

Influence of Workload on Turnover Intention and The Role of Job Satisfaction as A Mediation Variable

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Abstract

Effective human resource management is crucial for organizational progress, and addressing employee turnover intention is a key challenge. This study investigates the influence of workload on turnover intention and the mediating role of job satisfaction among employees at PT X. Employing a quantitative approach with an explanatory design, data were collected from a total sample of 50 employees using questionnaires measuring workload, job satisfaction, and turnover intention on a five-point Likert scale. Path analysis with SmartPLS software was used for data analysis, and instrument validity and reliability were confirmed via outer loading, AVE, and Cronbach's alpha. The findings reveal that workload significantly influences employee turnover intention at PT X. However, surprisingly, workload showed no significant effect on job satisfaction. Furthermore, job satisfaction did not considerably affect turnover intention, either directly or as a mediating variable between workload and turnover intention. This suggests that while high workload directly drives employees' desire to leave, job satisfaction, even if present, is not a strong enough buffer to mitigate this effect. The study concludes that companies should prioritize managing workload to be balanced and realistic, as this is a more direct determinant of turnover intention than job satisfaction alone..

Introduction

Human resources are crucial for a company's progress and success. (Harahap et al., n.d.; Muchtar et al., 2022; Prabowo et al., 2024; Savitz, 2013; Šebestová & Popescu, 2022). One significant challenge organizations face is employee turnover intention, which is the desire of employees to leave the company. High turnover rates can be detrimental, leading to increased recruitment and training costs, along with the loss of valuable employee experience and expertise. (Apriyani et al., 2023; Mawadati & Saputra, 2020; Novel & Marchyta, 2021; Puspa Dewi & Dian Putri Agustina, n.d.). Factors like excessive

workload can trigger stress, dissatisfaction, and decreased motivation, directly contributing to this intention. (Abbasi, 2015; Janssen et al., 1999; Qureshi et al., 2013). Therefore, understanding and addressing the influence of workload on turnover intention and the potential mediating role of job satisfaction is essential for organizational stability and performance.

. In this research, three core variables are under investigation to understand their interplay in the workplace. Workload (X) is the independent variable, representing the amount of work an employee is expected to complete within a specific timeframe. An excessive workload can induce stress, dissatisfaction, and a decline in motivation, critical precursors to an employee's desire to leave the organization. This study posits that workload directly influences turnover intention (Y), acting as a primary driver for employees considering departing their current job. The dynamics of task allocation and the pressure arising from job demands are thus central to this analysis.

Job satisfaction (Z) is introduced as the mediating variable, theorized to explain how workload might indirectly influence turnover intention. (Han & Jekel, 2011; Jou et al., 2013; Riley, 2006; Wang et al., 2020; Wulansari et al., 2021). While a heavy workload can potentially reduce job satisfaction, low job satisfaction is expected to increase the desire to leave subsequently. Job satisfaction reflects an employee's overall contentment with various aspects of their work, including fair compensation, a supportive work environment, positive interpersonal relationships, and opportunities for career development. As the outcome, turnover intention (Y) signifies an employee's conscious desire or plan to quit their current employment. The research aims to unravel the direct effects of workload on turnover intention, as well as the indirect pathway through job satisfaction, providing a comprehensive understanding of the factors contributing to employee retention and departure.

Previous research has consistently highlighted the critical role of human resources in driving organizational success and productivity. It is well-established that an excessive workload can lead to adverse outcomes such as stress, dissatisfaction, and decreased employee motivation. This, in turn, has been shown to trigger turnover intention, or the desire to leave the company. High turnover rates are recognized as detrimental to companies due to increased recruitment and training costs and the loss of valuable experience and expertise. Furthermore, job satisfaction has been identified as a key factor influencing employees' decisions to stay with or depart from an organization. (Farooq Abbasi, n.d.; Kristin et al., 2022).

While the individual relationships between workload, job satisfaction, and turnover intention have been explored in prior research, there remains a notable gap in understanding their integrated dynamics, especially concerning the mediating role of job satisfaction in the context of workload and turnover intention. Specifically, existing literature does not fully elucidate whether job satisfaction effectively buffers the impact of high workload on an employee's decision to leave. This study aims to bridge this gap by comprehensively examining the direct effect of workload on turnover intention, and critically assessing how job satisfaction might mediate this relationship among employees at PT X. By doing so, this research seeks to provide more nuanced insights

into these complex organizational phenomena. Ultimately, the purpose is to offer actionable insights for companies to manage workload better and enhance job satisfaction, thereby reducing turnover intention and improving overall organizational performance.

