The Influence of Work Environment and Workload on Turnover Intention at WBeauty Aesthetic Center Medan

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ABSTRACT

This study examines the influence of the work environment and workload on employee turnover intention, a beauty clinic that has faced a 10% turnover rate over the past year. Such a condition indicates a notable challenge in retaining skilled and experienced staff in the beauty service sector. The research specifically aims to analyze how the quality of the work environment and the level of workload affect employees' intentions to leave their jobs. Using a quantitative approach, data were collected through questionnaires and analyzed using multiple linear regression, along with validity and reliability tests to ensure data accuracy. The analysis results reveal that the work environment has a significant and negative effect on turnover intention, meaning that a better work environment reduces employees' desire to resign. Meanwhile, the workload shows no significant effect, although a positive trend is observed, implying that heavier workloads may increase turnover intention slightly. The findings emphasize the importance of maintaining a supportive and comfortable work environment as a key strategy to enhance employee retention in the beauty services industry.

***Keywords**: Beauty Industry, Employee Retention, Human Resource Management, Turnover Intention, Work Environment, Workload.*

ABSTRAK

Studi ini mengkaji pengaruh lingkungan kerja dan beban kerja terhadap intensi turnover karyawan, sebuah klinik kecantikan yang menghadapi tingkat turnover sebesar 10% selama setahun terakhir. Kondisi tersebut menunjukkan tantangan penting dalam mempertahankan staf yang terampil dan berpengalaman di sektor jasa kecantikan. Penelitian ini secara khusus bertujuan untuk menganalisis bagaimana kualitas lingkungan kerja dan tingkat beban kerja memengaruhi intensi karyawan untuk meninggalkan pekerjaan mereka. Dengan menggunakan pendekatan kuantitatif, data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda, beserta uji validitas dan reliabilitas untuk memastikan keakuratan data. Hasil analisis mengungkapkan bahwa lingkungan kerja memiliki pengaruh yang signifikan dan negatif terhadap intensi turnover, yang berarti bahwa lingkungan kerja yang lebih baik mengurangi keinginan karyawan untuk mengundurkan diri. Sementara itu, beban kerja tidak menunjukkan pengaruh yang signifikan, meskipun tren positif diamati, yang menyiratkan bahwa beban kerja yang lebih berat dapat sedikit meningkatkan intensi turnover. Secara keseluruhan, temuan ini menekankan pentingnya menjaga lingkungan kerja yang suportif dan nyaman sebagai strategi utama untuk meningkatkan retensi karyawan di industri jasa kecantikan.

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***Kata kunci**: Industri Kecantikan, Retensi Karyawan, Manajemen Sumber Daya Manusia, Keinginan untuk Berpindah Kerja, Lingkungan Kerja, Beban Kerja.*

INTRODUCTION

The success and expansion of any organization are largely dependent on its Human Resources (HR). Other assets, such as capital or technology, just cannot function at their peak without efficient human management. In order to promote long-term organizational health, Yusuf and Maliki (2021) stress that HR should be viewed as a valuable asset rather than merely a resource, with an emphasis on their well-being and establishing enduring relationships. According to Aisyah (2021) and Nursanti (2022), who see employees as crucial investments in a competitive environment, it is also necessary to improve HR performance through strategic approaches. Due to fierce competition, strategic HR management is even more important in today's fast-paced business environment, particularly in service-oriented industries like beauty clinics. Employee performance and comfort directly influence customer satisfaction and the company's reputation, making loyalty and stability essential for sustained success (Nainggolan & Gunawan, 2021).

Effective human resource management goes beyond hiring and training, focusing on creating an environment where employees can thrive (Widyaningrum, 2019). Comprehensive HR practices prioritize engagement and development, enhancing motivation and adaptability amid globalization and technological change (Armstrong & Taylor, 2020; Dessler, 2020). This approach is crucial in service-oriented fields like aesthetics and beauty, where interpersonal interactions are key. Employee skills, attitudes, and commitment directly influence customer experiences and business outcomes, making even small lapses in morale potentially impactful on overall performance and service quality.

