



## The Effect of Job Demands on Turnover Intention with Psychological Distress as a Mediating Variable

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### ABSTRACT

This study aims to determine the effect of job demands on turnover intention with psychological distress as a mediating variable among Alfamart employees in Bandar Lampung City. This research employs a quantitative approach using a survey method. The data were collected through the distribution of questionnaires to 130 Alfamart employees, selected using a purposive sampling technique. Data analysis was conducted using the bootstrapping method with the assistance of Macro Process version 4.2 in SPSS. The results indicate that job demands have a positive and significant effect on turnover intention. Furthermore, the mediation analysis shows that psychological distress plays a significant mediating role in the relationship between job demands and turnover intention. These findings suggest that increased job demands not only directly increase employees' intention to leave their jobs but also indirectly influence turnover intention through heightened psychological distress. This study is expected to contribute theoretically to the development of human resource management literature and practically to provide managerial insights for organizations in managing job demands and maintaining employees' psychological well-being in order to reduce turnover intention.

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## INTRODUCTION

Changes in the increasingly competitive global business environment require organizations to maintain the quality and stability of their workforce. Human resources are no longer viewed merely as a supporting factor, but as a strategic asset that determines an organization's long-term success. In the era of globalization, technological developments, changes in public consumption patterns, as well as global economic uncertainty create new challenges for companies.

Organizations around the world are required to be more adaptive in managing their workforce. Employees who are unable to withstand work pressure are at risk of experiencing decreased performance and eventually leaving their jobs. This condition makes employee welfare issues and workload management an important concern for modern management.

Nationally, a similar phenomenon is also seen in Indonesia. The trade sector, especially modern retail, is known as one of the sectors that absorbs a large workforce due to high operational needs and the wide distribution of outlets. However, this sector also often faces challenges in the form of high employee turnover dynamics. Long working hours, strict operational targets, and intensive customer service demands make work in modern retail synonymous with work pressure. This condition shows that issues regarding workload, psychological pressure, and employees' intention to leave their jobs are real problems that are relevant to be studied further.

The author conducted preliminary interviews with two Alfamart employees who work at one outlet located on Jalan Budi Anggun, Kampung Baru, Kedaton District, Bandar Lampung City. The two employees held positions as store crew and cashier. The interview results show that employees face fairly high job demands, such as working at a fast pace, handling several tasks simultaneously, and still being required to be thorough and friendly in serving customers. In addition, relatively long working hours and strict operational targets require employees to always be focused and ready to face various work conditions. These conditions cause employees to often feel fatigue, both physically and psychologically. These initial findings indicate that high job demands are a real phenomenon experienced by Alfamart employees and have the potential to affect psychological conditions as well as the intention to leave the job.

One of the main concepts that explains workload is job demands. Job demands are defined as work demands that require physical, emotional, and cognitive effort, which if sustained continuously can lead to psychological and physiological consequences (Sarwar et al., 2021). Within the Job Demands-Resources Model (JD-R) framework, job demands are viewed as aspects of work that require energy and have the potential to cause fatigue if not balanced with adequate job resources.

There are three main factors that form job demands, namely quantitative demands, emotional demands, and cognitive demands. These three factors in this study are operationalized through indicators of working very fast, emotional demands at work, and working with great accuracy. Pressure from job demands

that is not well managed can be a major trigger for a decline in employees' psychological well-being.

The declining psychological condition due to job demands is ultimately closely related to turnover intention, which is the tendency of an employee to leave their job voluntarily (Singh & Srivastava, 2021). Turnover intention has received wide attention in management literature because it is the strongest predictor of actual turnover behavior.

Factors that influence turnover intention include workplace ostracism, openness to experience, neuroticism, and resilience. These factors are then reflected in the measurement of turnover intention which is carried out through three main indicators, namely often thinking about quitting the job, having the desire to look for another job, and planning to leave the job in the near future. Thus, turnover intention can be understood as a logical consequence of high and continuous job demands.