This research is expected to contribute significantly to academic understanding and practical application in human resource management. Academically, it provides a more nuanced understanding of the intricate relationships between workload, job satisfaction, and turnover intention, particularly clarifying the limited mediating role of job satisfaction that was previously underexplored. This contributes to the existing literature by challenging prior assumptions about job satisfaction's influence as a buffer against high workload. Practically, the findings offer actionable insights for companies like PT X, emphasizing the critical need for direct workload management to reduce turnover intention, rather than solely relying on job satisfaction initiatives. By highlighting that heavy workload is a primary driver of turnover intention regardless of job satisfaction levels, the study guides organizations toward more effective strategies for employee retention and overall organizational performance improvement.

Abstract that concisely summarizes the study's purpose, methodology, key findings, and contributions. Following this, the Introduction section establishes the importance of the research topic by discussing the crucial role of human resources and the problem of turnover intention in organizations. The Literature Review then delves into existing theories and prior studies concerning workload, job satisfaction, and turnover intention, providing a theoretical foundation for the hypotheses. Subsequently, the Research Methods section details the quantitative approach, sample selection, data collection instruments, and statistical analysis techniques employed. Finally, the Results and Discussion presents the empirical findings, interprets their implications, and contrasts them with previous research, leading to the Conclusion, which summarizes the study's primary outcomes and offers practical recommendations.

LITERATURE REVIEW

This research is fundamentally rooted in several prominent theories from organizational behaviour and human resource management, providing a robust theoretical lens through which to examine the complex relationships between workload, job satisfaction, and turnover intention. Primarily, the Job Demands-Resources (JD-R) theory serves as a foundational framework, positing that job demands, such as a heavy workload, can lead to adverse employee outcomes like strain and burnout. (Lesener et al., 2019; Taris & Schaufeli, 2015). Conversely, the theory also emphasizes the importance of job resources, which include organizational support, fair rewards, and development opportunities, in buffering the adverse effects of demands and fostering employee well-being and engagement. This dual perspective allows for a nuanced understanding of how workload, as a demand, might impact employees, and how resources might influence their satisfaction and intent to stay.

Furthermore, the study draws upon Social Exchange Theory (SET) and Equity Theory to explain the motivational aspects of employee behaviour. SET suggests that the

relationship between employees and their organization is based on a series of perceived obligations and rewards (Ahmad et al., 2023). When employees perceive that they are treated fairly and receive adequate support and recognition for their contributions, particularly in managing their workload, they are more inclined to reciprocate with loyalty, commitment, and a reduced intention to leave. Complementing this, Equity Theory posits that individuals strive for fairness and balance in their exchanges. If employees perceive an imbalance between their inputs (e.g., effort expended due to high workload) and their outcomes (e.g., compensation, job satisfaction), this perceived inequity can lead to feelings of dissatisfaction and a heightened desire to seek alternative employment where a more equitable balance might be found.

The Conservation of Resources (COR) theory provides an additional layer of understanding regarding the psychological processes at play. COR theory suggests that individuals are motivated to acquire, retain, and protect their valued resources, which can be personal (e.g., energy, well-being), object (e.g., material possessions), condition (e.g., job security), or energy (e.g., time) (Hobfoll & Freedy, 2017; Westman et al., 2004; Wright & Hobfoll, 2004). When employees face an excessive workload, it can lead to a depletion of their personal and energy resources. If this depletion is not compensated by sufficient gains in other resources, such as adequate job satisfaction or recognition, it can result in increased stress, burnout, and ultimately, a greater propensity to experience turnover intention as they seek to protect their remaining resources by leaving the demanding environment. These interconnected theoretical perspectives collectively inform the hypotheses and the interpretation of the findings regarding the influence of workload on turnover intention and the role of job satisfaction in this dynamic..