A major problem for HR managers is high employee turnover, which can lead to disruptions, higher training and recruitment expenses, and possible drops in customer trust and service quality. The desire to leave, or turnover intention, is often the first sign of employee dissatisfaction (Putranti, 2021; Islam et al., 2023). Heavy workloads and uncomfortable work environments, particularly during peak promotions, have been linked to an increase in turnover intention at WBeauty Aesthetic Center in Medan. This problem is made worse by inadequate performance management, which raises attrition in service-based environments (Aulia, 2021; Erislan, 2023; Prasetia & Ariyanto, 2024). The stability of the team and the clinic's ability to provide high-quality beauty services are at risk if these issues are not resolved.

Turnover intention is influenced by a number of factors, the main ones being workload and work environment. Employees may seek out other options as a result of stress and loneliness brought on by a bad work environment that is marked by disputes and a lack of social support. Unbalanced workloads also affect output and satisfaction, frequently leading to exhaustion and burnout (Mahawati et al., 2021; Kim et al., 2021). HR performance is harmed and motivation is decreased by excessive demands without adequate recovery (Budiasa, 2021; Shin & Kwon, 2024). Research consistently links turnover intention to workplace factors. Toxic environments, job stress, and leadership style significantly increase employees' desire to quit (Soekotjo & Lestari, 2024). Job satisfaction, stress, and non-physical workplace aspects are strongly correlated with turnover across industries (Rijasawitri & Suana, 2020). Job satisfaction also moderates the effects of workload and work environment on turnover intention (Mandjar & Turangan, 2023; Prabowo et al., 2024). High workloads and poor environments directly raise intent to leave (Maulidah & Pangestuti, 2023). In beauty clinics, long hours and stressful periods exacerbate exhaustion, further increasing turnover intention. Raja et al. (2023) add another layer by showing how core self-evaluation and organizational socialization play roles in job outcomes, including retention, highlighting the interplay of personal and environmental factors.

While existing studies provide valuable insights into turnover intention, they predominantly focus on manufacturing, office, or agricultural sectors, leaving a notable gap in service industries like beauty and aesthetics. For example, many investigations, such as those by Maulidah and Pangestuti (2023) and Prabowo et al. (2024), are centered on industrial contexts where operational dynamics differ from client-facing services. This limits the applicability of findings to beauty clinics, where interpersonal relationships and seasonal demands create unique challenges. Methodological resources like Sugiyono (2019), Hariyanto et al. (2022), and Sahir (2025) offer frameworks for quantitative and qualitative research, but they don't address sector-specific gaps in HR studies. There's a need for empirical research tailored to beauty services to bridge this divide and offer targeted strategies (Muslih & Damanik, 2022; Erwina, 2022).

This study aims to empirically investigate the relationships between work environment, workload, and turnover intention in the beauty services industry. By doing so, it seeks to provide a deeper understanding that can guide companies like WBeauty Aesthetic Center in enhancing employee retention and minimizing the financial and operational costs of turnover. The goal is to contribute practical recommendations for fostering healthier workplaces and more balanced workloads, promoting long-term employee commitment and organizational resilience.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Factor Influencing of Turnover Intention

The work environment can be defined as the overall conditions surrounding the workplace that influence employees in carrying out their work. According to Raja et al. (2023), in general, newly recruited employees to an organization experience confusion due to their limited understanding of new work practices and lack of familiarity with their new work environment. There are many factors that contribute to creating a conducive work environment, but what's certain is that superiors or leaders and subordinates share a shared vision of how the work environment should provide a sense of security and comfort for everyone within it. Companies care about and pay attention to their employees, and vice versa (Widyaningrum, 2019; Al Ma'mari eta l., 2020).

According to Erislan (2023), work environments and working conditions vary widely. Some individuals work indoors, while others work outdoors. While the work environment is everything around employees while they are working, which can affect them and their work during working hours (Aisyah, 2021; Rafizal & Sultan, 2022; Wahyu et al., 2025). This means a good work environment is important because it can make people feel comfortable, motivated, and more productive. Conversely, a poor work environment filled with stress, conflict, or lack of support can often make work feel difficult and lead employees to resign.