However, turnover intention does not only arise directly as a result of job demands. Employees' psychological conditions can become a mechanism that bridges the relationship between the two, particularly through psychological distress. Psychological distress is a negative psychological state characterized by feelings of nervousness, hopelessness, restlessness, severe depression, feeling burdened, and feeling worthless (Tomitaka & Furukawa, 2021). Factors that influence psychological distress include age, gender, and differences between countries.

These factors can be reflected in the measurement of psychological distress which is carried out through six indicators, namely feeling nervous, hopeless, restless or unable to sit still, so distressed that nothing could cheer up, feeling that everything feels like a burden, and feeling worthless. This condition illustrates how prolonged work pressure can weaken employees' psychological condition. If left unaddressed, psychological distress has the potential to reduce motivation and job satisfaction, and eventually encourage the emergence of the intention to leave the job.

High work pressure is often associated with turnover intention, because excessive job demands not only reduce performance but also increase psychological distress. Previous research supports the relationship between job demands, psychological distress, and turnover intention. Previous research by Zeng et al. (2023) found that job demands increase psychological distress which then triggers turnover intention. Similar findings were also reported by Wong et al. (2024) and Jamal et al. (2024), where psychological distress was proven to mediate the relationship between job demands and turnover intention. Tan et al. (2024) as well as Hoare & Vandenberghe (2024) emphasized that job demands have a positive effect on turnover intention through increased employee distress.

Research by Üngüren et al. (2024), Labrague & de los Santos (2021), Lee et al. (2024), Ding & Wu (2023), and Shao et al. (2022) strengthens the evidence that psychological distress plays an important role as a mediating mechanism. Consistently, all previous studies confirm that the higher the job demands, the greater the psychological distress felt, thus encouraging an increase in turnover intention. Although these findings are consistent, most studies were conducted

in the healthcare sector and in overseas contexts, so there is still a gap to be tested in the modern retail sector in Indonesia.

The phenomenon of high workload is also clearly seen in the retail industry in Indonesia. Minimarkets such as Alfamart require employees to work at a fast pace, maintain accuracy in managing goods, and remain friendly to customers in various situations. Long working hours, strict sales targets, and the dynamics of market competition add to the complexity of retail employees' work. Alfamart is one of the dominant retail networks and faces fierce competition with other modern stores. This condition requires the company to maintain workforce stability, because high employee turnover can disrupt operational continuity, reduce service quality, and increase recruitment and training costs.

This research is important to analyze the effect of job demands on turnover intention with psychological distress as a mediating variable among Alfamart employees in the Bandar Lampung City area. From an academic perspective, this research contributes to filling the literature gap, because most previous studies were conducted overseas and in different sectors. By placing psychological distress as a mediating variable, this study enriches theoretical understanding regarding the mechanism of the relationship between job demands and turnover intention.

From a practical perspective, the results of this research are expected to serve as a basis for Alfamart management in designing more effective human resource management strategies, including workload arrangements, provision of organizational support, and employee welfare programs. Unlike previous research, this study specifically examines the modern retail sector in Indonesia by placing psychological distress as a mediating variable, so it is expected to provide a picture that is more relevant to the working conditions of minimarket employees.

## **LITERATURE REVIEW**

### ***Job Demands***

Job demands are work demands that require high physical, emotional, and cognitive effort from individuals. If they occur continuously, job demands can lead to psychological and physiological consequences that are detrimental to employees. According to Sarwar et al. (2021), job demands are viewed as external factors in work that are related to pressure, thereby affecting individual well-being and performance.

According to the Job Demands–Resources Model (JD-R Model) developed by Demerouti et al. (2001), job demands are aspects of work that absorb employees' energy. If not balanced with adequate resources, this condition has the potential to cause fatigue, psychological pressure, and even burnout, which ultimately has a negative impact on work outcomes.

### ***Turnover Intention***

Turnover intention is the tendency or intention of an employee to leave their job voluntarily. This concept is considered the strongest predictor of actual turnover, because the behavior of leaving an organization is generally preceded

by an intention that has been formed beforehand. Singh & Srivastava (2021) state that turnover intention is influenced by various factors, ranging from working conditions and organizational support to individual psychological factors.