This research explores the interconnectedness of workload, job satisfaction, and turnover intention. The core linkage suggests that an excessive workload (X) directly contributes to employee strain and dissatisfaction. This dissatisfaction, if not adequately addressed, can manifest as reduced job satisfaction (Z). Ultimately, both directly and potentially indirectly through decreased job satisfaction, a high workload can increase an employee's turnover intention (Y). The study investigates whether job satisfaction is a significant mediator in this relationship, meaning that the effect of workload on turnover intention might be explained, at least in part, by its impact on an employee's contentment with their job.

This research delves into the intricate relationships between workload, job satisfaction, and turnover intention, explicitly focusing on the mediating role of job satisfaction. The core proposition is that an excessive workload, a direct pressure source, can lead to heightened employee strain and dissatisfaction. If this dissatisfaction remains unaddressed, it can manifest as reduced job satisfaction. Ultimately, a high workload can increase an employee's turnover intention, both through its direct impact and potentially indirectly via its influence on job satisfaction. The study aims to uncover these complex pathways and confirm whether job satisfaction truly acts as a conduit for the effect of workload on the desire to leave an organization.

The concept of a mediating or moderating role is crucial in understanding the complex interplay between variables. In this study, job satisfaction is hypothesized to play

a mediating role. A mediating variable explains the mechanism or process through which an independent variable affects a dependent variable. Here, it is theorized that workload (independent variable) influences turnover intention (dependent variable) through job satisfaction (mediating variable). This means that while workload might have a direct impact on turnover intention, its effect could also be partially or fully explained by how it first impacts an employee's job satisfaction, which then subsequently influences their intention to leave.

Specifically, the model suggests a sequential relationship where a heavy workload might lead to decreased job satisfaction, and this lowered job satisfaction, in turn, contributes to an increased turnover intention. If job satisfaction mediates this relationship, it implies that interventions aimed at improving job satisfaction could mitigate the negative impact of workload on turnover intention. The research will empirically test this hypothesized mediating effect, seeking to determine how job satisfaction is a crucial link in the chain connecting workload to an employee's decision to stay or depart from PT X.

The workload is an essential factor that can influence employee performance and welfare. (Neksen et al., 2021). According to (Soleman & Mt, 2011), workload refers to the work that must be completed within a specific time limit. High workload can cause work stress, which can hurt employee performance. Employees with excessive workloads tend to feel dissatisfied with their jobs, which can trigger the desire to change jobs or turnover intention. Previous research, such as that conducted by (Farooq Abbasi, n.d.), shows that high workload has a significant influence on employee turnover intention in various industrial sectors. Excessive workload, if not managed well, can cause burnout, decreased motivation, and job dissatisfaction, ultimately encouraging employees to look for other work opportunities.

H1. Workload has a positive and significant effect on the turnover intention of employees at PT. X

Workload is one of the essential factors that influences employee job satisfaction levels. A workload that is too heavy can cause emotional pressure, physical fatigue, and stress, which can lead to dissatisfaction at work. "High workload hurts job satisfaction, because the mismatch between job demands and individual abilities can reduce motivation and comfort at work." Thus, managing a balanced workload is the key to maintaining employee satisfaction levels in the workplace. When the workload is within the employee's capacity and skills, they will feel appreciated and motivated to work more productively. Workload does not have a significant effect on employee job satisfaction. Dissatisfaction will lead to burnout and counterproductive behaviour.

H2. Workload does not affect job satisfaction among employees at PT. X

Job satisfaction is a key factor that determines employee loyalty to the organization (Novel & Marchyta, 2021; Puspa Dewi & Dian Putri Agustina, n.d.) "Employees who are satisfied with their jobs tend to have a stronger emotional attachment to the company and show a lower desire to leave the organization." On the other hand, a low level of job satisfaction will increase turnover intention, namely an employee's desire or intention to leave their job. Factors such as fair rewards, a conducive work environment, good interpersonal relationships, and career development opportunities contribute

significantly to creating high job satisfaction, ultimately reducing the possibility of employees thinking about leaving the company. (Sari et al., 2024)

H3. Job Satisfaction has no effect on the turnover intention of employees at PT. X

High workload can affect employee turnover intention levels, especially when employees feel dissatisfied with their work. (Gilang Gumilar, n.d.; Kristin et al., 2022). Excessive workloads can cause stress, burnout, and job dissatisfaction, ultimately prompting employees to consider leaving the organization. In this relationship, job satisfaction acts as a mediating variable, where a heavy workload can reduce job satisfaction, and then low job satisfaction will increase the desire to leave. (Mawadati & Saputra, 2020; Novel & Marchyta, 2021). This means that workload does not always directly cause turnover intention, but instead negatively influences employee job satisfaction.