According to Mahawati et al. (2021), workload is the volume of work assigned to workers, both physical and mental, and is their responsibility. Workload refers to the amount of work an employee has to complete. It is considered a key factor influencing an employee's well-being and performance (Aburumman, 2020). A workload can be either quantitative, that is, the volume of tasks, or qualitative, that is, the difficulty of tasks. Budiasa (2021) defines workload as a worker's perception of the activities that must be completed within a certain timeframe and their efforts to address work-related challenges. Excessive workloads can lead to job stress, fatigue, burnout, and even turnover intention (Yaqin & Indradewa, 2025).

H1: Work environment has a significant influence on turnover intention.
H2: Workload has a significant influence on turnover intention.

The Simultaneous Effect on Turnover Intention

Turnover intention is the conscious and voluntary intent of an employee to leave an organization, often resulting from job dissatisfaction, heavy workload, a poor work environment, or low organizational commitment. It is a strong psychological predictor of

actual turnover. Armstrong and Taylor (2020) stated that the desire to change jobs has become a strategic concern because of its predictive nature of resignation. While, according to Dessler (2020) and Guzeller and Celiker (2020), a high level of desire to change jobs is a danger sign that managers must address by reviewing engagement, fairness and work-life balance.

Indicating possible future employee departures that could be expensive for companies, turnover intention is a crucial early warning indicator for managers. In addition to interfering with operations, high turnover raises the cost of finding, employing, and training new employees. According to Putranti (2021) and Boutmaghzoute and Moustaghfir (2021), turnover intention occurs when workers start thinking about leaving their current company in pursuit of better opportunities elsewhere. This psychological process represents a person's assessment of their current role in comparison to other possibilities, frequently motivated by discontent, a lack of development, or unmet expectations. One of the best indicators of actual turnover behavior, according to experts, is turnover intention (Wong & Cheng, 2020; Lazzari et al., 2022; Basar & Supiyadi, 2024). An employee's strong intention or desire to leave greatly increases the likelihood that they will eventually do so, even if they have not done so yet. In order to retain talent, preserve operational stability, and lower the financial and performance costs related to employee attrition, organizations must monitor and address turnover intention.

H3: The work environment and workload simultaneously influence on turnover intention.

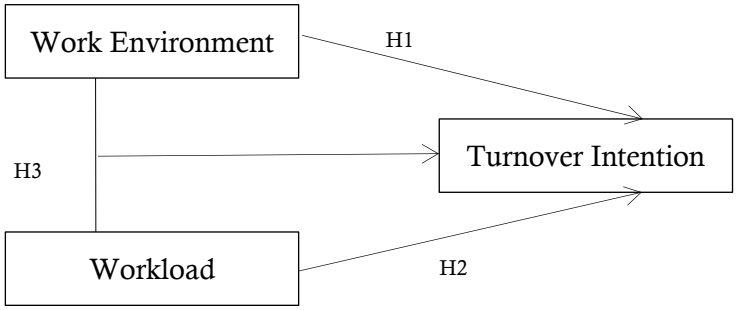

Figure 1. Research Framework

The conceptual model shown in Figure 1 depicts the cause-and-effect links between two key predictors, work environment and workload, and the outcome variable, turnover intention. This model includes three hypotheses. H1 suggests that the work environment affects turnover intention, meaning that a nurturing and encouraging atmosphere, such as one with strong teamwork and clear communication, can lower workers' inclination to quit the company. On the other hand, H2 proposes that workload impacts turnover intention, implying that overwhelming or poorly balanced job demands may lead to burnout and exhaustion, thus heightening the chances of staff considering departure. H3 posits that both the work environment and workload together shape turnover intention. This model underscores the idea that an employee's intent to leave is not driven by just one element, but rather by the interplay of office dynamics and job pressures, which collectively affect how well a company retains its talent.