Turnover intention is an important issue in human resource management because a high employee turnover rate can lead to serious consequences, such as increased recruitment and training costs, as well as disrupted operational stability of the company. In addition, turnover intention can also reflect the level of job satisfaction and employee loyalty to the organization.

### *Psychological Distress*

Psychological distress is a negative psychological condition that includes symptoms of anxiety, depression, and emotional pressure experienced by individuals due to job demands or other external factors. Tomitaka & Furukawa (2021) explain that psychological distress can be understood as an emotional response characterized by feelings of helplessness, tension, and loss of motivation. One instrument that is widely used to assess distress is the Kessler Psychological Distress Scale (K6) developed by Kessler (2002), which aims to measure the level of distress both in the general population and among worker groups.

Psychological distress is important to consider because it can affect work performance, job satisfaction, and employees' intention to stay or leave the organization. Prolonged distress has the potential to cause psychological fatigue, burnout, and even more serious mental health risks.

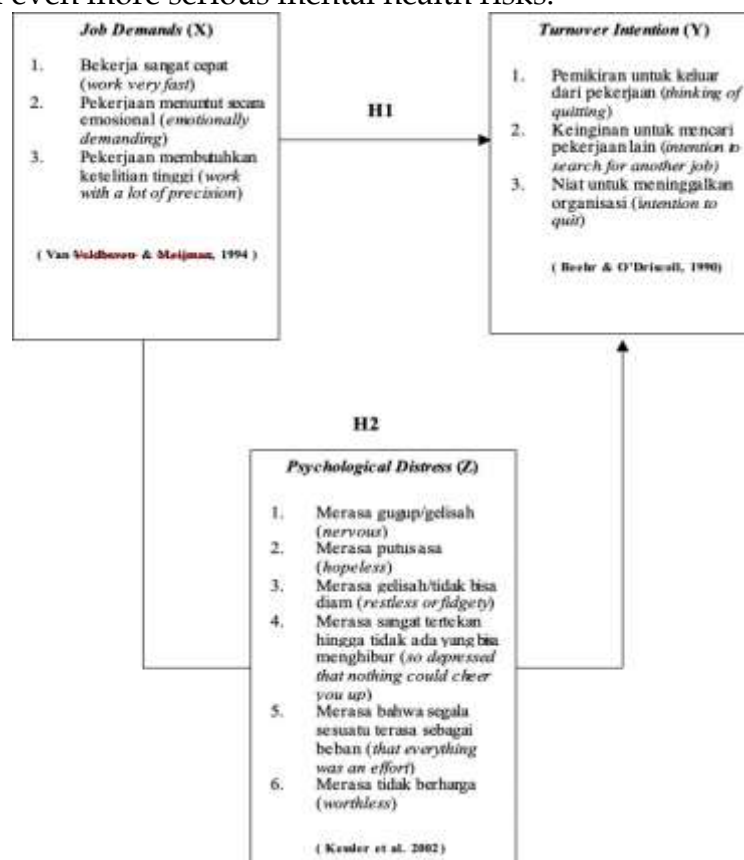


Figure 1. Research Model

**Description of the Research Framework:**

Independent Variable (X)

: *Job Demands*

Dependent Variable (Y)

: *Turnover Intention*

Mediating Variable (Z)

: *Psychological distress*

This arrow line represents the direct influence line between variables.

**METHODOLOGY**

This study uses a quantitative approach with a survey method to test the effect of job demands on turnover intention with psychological distress as a mediating variable. Data were collected through a closed-ended Likert-scale questionnaire distributed to Alfamart employees in the Bandar Lampung City area. The research population includes all Alfamart employees in that area, using purposive sampling technique and a total of 130 respondents, who have met the inclusion criteria as active employees and willing to fill out the questionnaire.

The variables of job demands, psychological distress, and turnover intention were measured using indicators adapted from validated instruments in previous literature. Before the main analysis, validity and reliability tests were conducted to ensure the quality of the instrument. Data analysis includes descriptive statistics and hypothesis testing, with mediation effect testing conducted using the bootstrapping method through PROCESS Macro version 4.2 in the SPSS program. This method was used to determine the direct and indirect effects between variables more accurately.

