lu et al., 2019).

Another limitation is the narrow focus on selected manufacturing companies, which may limit the generalizability of results to other industries or organizational contexts, since factors such as leadership style, reward systems, and workload norms vary widely across sectors (Che Noordin et al., 2021). Furthermore, this study examines only four predictors stress, workload, rewards, and time management omitting other variables such as job satisfaction, organizational climate, and work–family conflict, which research has shown also influence turnover intentions, suggesting the model may be incomplete (BMC Primary Care, 2019; Springer, 2021). Finally, external factors such as economic conditions, industry demand fluctuations, and individual personal circumstances were not controlled for, which may confound the observed relationships and limit the ability to attribute turnover strictly to workplace factors (Archives of Public Health, 2025).

5.6 Recommendation

For future research, scholars should consider adopting longitudinal research designs to better understand how changes in stress, workload, rewards, and time management over time influence employees' turnover intentions, as such designs can help establish causal relationships rather than the snapshot view provided by cross-sectional studies (International Journal of Infrastructure Research and Management, 2025). Additionally, expanding the scope beyond a single industry or organizational context such as including multiple manufacturing sectors or comparing manufacturing with service industries would improve the generalizability of findings and account for contextual variations in organizational culture and human resource practices (Yaqin & Indradewa, 2025).

Future studies could also integrate additional variables like job satisfaction, organizational culture, leadership style, work-life balance, and employee engagement to create a more comprehensive model of turnover intentions, as these factors have been highlighted in related research as important predictors but were not fully explored in this study (Research on mediating effects of job satisfaction, 2025; International Journal of Social, 2024).

Moreover, employing mixed methods approaches combining quantitative surveys with qualitative interviews or focus groups can provide richer insights into employees' perceptions and experiences of stress, workload, rewards, and time management, offering deeper explanations of how these factors influence turnover behavior (International Journal of Social,

2024). Finally, future research should explore the role of moderating and mediating variables such as burnout, self-efficacy, and job resources to understand more nuanced relationships between workplace stressors and turnover intentions (Frontiers in Psychology, 2025)

5.7 Summary of the Chapter

This study examined the relationship between stress, workload, rewards, and time management among employees in the manufacturing sector and how these factors impact organizational turnover intentions. The research found that workload and job stress are significant predictors of turnover intention, with heavier workloads and higher stress levels associated with a greater likelihood that employees will consider leaving the organization. Empirical findings from related studies indicate that both workload and stress contribute positively and significantly to turnover intentions, underscoring the importance of managing job demands to retain employees (ResearchGate, 2025; Afifi, 2024).

While this study did not focus exclusively on rewards, existing literature suggests that rewards and job satisfaction are inversely related to turnover intentions, meaning that better compensation and recognition can help reduce employees' desire to leave. Researchers have found that job satisfaction acts as a mitigating factor that can lower turnover intentions even when stress is high.

Additionally, time management practices are understood to influence employees' ability to cope with job demands; effective time management can

reduce perceived role overload and stress, which in turn can decrease intentions to quit, although this relationship requires further empirical exploration in manufacturing contexts (Administrative & Management Sciences Journal, 2024; ResearchGate, 2025). Overall, the study contributes to the understanding that organizational turnover is multi-faceted: high job demands such as stress and workload increase turnover intentions, while positive workplace resources like rewards, job satisfaction, and effective time management may buffer these effects and improve employee retention.



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APPENDICES

Part A: Demographic

1. Gender of the respondent

- a. Male
- b. Female

2. Age of the respondent

- a. Below 25
- b. 25-35
- c. 36-45
- d. 46-55
- e. 55 and above

3. Marital Status

- a. Single
- b. Married

3. Religion of respondents

- a. Muslim
- b. Hindu
- c. Buddhist
- d. Christian
- e. Others

4. Higher level of education

- a. High School/PMR/SPM
- b. Certificate/ Diploma
- c. Undergraduate degree/ Professional Certificate
- d. Master's degree
- e. Doctorate

5. Respondent's employment sector

- a. Manufacturing
- b. Electric and Electronics
- c. Food & Beverages
- d. Packaging
- e. Textiles
- f. Services/ Others
- g. Others



6. Years of working/ Service of the respondents

- a. Less than 1 year
- b. 1-3 years
- c. 4-6 years
- d. 7-10 years
- e. More than 10 years