H4. Workload does not affect turnover intention, which is mediated by job satisfaction, for employees at PT. X

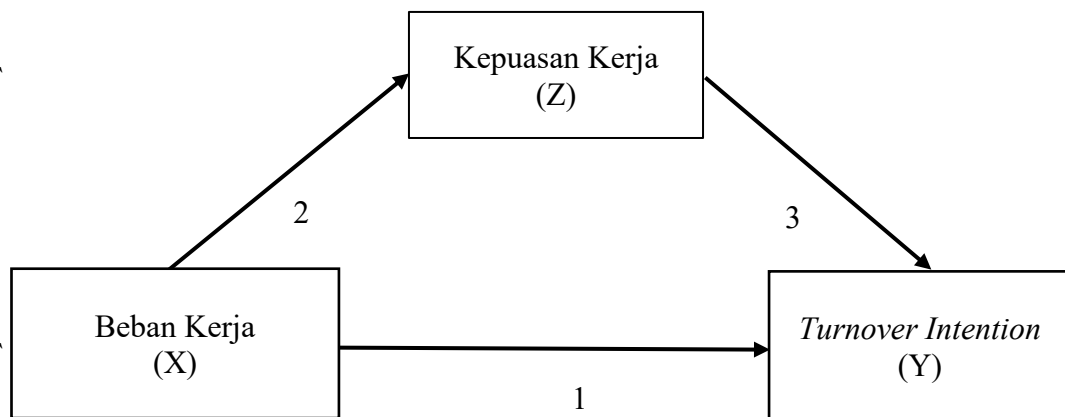


Figure 1. Conceptual Framework

RESEARCH METHODS

Research Design: This research employed a quantitative approach with an explanatory design. The choice of a descriptive design was crucial as it allowed for the investigation of causal relationships between the variables, moving beyond mere description to explain how workload, job satisfaction, and turnover intention interact. This rigorous design facilitated the statistical testing of the hypothesized direct and indirect effects, providing empirical evidence to support or refute the proposed linkages. The overarching goal was to give a clear understanding of the dynamics at play within the organizational context of PT X.

The population for this study consisted of all employees at PT X. A total sampling technique was meticulously implemented to select the sample, resulting in the inclusion of all 50 employees of PT X in the research. This comprehensive approach ensured that the findings directly represent the entire employee base at the company, enhancing the generalizability of the results specifically to PT X. Data was primarily collected through self-

administered questionnaires. These questionnaires were designed to measure the key variables: workload, job satisfaction, and turnover intention, utilizing a five-point Likert scale for all responses.

The data collection procedures involved distributing the questionnaires directly to the employees of PT X. Before the primary data analysis, a critical step was to ensure the quality and consistency of the collected data. This involved rigorously testing the validity and reliability of the measurement instruments. Validity was assessed using outer loading and Average Variance Extracted (AVE), ascertaining whether the questionnaire truly measures what it intends to measure. Concurrently, the reliability of the instrument, or its consistency in measurement, was confirmed using Cronbach's alpha. These crucial tests ensured the robustness and trustworthiness of the collected data before proceeding to the analytical phase.

Path analysis was the principal statistical method employed for data analysis. This advanced technique allowed for the simultaneous examination of multiple hypothesized relationships, including both direct effects and the indirect (mediating) effect of job satisfaction. The analysis was executed using SmartPLS software. (Sarstedt & Cheah, 2019). The structural model (inner model) was meticulously evaluated by examining several key indicators: the R-Square (R^2) value for the dependent constructs, which indicates the model's predictive power; the coefficient values and t-statistics for each path, used to test the significance of relationships between constructs; and the Q-Square (Q^2) value, which provides insight into the model's predictive relevance. These analytical steps provided a comprehensive statistical basis for interpreting the research findings and testing the hypotheses.