**RESEARCH RESULTS***Results of Validity Test and Reliability Test**Validity Test*

The validity test in this study was conducted using factor analysis through several indicators, namely the KMO value, *Anti-Image Correlation/Measure of Sampling Adequacy (MSA)*, dan *factor loading*.

Table 1. Results of Validity Test

No	Statement	KMO	<i>Anti-image (MSA)</i>	<i>Factor Loading</i>	Description
<b><i>Job Demand</i></b>					
1	I often have to work very fast.	0.913	0.840	0.822	Valid
2	My job is emotionally demanding.		0.918	0.687	Valid
3	My job requires a high level of accuracy.		0.803	0.723	Valid
<b><i>Turnover Intention</i></b>					
1	I often think about quitting my job at this company.		0.919	0.830	Valid

No	Statement	KMO	<i>Anti-image (MSA)</i>	<i>Factor Loading</i>	Description
2	I have a desire to look for a job elsewhere.	0.913	0.952	0.827	Valid
3	I plan to leave my job in the near future.		0.896	0.688	Valid
<b><i>Psychological Distress</i></b>					
1	In the past 30 days, I have often felt nervous or anxious.	0.913	0.934	0.828	Valid
2	In the past 30 days, I have often felt hopeless.		0.917	0.893	Valid
3	In the past 30 days, I have found it difficult to stay calm or sit still.		0.948	0.850	Valid
4	In the past 30 days, I have felt so distressed that it was hard to find comfort.		0.900	0.899	Valid
5	In the past 30 days, I have felt that everything felt like a burden.		0.899	0.885	Valid
6	In the past 30 days, I have felt worthless.		0.905	0.839	Valid

*Source: Data processed by the researcher, Questionnaire (2025).*

Based on the analysis results, the Kaiser-Meyer-Olkin (KMO) value is 0.913, which indicates that the model has a very good level of adequacy because this value is far above the minimum threshold of 0.50. Thus, the data are suitable to be analyzed using factor analysis.

The validity test was also examined through the Anti-Image Correlation (MSA) value for each statement item. All items have MSA values ranging from 0.803 to 0.952, which means that all indicators meet the validity criteria because they are above the minimum threshold of 0.50. This shows that each item has an adequate level of sampling adequacy and can be used in the model analysis.

Furthermore, the validity test based on factor loading using the results of the Rotated Component Matrix also shows that all items meet the criteria for convergent validity. In the Job Demands (X) variable, the factor loading values range from 0.687 to 0.822, which means that all indicators are valid. In the Turnover Intention (Y) variable, the factor loading values range from 0.688 to 0.830, so all items are also declared valid. Meanwhile, in the Psychological Distress (Z) variable, the factor loading values are very strong, ranging from 0.839 to 0.899, thus all indicators are proven valid.

**Reliability Test**

The reliability test was conducted to determine the extent of the internal consistency of the research instrument in measuring the variables studied.

Table 2. Results of Reliability Test

No	Statement	Cronbach's Alpha	Cronbach's Alpha if Item Deleted	Description
X1.1	I often have to work very fast.	0.942	0.946	Reliabel
X1.2	My job is emotionally demanding.		0.944	Reliabel
X1.3	My job requires a high level of accuracy.		0.947	Reliabel
Y1.1	I often think about quitting my job at this company.	0.942	0.933	Reliabel
Y2.2	I have a desire to look for a job elsewhere.		0.932	Reliabel
Y3.3	I plan to leave my job in the near future.		0.938	Reliabel
Z1.1	In the past 30 days, I have often felt nervous or anxious.	0.942	0.933	Reliabel
Z1.2	In the past 30 days, I have often felt hopeless.		0.931	Reliabel
Z1.3	In the past 30 days, I have found it difficult to stay calm or sit still.		0.934	Reliabel
Z1.4	In the past 30 days, I have felt so distressed that it was hard to find comfort.		0.932	Reliabel
Z1.5	In the past 30 days, I have felt that everything felt like a burden.		0.932	Reliabel
Z1.6	In the past 30 days, I have felt worthless.		0.936	Reliabel

Source: Data processed by the researcher, Questionnaire (2025).