RESEARCH METHODS

This study applies a quantitative research approach. As noted by Sahir (2025), quantitative research analyzes a relatively large number of samples and tends to involve greater complexity due to variations within the data. It is also characterized by a systematic and structured process that progresses step by step from the beginning to the end of the study. The research was carried out at the WBeauty Aesthetic Center Medan Beauty Clinic, with a population of 30 employees. Given the limited population size, the

study adopted a saturated (census) sampling technique. According to Sugiyono (2019), this method involves including all members of the population as research samples. In this study, the data used is qualitative data that is quantified. Sugiyono (2019) calls this approaches a qualitative data quantification process, with the intention that researchers can carry out statistical calculations and draw measurable conclusions, while maintaining the original meaning.

The data in this study were collected using a questionnaire. The data collection instrument used was a closed-ended questionnaire administered to respondents, namely all employees of the WBeauty Aesthetic Center Beauty Clinic in Medan. This study used a Likert-type measurement scale, which is categorized as an interval scale because it can measure attitudes or perceptions with equivalent values. In quantitative research, data analysis aims to process numerical data (numbers) in order to test hypotheses and explain the relationships between variables. Data measurement was carried out using SPSS software, which includes validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis.

The use of the quantitative method in this study aims to deliver a systematic and objective evaluation of the factors that affect employee turnover intention at WBeauty Aesthetic Center Medan Beauty Clinic. Through the application of saturated sampling and data collection via questionnaires, this research seeks to obtain comprehensive insights from all employees while maintaining accuracy and representativeness. The use of Likert-scale instruments combined with statistical analysis through SPSS enables precise hypothesis testing, identification of relationships among variables, and validation of emerging data patterns. This methodological approach ensures that the findings are measurable, reliable, and can serve as a foundation for evidence-based recommendations aimed at enhancing HR practices and minimizing turnover intention.

RESULTS

This section presents the results of the research test. The validity test covers all statement items in the research variables. Testing was conducted to ensure that each item accurately describes the construct being measured and can be used as a research instrument. Based on the r-table formula, where df = n - 2 and n represents the total number of respondents, the calculation yields df = 32 - 2 = 30. At a 5% significance level, the corresponding r-table value is 0.361. The following section presents the results of the validity test.

Table 1. Validity Test

Variable	Item	r-count	r-table	Sign.	Result
Work Environment	X1.1	0.395	0.349	0.025	Valid
	X1.2	0.382	0.349	0.031	Valid
	X1.3	0.741	0.349	0.000	Valid
	X1.4	0.664	0.349	0.000	Valid
	X1.5	0.799	0.349	0.000	Valid
	X1.6	0.430	0.349	0.014	Valid
	X1.7	0.454	0.349	0.009	Valid
	X1.8	0.388	0.349	0.028	Valid
Workload	X2.1	0.664	0.349	0.000	Valid
	X2.2	0.728	0.349	0.000	Valid
	X2.3	0.659	0.349	0.000	Valid
	X2.4	0.462	0.349	0.008	Valid
	X2.5	0.476	0.349	0.006	Valid
	X2.6	0.415	0.349	0.018	Valid
	X2.7	0.732	0.349	0.000	Valid
	X2.8	0.527	0.349	0.002	Valid
	Y.1	0.794	0.349	0.000	Valid
	Y.2	0.625	0.349	0.000	Valid
	Y.3	0.787	0.349	0.000	Valid
	Y.4	0.451	0.349	0.010	Valid

Variable	Item	r-count	r-table	Sign.	Result
Turnover Intention	Y.5	0.810	0.349	0.000	Valid
	Y.6	0.860	0.349	0.000	Valid
	Y.7	0.843	0.349	0.000	Valid
	Y.8	0.901	0.349	0.000	Valid

The validity test results in Table 1 show that all indicators for the Work Environment, Workload, and Turnover Intention variables meet the required validity criteria. For the Work Environment variable, all eight items (X1.1–X1.8) have calculated r-values ranging from 0.382 to 0.799, exceeding the table r-value of 0.349, with a significance level below 0.05, indicating that each item is valid. Similarly, for the Workload variable (X2.1–X2.8), the calculated r-values range from 0.415 to 0.732, all higher than 0.349, and with a significance value less than 0.05, confirming its validity. The Turnover Intention variable also shows strong validity, with calculated r-values between 0.451 and 0.901, all exceeding the table r-value and indicating a significance level below 0.05. These findings indicate that all measurement items used in this study are statistically valid and can accurately represent their respective constructs.