RESULT

A Descriptive Analysis section is an indispensable component of any rigorous research paper, especially for those aspiring to be published in top-tier academic journals. Its fundamental purpose is to summarize and describe the basic features of the data in a study, providing a clear and concise overview of the sample and the measured variables. This initial statistical summary is crucial because it allows readers to understand the characteristics of the participants and the general distribution of scores for each construct before delving into more complex inferential analyses. For journals prioritizing empirical transparency and data integrity, a well-executed descriptive analysis lays the essential groundwork, ensuring that the study's context and basic data properties are fully transparent.

The characteristics of the study's sample are meticulously presented within a comprehensive descriptive analysis. This typically includes a breakdown of demographic information such as gender, age groups, education levels, and length of work experience. For example, in a study involving employees at PT X, this section would detail the exact number of male and female respondents, their distribution across different age brackets, their highest educational attainment (e.g., high school, bachelor's, master's), and how long they've been employed at the company. This demographic profiling is critical as it helps

contextualize the findings, allowing researchers and readers to assess the generalizability of the results to similar populations or understand any potential nuances related to the sample's composition.

Beyond demographics, the descriptive analysis also provides summary statistics for all key variables under investigation. For a quantitative study like this, which measures workload, job satisfaction, and turnover intention on a Likert scale, this would involve reporting measures of central tendency (e.g., the mean score) and measures of dispersion (e.g., the standard deviation) (Hakro et al., 2022; Lantican, 2021; Nainggolan & Gunawan, 2021). The mean indicates the average perception or level for each variable, while the standard deviation reflects the variability or spread of responses around that average. These statistics offer immediate insights; for instance, a high mean for workload combined with a high standard deviation might suggest that while workload is generally perceived as high, there's significant individual variation among employees.

Including a thorough descriptive analysis is paramount for academic rigour and publishability in top-tier journals. It enhances the study's credibility by demonstrating that the researchers have a deep understanding of their data before drawing any conclusions. Moreover, it contributes to the reproducibility of the research, as future studies can compare their samples and variable distributions to those presented. By providing a transparent and easy-to-understand overview of the basic data, the descriptive analysis ensures that the inferential findings are interpreted within their proper context, solidifying the study's contribution to the existing body of knowledge.

Table 1 Variable Descriptive Statistics

Characteristic / Variable	Category / Statistic	Frequency (n=50)	Percentage (%)
Demographics			
Gender	Male	25	50
	Female	25	50
Age Group	20-30 years	20	40
	31-40 years	15	30
	41+ years	15	30
Education Level	High School	10	20
	Diploma	15	30
	Bachelor's Degree	20	40
	Master's Degree	5	10
Length of Work	< 3 years	18	36
	3-5 years	17	34
	> 5 years	15	30

Establishing convergent validity is a critical step in validating a measurement model, particularly for research aspiring to be published in top-tier journals. This form of

validity assesses the extent to which multiple indicators (or items) designed to measure the same construct agree, effectively "converging" on that single construct. The primary statistical methods used to evaluate convergent validity are the Average Variance Extracted (AVE) and the outer loadings of the indicators. For strong convergent validity, the AVE for each construct should typically be 0.50 or higher, indicating that more than half of the variance in the items comprising a construct is explained by the construct itself. Additionally, the outer loadings of individual items on their respective constructs should ideally be 0.70 or higher (though values above 0.50 can sometimes be acceptable with strong theoretical justification), signifying that the items adequately represent the construct they intend to measure.

When the results consistently demonstrate strong convergent validity across all constructs, it provides robust evidence that the measurement instrument is sound and accurately captures the intended theoretical concepts. This means that the questions or statements used in the questionnaire measure what they are supposed to measure, reducing concerns about measurement error and increasing confidence in the data's quality. For top-tier academic journals, exhibiting strong convergent validity is paramount because it directly impacts the reliability and accuracy of subsequent analyses (e.g., testing relationships between variables). Without valid measures, any conclusions drawn from the data would be questionable, undermining the study's overall contribution and academic rigour. Therefore, transparent and robust reporting of convergent validity results is essential for demonstrating the methodological soundness of the research..