Based on the data processing results, the Cronbach's Alpha value for all items was 0.942. This value is far above the minimum reliability threshold of 0.70, so it can be concluded that this research instrument has a very good level of internal consistency.

The results in the "Cronbach's Alpha if Item Deleted" column also show that if any single item is deleted, the Cronbach's Alpha value does not show a significant increase and tends to remain within the range of 0.931-0.947. Since

none of the "Cronbach's Alpha if Item Deleted" values are higher than the overall Cronbach's Alpha value (0.942), all items are retained in the instrument.

**Qualitative Analysis**

Researchers distributed questionnaires to 130 respondents working at PT Alfaria Trijaya Tbk in Bandar Lampung City. All returned questionnaires were complete and suitable for processing, resulting in a total of 130 respondents used in the analysis. This data was then used as the basis for the regression analysis.

In interpreting the response scores for each research variable, the researchers used the three-box method. The category boundaries were determined by considering the 130 respondents and the Likert scale used, a 1-5 scale. This resulted in a categorical division that served as the basis for interpreting the research results:

$$\begin{aligned} \text{Interval} &= \frac{\text{Skor Maksimal} - \text{Skor Minimal}}{3} \\ &= \frac{55 - 12}{3} \\ &= \frac{44}{3} \\ &= 14.33 \end{aligned}$$

Based on this calculation, the interval is 14.33, the classification of value categories according to the three box method is as follows.

Table 3. Three Box Method Index Values

No	Value Range	Category
1	12.00 - 26.33	Low
2	26.34 - 40.66	Medium
3	40.67 - 55.00	High

Based on the three-box method, a total score of 12.00-26.33 is categorized as low, a score of 26.34-40.66 is categorized as medium, and a score of 40.67-55.00 is categorized as high. This classification is used to interpret the level of research variables based on the respondents' total scores.

**Frequency Tabulation of Job Demands Variable (X1)**

The following is the distribution of respondents' answers to the job demands variable.

Table 4. Respondents' Answers to the Job Demand Variable (X1)

Statement	Score					Amount	Index	Criteria
	1	2	3	4	5			
I often have to work very quickly.	55	51	22	2	0	130	46.2	High
	55	102	66	8	0	231		

Statement	Score					Amount	Index	Criteria
	1	2	3	4	5			
My job is demanding emotionally a lot.	49	38	33	8	2	130	53.2	High
	49	76	99	32	10	266		
My job is demanding high level of accuracy.	74	42	13	0	1	130	40.4	Medium
	74	84	39	0	5	202		

Source: Data processed by researchers, Questionnaire (2025).

Based on the table, the statement "I often have to work very quickly" has an index value of 46.2 and is included in the high category, which indicates that respondents feel the demand to work at high speed in carrying out their work.

The statement "My job is very emotionally demanding" obtained an index value of 53.2 and is in the high category, which indicates that the emotional demands in the job are felt to be quite large by the respondents.

Meanwhile, the statement "My job demands a high level of accuracy" has an index value of 40.4 and is included in the moderate category, which shows that the demands for accuracy in work are felt at a moderate level by respondents.

#### *Frequency Tabulation of Turnover Intention Variable (Y1)*

The following is the distribution of respondents' answers to the turnover intention variable.

Table 5. Respondents' Answers to the Turnover Intention Variable (Y1)

Statement	Score					Amount	Index	Criteria
	1	2	3	4	5			
I often think about quitting my job from this company.	59	23	38	6	4	130	52.6	High
	59	46	114	24	20	263		
I have a desire to find a job at another place.	64	22	35	7	2	130	52	High
	64	44	114	28	10	260		
I plan leaving my job soon	51	29	34	10	6	130	56.2	High
	51	58	102	40	30	281		

Source: Data processed by researchers, Questionnaire (2025).

Based on the table, the statement "I often think about leaving this company" has an index value of 52.6 and is included in the high category, which indicates that respondents quite often have thoughts of leaving the company where they currently work.