Based on the results of data processing using Cronbach's Alpha, the values obtained for each variable on a scale of 0.6 mean that all elements are declared reliable and suitable for use in this study.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Standard	Result
Work Environment	0.664	0.60	Valid
Workload	0.725	0.60	Valid
Turnover Intention	0.892	0.60	Valid

The reliability test results in Table 2 indicate that all research variables meet the required reliability standards. The work environment variable has a Cronbach's Alpha value of 0.664, the workload variable recorded a value of 0.725, and the turnover intention variable achieved a higher reliability coefficient of 0.892. Since all these values exceed the minimum reliability threshold of 0.60, it can be concluded that each variable exhibits good internal consistency. This means that the measurement instruments used for all variables are reliable and capable of producing consistent results across all items within each construct.

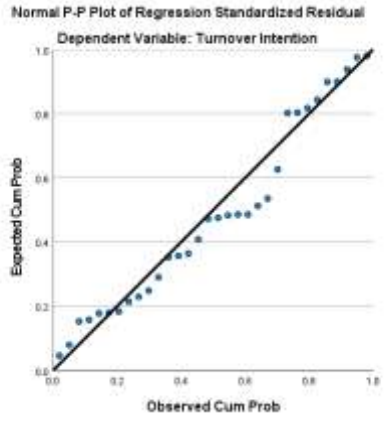

Figure 2. Normality Test

Based on Figure 2, the Normal P-P Plot of the Standardized Residual Regression for the dependent variable Turnover Intention shows that the data points are closely aligned with the diagonal line. This indicates that the residuals are normally distributed, fulfilling one of the main assumptions of regression analysis. The closeness of the observed cumulative probability to the expected cumulative probability indicates that the model residuals do not show significant deviations from normality. Therefore, it can be

concluded that the regression model meets the assumption of normality, which supports the validity of further hypothesis testing.

The results of the P-P Plot graph show that the data points spread along the diagonal line, indicating that the remaining data are normally distributed.

Table 3. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	36.663	8.094		4.530	0.000		
Work Environment	-0.588	0.245	-0.432	-2.400	0.023	0.863	1.159
Workload	0.426	0.232	0.330	1.836	0.077	0.863	1.159

The results of the multicollinearity test presented in Table 3 indicate that the two independent variables, namely work environment and workload, were evaluated to determine whether there was a high correlation between them that could distort the regression results. The Tolerance value for both variables was 0.863, and the Variance Inflation Factor (VIF) was 1.159. Since the Tolerance value is greater than 0.10 and the VIF value is below 10, it can be concluded that there is no indication of multicollinearity among the independent variables in the regression model.

Furthermore, the constant has a t-value of 4.530 with a significance level (Sig.) of 0.000, indicating that the constant is statistically significant. The unstandardized coefficient (B) for the independent variable is -0.588 with a standard error of 0.245, and the t-value is -2.400 with a significance level of 0.023, indicating that the work environment variable has a significant influence on the dependent variable. Meanwhile, the standardized coefficient (Beta) of 0.330 indicates that the work environment contributes positively to the prediction of turnover intention.

Based on the results of the multicollinearity test, the tolerance value for variable X1 is 0.863 and for variable X2 is 0.863, and the VIF value is 1.159 because all tolerance values are > 0.10 and VIF < 10, so it can be concluded that this regression model does not contain symptoms of multicollinearity.