7. Working shift of the respondents

- a. Day
- b. Night
- c. Rotating
- d. Remote
- e. Others

8. Job position of respondent

- a. Production worker
- b. Technician
- c. Engineer
- d. Supervisor/ Team leader
- e. Manager
- f. Administrative/Support staff
- g. Others

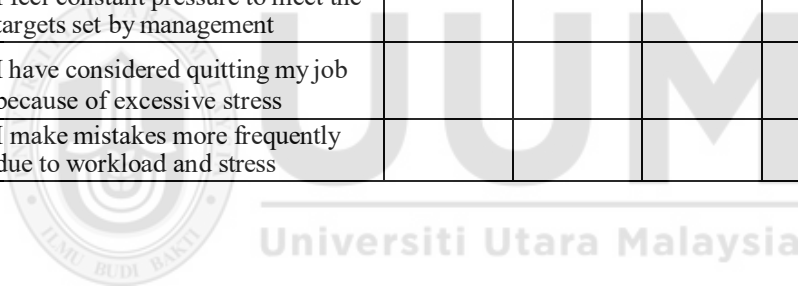
9. Department of respondent

- a. Production
- b. Maintenance
- c. Quality control
- d. Logistic/ Supply chain
- e. Administration/HR/Finance
- f. Others



Part B: Stress

No.	Questions	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
1	I frequently feel tension and stress because of my workload at the workplace					
2	I feel emotionally exhausted after completing my daily workload					
3	I find it hard to relax after work due to job-related stress					
4	The demands of my job exceed the time available to complete them					
5	I experience symptoms such as headaches and fatigue as a result of work stress					
6	I feel that work-related stress negatively affects my personal life					
7	I find it difficult to concentrate and stay focused because of work stress					
8	I feel constant pressure to meet the targets set by management					
9	I have considered quitting my job because of excessive stress					
10	I make mistakes more frequently due to workload and stress					



Part C: Time Management

No	Questions	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
1	I struggle to prioritize my tasks effectively in the workplace					
2	I find it difficult to meet deadlines due to challenges in time management					
3	Unplanned tasks or sudden changes in priorities disrupt my work schedule					
4	I often feel rushed when completing my daily tasks to finish on time					
5	I spend too much time on less important tasks and not enough on critical ones					
6	I have difficulty balancing multiple tasks within the limited time available					
7	I frequently postpone important tasks until the last minute					
8	Poor time management is a major source of stress in my workplace					
9	My poor time management habits make me consider leaving my job					
10	Better time management skills would help me remain in my current job					

Part D: Reward

No.	Questions	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
1	My salary and benefits are fair compared to the work I perform					
2	Performance-based rewards (e.g. bonuses, incentives) are distributed fairly in organization.					
3	My achievements are recognized and appreciated by my supervisor or management.					
4	I receive opportunities for career growth and development as a form of reward					
5	The organization's reward system motivates me to perform better in my job					
6	Adequate rewards encourage me to stay with organization					

Part E: Workload

No.	Questions	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
1	I am often assigned more work than I can complete during my regular working hours					
2	My workload has increased significantly over the past few months due to job demands					
3	I frequently work extra hours to complete my tasks					
4	I feel pressured to complete tasks quickly, which affects the quality of my work					
5	The amount of work assigned to me feels unreasonable for one person					
6	It is difficult to balance multiple tasks at the same time					
7	My excessive workload negatively affects my ability to rest and recover.					
8	I sometimes consider resigning due to my heavy workload.					
9	A high level of workload makes me feel physically and mentally exhausted.					
10	If my workload were more manageable, I would be less likely to leave my job					

Part F: Organization Turnover

No.	Questions	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
1	I often think about resigning from my job in this organization					
2	I will probably look for a new job soon for better career opportunities					
3	If I had a good opportunity elsewhere, I would leave this organization					
4	I feel dissatisfied enough with my current job to consider leaving					
5	Sometimes I feel it is unreasonable to stay in this organization given the stress I experience					
6	I plan to search for a better job with another organization within the next year					
7	The level of stress and workload here often makes me want to resign					
8	Work-related stress sometimes causes me to be absent from work					
9	I don't think I can continue working in this organization for much longer					
10	I would remain in this organization if my time management, work conditions, and stress levels improved					