Furthermore, the statement "I have a desire to look for work elsewhere" obtained an index value of 52 and is in the high category, which indicates a strong

drive among respondents to look for alternative jobs outside the current company.

The statement “I plan to leave my job in the near future” has an index value of 56.2 and is included in the high category, which indicates that the respondent's intention to leave his job in the near future is quite high.

**Frequency Tabulation of Psychological Distress Variable (Z)**

The following is the distribution of respondents' answers to the psychological distress variable.

Table 6. Respondents' Answers to the Psychological Distress Variable (Z)

Statement	Score					Amount	Index	Criteria
	1	2	3	4	5			
In the past 30 days, I have often felt nervous or nervous.	52	22	43	8	5	130	56.4	High
	52	44	129	32	25	282		
In the last 30 days, I have often felt hopeless.	51	23	45	4	5	130	54.6	High
	51	46	135	16	25	273		
In the last 30 days, I have found it difficult to relax. or can't keep still.	51	23	45	7	4	130	56	High
	51	46	135	28	20	280		
In the last 30 days, I have felt so depressed that it has been difficult to get consolation.	57	18	46	5	4	130	54.2	High
	57	36	138	20	20	271		
In the last 30 days, I have felt like everything feels like a burden. as a burden.	56	13	51	6	4	130	55.8	High
	56	26	153	24	20			
In the last 30 days, I have felt worthless.	59	12	42	10	7	130	57	High
	59	24	126	40	35	285		

Source: Data processed by researchers, Questionnaire (2025).

Based on the table, the statement “In the last 30 days, I often felt nervous or anxious” has an index value of 56.4 and is included in the high category, which indicates that respondents quite often experienced feelings of nervousness or anxiety in that time period.

The statement “In the last 30 days, I often felt hopeless” obtained an index value of 54.6 and was in the high category, which indicated that feelings of hopelessness were felt quite often by respondents.

Furthermore, the statement “In the last 30 days, I found it difficult to calm down or could not stay still” has an index value of 56 and is included in the high category, which indicates a relatively high level of anxiety among respondents.

The statement “In the last 30 days, I felt so depressed that it was difficult to find comfort” obtained an index value of 54.2 and was in the high category, which indicated that the psychological pressure felt by respondents was classified as high.

In addition, the statement “In the last 30 days, I felt that everything felt like a burden” has an index value of 55.8 and is included in the high category, which indicates that respondents tend to feel a psychological burden in their daily activities.

Finally, the statement “In the last 30 days, I felt worthless” obtained an index value of 57 and was in the high category, which indicates that some respondents felt worthless quite often.

### *Quantitative Analysis*

The quantitative analysis in this discussion of results consists of a description of the data for each variable and a tabular interpretation of the variables studied: job demands (X), turnover intention (Y), and psychological distress as the mediating variable (M), using the IBM SPSS version 27 calculation tool. Furthermore, testing for the mediation effect was conducted using the bootstrapping technique in Macro PROCESS version 4.2. The results of the data processing are presented as follows:

### *Direct Effect*

This subsection explains the direct effect between variables in the model, measured using PROCESS Model 4. The test was conducted to determine the extent to which job demands (X) influence psychological distress (Z) and turnover intentions (Y), and how psychological distress (Z) influences turnover intentions (Y).

Table 7. Analysis of the Direct Influence of Job Demands on Turnover Intention

Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.2445	.0816	2.9965	.0033	.0830	.4059

Source: Data processed by researchers, Questionnaire (2025).

Based on the results of the direct effect analysis, job demands have a positive and significant effect on turnover intention. The regression coefficient of 0.2445 indicates that higher levels of perceived job demands are associated with higher levels of employees’ turnover intention. The significance test results show a t-value of 2.9965 and a p-value of 0.0033 ( $p < 0.05$ ), confirming that the effect is statistically significant.

Furthermore, the confidence interval (LLCI = 0.0830 and ULCI = 0.4059) does not include zero, which further supports the existence of a direct effect of job demands on turnover intention.

**Indirect Effects**

The indirect effects in this study were analyzed through the mediation pathway of job demands (X) on turnover intentions (Y) through psychological distress (Z) using a bootstrapping approach in PROCESS Model 4.