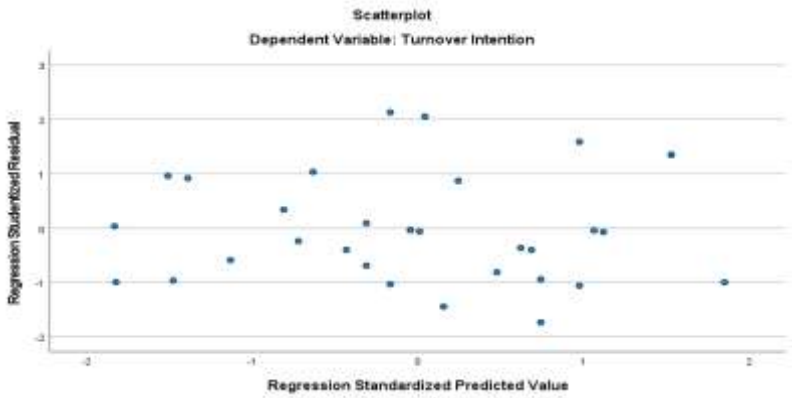

Figure 3. Heteroscedasticity Test

Based on the results of the Scatterplot graph on Figure 3, it can be seen that the residual points spread randomly and do not form a particular pattern, either narrowing or widening. Therefore, it can be concluded that this regression model is free from symptoms of heteroscedasticity.

Table 4. T-Test

Model	Unstandardized Coefficients		Standardized Coefficients	T-Statistic	Sig.
	B	Std. Error	Beta		
(Constant)	36.663	8.094		4.530	0.000
Work Environment	-0.588	0.245	-0.432	-2.400	0.023
Workload	0.426	0.232	0.330	1.836	0.077

Based on the results of the t-test on Table 4, the calculated t-value was -2.400, while the t-table was 2.045 because -2.400 > 2.045, so H_0 was rejected, and H_1 was accepted, which means that the work environment variable (X1) has an effect on turnover intention. The negative sign indicates that the relationship that occurs is in the opposite direction. The better the work environment, the lower Turnover Intention.

Based on the t-test results, the calculated t was 1.836, and the t-table was 2.045. Since the calculated t was <t, H_0 was accepted. This indicates that workload (X2) does not affect turnover intention (Y). Thus, in this study, Workload is not a dominant factor influencing Turnover Intention.

Table 5. F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	103.589	2	51.795	3.399	0.047[b]
Residual	441.879	29	15.237		
Total	545.469	31			

Based on the F-test results shown in Table 5, the calculated F value is 3.399, while the F table value at a significance level of < 0.05 is 3.328. Since the calculated F value exceeds the F table value (3.399 > 3.328), the null hypothesis (H_0) is rejected. This indicates that the variables work environment (X1) and workload (X2) have a simultaneous and significant effect on turnover intention (Y).

The Mean-of-Square for this regression is 51.795, and the residual is 15.237. The resulting F-statistic is 3.399, with a significance value (Sig.) of 0.047. Since the significance value is less than 0.05, this indicates that this regression model is statistically significant. In other words, the independent variables included in the work environment and workload model collectively have a significant influence on the dependent variable, namely turnover intention. This means that variations in turnover intentions can be explained by variations in the work environment and workload, indicating that these factors play a significant role in influencing employees' intentions to leave their jobs. The ANOVA test confirmed that the regression model used was appropriate and had sufficient explanatory power for the relationships studied.

Table 6. Coefficient of Determination (R^2) Test

Model	Value
R	0.436
R Square	0.190
Adjusted R Square	0.134
R Square Change	0.190
F Change	3.399
df1	2
df2	29
Sig. F Change	0.047

Based on the results of the multiple linear regression analysis in Table 6, the Adjusted R Square value of 0.134 was obtained, indicating that after adjusting for the number of variables in the model, approximately 13.4% of the variation in Y can be explained accurately, and the remaining 86.6% is influenced by other factors. This indicates that although the work environment and workload variables have an influence, there are other factors outside the model that also influence the turnover intention variable.

DISCUSSION

Based on the results of the partial regression analysis (t-test), the work environment variable (X1) shows a t-count value of -2.400, which is greater than the t-table value of 2.045, with a significance level of 0.05. This finding indicates that the work environment (X1) has a significant influence on turnover intention (Y), thus hypothesis H1 is accepted. The regression coefficient of -0.588 demonstrates a negative direction, meaning that an improved work environment leads to a decrease in employees' turnover intention. In contrast, a poor work environment increases employees' tendency to resign or seek other employment opportunities.