Table 8. Analysis of the Indirect Effect of Job Demands (X) on Turnover Intentions (Y) Through Psychological Distress (Z)

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
Z	.5673	.0972	.3860	.7659

The findings also indicate that job demands have a positive indirect effect on turnover intention through psychological distress. This indirect effect has a coefficient value of 0.5673, with a bootstrap confidence interval that does not include zero (BootLLCI = 0.3860; BootULCI = 0.7659), indicating statistical significance.

These results suggest that higher job demands increase employees' psychological distress, which in turn leads to higher turnover intention. Therefore, psychological distress functions as a mediating variable in the relationship between job demands and turnover intention.

**DISCUSSION**

***The Effect of Job Demands on Turnover Intention***

The findings indicate that job demands have a positive effect on turnover intention, suggesting that higher perceived job demands increase employees' intention to leave the organization. Excessive job demands may lead to psychological strain, emotional exhaustion, and reduced well-being, which ultimately encourage turnover intention.

These results are consistent with prior studies. Zeng (2023) and Wong (2024) found that job demands increase burnout, which subsequently raises turnover intention. Similarly, Jamal (2024), Tan (2024), Üngüren (2024), and Lee (2024) highlighted the mediating roles of burnout, compassion fatigue, and moral distress in strengthening this relationship. Ding and Wu (2023) and Shao (2022) also confirmed that emotional exhaustion and job stress mediate the effect of job demands on turnover intention, while Hoare and Vandenberghe (2024) emphasized that job demands contribute more strongly to turnover intention than job resources.

Overall, these findings demonstrate that the positive relationship between job demands and turnover intention is consistent across various work contexts, and the present study further supports this empirical evidence.

***Psychological Distress as a Mediating Variable between Job Demands and Turnover Intention***

The mediation analysis indicates that psychological distress mediates the relationship between job demands and turnover intention. This suggests that high job demands not only directly increase employees' intention to leave but also indirectly influence it by first triggering psychological strain, which subsequently strengthens turnover intention. In other words, psychological

distress serves as an internal mechanism explaining how job demands translate into turnover intention.

These findings are consistent with prior studies demonstrating that forms of psychological strain—such as burnout, job stress, emotional exhaustion, and moral distress—mediate the relationship between job demands and turnover intention across various contexts (e.g., Zeng, 2023; Wong, 2024; Jamal, 2024; Üngüren, 2024; Lee, 2024; Ding & Wu, 2023; Shao, 2022; Labrague & de los Santos, 2021). Overall, this study further strengthens empirical evidence that psychological distress plays a crucial role in amplifying the impact of job demands on employees' intention to leave the organization.

## CONCLUSION

The results indicate that job demands have a positive and significant effect on turnover intention, meaning that higher perceived job demands increase employees' intention to leave. Furthermore, job demands also have a significant indirect effect on turnover intention through psychological distress, suggesting that high work demands elevate psychological strain, which in turn strengthens turnover intention. Overall, this study concludes that job demands increase employees' intention to leave both directly and indirectly through psychological distress, highlighting the importance of addressing employees' psychological well-being to reduce turnover intention.

## RECOMMENDATIONS

Based on the research findings, PT Alfaria Trijaya Tbk in Bandar Lampung City is advised to pay greater attention to managing employee job demands. The company can develop more adaptive work policies, such as adjusting workloads, improving role clarity, and providing adequate work support. Furthermore, the company needs to strengthen its stress management or internal counseling programs to help employees cope with psychological stress that arises during work. These efforts are expected to reduce levels of psychological distress, thereby minimizing turnover intention and improving workforce sustainability at PT Alfaria Trijaya Tbk in Bandar Lampung City.

## ADVANCED RESEARCH

Further research could consider adding other variables, such as job resources or organizational support, to obtain a more comprehensive picture of the factors influencing turnover intention. Furthermore, future researchers could expand the research to other sectors or companies to allow for broader comparisons. Nevertheless, the results of this study provide a strong understanding of the mechanisms underlying the relationship between job demands, psychological distress, and turnover intention.

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