This outcome is consistent with the findings of Park and Min (2020), who emphasized that a supportive and comfortable work environment positively affects employee attitudes and behavior, leading to greater job satisfaction and reduced intention to leave. Conversely, an unfavorable or stressful work setting can create dissatisfaction, prompting employees to consider quitting. Similarly, the research by Rijasawitri and Suana (2020) confirmed that the work environment significantly and negatively affects turnover intention. A conducive work atmosphere encourages employees to remain loyal to the organization, while an unsupportive or tense environment tends to drive higher turnover rates. Hence, maintaining a positive and comfortable work environment is essential to minimizing employee turnover intentions (Junaidi et al., 2020).

Based on the results of the partial regression analysis (t-test), the workload variable (X2) obtained a calculated t-value of 1.836, while the t-table value was 2.045, with a significance level of 0.077, which is greater than 0.05. These results indicate that hypothesis H2 is rejected, meaning that workload does not have a statistically significant effect on turnover intention (y). However, the positive value of the regression coefficient suggests that an increase in workload tends to raise employees' intention to leave the organization, even though the effect is not strong enough to reach statistical significance. In other words, employees experiencing heavier workloads may still consider quitting, but other factors such as compensation, motivation, or managerial support might moderate this tendency.

This finding is consistent with the results of Wibowo (2021) and Prabowo et al. (2024), who found that workload has a positive yet insignificant impact on turnover intention, implying that while workload contributes to employee stress, it is not the dominant factor driving resignation decisions. Similarly, Maulidah and Pangestuti (2023) reported that although employees' workloads were generally high, the influence on turnover intention was statistically weak. This suggests that workload alone may not determine employees' intention to leave, as multiple organizational and personal factors often shape their decision.

The results of the F-test show that the regression model is jointly significant, with an F-calculated value of 3.399, which is greater than the F-table value of 3.328, and a significance level of $0.047 < 0.05$. This finding demonstrates that the work environment and workload together have a simultaneous influence on turnover intention. Although workload individually does not show a significant effect, its positive coefficient still reflects a tendency for turnover intention to rise when workload increases (Jayasri & Annisa, 2023).

These results confirm that both the work environment and workload collectively affect employees' decisions to remain with or leave the organization. This outcome supports the findings of Novitasari (2020) and Sabuhari et al. (2021), who highlighted that the combined effect of workplace conditions and workload significantly shapes employees' turnover behavior. Nevertheless, the relatively low adjusted R^2 value (0.134) implies that the model explains only a small portion of the variation in turnover intention. Hence, other variables such as compensation, career growth opportunities, organizational culture, and job satisfaction are likely to have a stronger and more direct impact on employees' inclination to stay or resign.

CONCLUSION

This study concludes that the work environment negatively affects turnover intention, whereas workload shows a positive but statistically insignificant effect. When examined simultaneously, both variables contribute to influencing turnover intention. The findings suggest that a supportive and conducive work environment plays a more substantial role than workload in lowering employees' desire to leave within the beauty service industry. Moreover, the results highlight the importance for companies in this sector to focus on fostering a safe, comfortable, and motivating workplace, as these conditions significantly help reduce employee turnover tendencies. Although the effect of workload is positive yet insignificant, it should still be effectively managed to avoid potential issues such as stress, fatigue, or job dissatisfaction, which could eventually increase the risk of employee turnover over time.

This study has several limitations, primarily the small sample size of 32 employees from a single beauty clinic, which limits the generalizability of the findings. The use of a saturated sampling technique confined to one location further restricts the scope of analysis and may not accurately reflect the conditions of other clinics or similar industries. Additionally, the model's relatively low explanatory power, as indicated by the Adjusted R^2 value, suggests that several other influential factors were not captured in this research. Variables such as compensation, career advancement opportunities, and organizational commitment are likely to have a stronger impact on turnover intention and should be explored in future research to provide a more comprehensive understanding of the determinants influencing employees' decisions to stay or leave.

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