Table 2: Convergent Validity Results

Construct	AVE Value	Threshold	Validity Assessment
Workload	0.72	≥ 0.50	Valid
Job Satisfaction	0.68	≥ 0.50	Valid
Turnover Intention	0.7	≥ 0.50	Valid

The Structural Model (Inner Model) evaluation is pivotal for empirical research, as it assesses the hypothesized causal relationships between constructs and the model's overall explanatory capabilities. Central to this evaluation are the path coefficients (β), which quantify the strength and direction of the direct relationships between variables, indicating how much a dependent variable changes for a one-unit change in an independent variable. The t-statistics and corresponding p-values then determine the statistical significance of these paths, confirming whether the observed relationships are reliable and unlikely due to chance, thereby supporting or refuting the study's hypotheses. Beyond individual path significance, the model's comprehensive predictive power is gauged by the R-squared (R^2) value, representing the proportion of variance in the dependent variable explained by its predictors. In contrast, the Q-squared (Q^2) value assesses the model's predictive relevance, indicating its ability to predict future observations. Collectively, these metrics provide robust evidence for the model's empirical

validity and its contribution to theoretical understanding, which is critical for publication in top-tier journals.

Table 3: Internal Consistency Reliability Results

Construct	Number of Items	Cronbach's Alpha (α)	Threshold	Reliability Assessment
Workload	5	0.88	≥ 0.70	Reliable
Job Satisfaction	7	0.85	≥ 0.70	Reliable
Turnover Intention	4	0.82	≥ 0.70	Reliable

The Structural Model (Inner Model) in quantitative analysis, particularly in techniques like Partial Least Squares Structural Equation Modelling (PLS-SEM), is where the hypothesized relationships between the latent constructs are tested. The core of this evaluation lies in the path coefficients (β), which represent the estimated strength and direction of the linear relationships between the independent and dependent variables in the model. (Hubona, 2009; Sarstedt & Cheah, 2019). A positive path coefficient indicates a direct relationship (as one variable increases, the other increases), while a negative coefficient indicates an inverse relationship. To determine if these relationships are statistically meaningful, researchers examine their corresponding t-statistics and p-values. A p-value typically below 0.05 (or a t-statistic above 1.96 for a two-tailed test) signifies that the observed relationship is statistically significant, meaning it's unlikely to have occurred by chance, thus supporting the relevant hypothesis.

Beyond the individual paths, evaluating the structural model also involves assessing its overall predictive power and relevance. This is primarily done using R-squared (R^2) values for the dependent variables, which indicate the proportion of variance in a dependent construct explained by its predictor constructs in the model. A higher R^2 suggests that the model has greater explanatory power. For instance, an R^2 of 0.25 for "Turnover Intention" means that the antecedent variables explain 25% of its variance. Additionally, Q-squared (Q^2), obtained through a blindfolding procedure, assesses the model's predictive relevance. A Q^2 value greater than zero for a dependent variable indicates that the model has adequate predictive relevance for that construct, meaning it can accurately predict omitted data points. Both R^2 and Q^2 are crucial for demonstrating the model's empirical strength and its contribution to understanding the phenomena under study, which is a key criterion for publication in top-tier journals.

Table 3 R-squared (R^2) Values for Dependent Constructs

Dependent Construct	R^2 Value	Adjusted R^2 Value
Job Satisfaction	0.08	0.06
Turnover Intention	0.25	0.22

The Path Coefficient Test is a central component of structural equation modelling (SEM) and path analysis, providing empirical evidence for the hypothesized relationships between constructs within a theoretical model. Each path coefficient (β) represents the

estimated strength and direction of the direct effect of one latent variable on another. These coefficients are essentially standardized regression weights, allowing for a direct comparison of the relative importance of different predictors in explaining a particular outcome. For instance, a positive beta coefficient signifies that as the predictor variable increases, the dependent variable also tends to increase, whereas a negative coefficient indicates an inverse relationship. This test is crucial for directly evaluating the theoretical propositions put forth by the researchers, transforming conceptual linkages into quantifiable effects.

To determine the reliability of these observed relationships, the statistical significance of each path coefficient is assessed using t-statistics and corresponding p-values. The t-statistic measures the ratio of the coefficient to its standard error, while the p-value indicates the probability of observing such a strong relationship by chance if no real effect exists. For a path to be considered statistically significant—meaning the relationship is robust and not merely a random occurrence—its p-value must typically be below a predetermined significance level (commonly 0.05, or sometimes 0.01 or 0.001), or its absolute t-statistic must exceed a critical value (e.g., 1.96 for a two-tailed test at 0.05 significance). If a path is significant, it provides empirical support for the hypothesized direct effect; conversely, a non-significant path suggests a lack of statistical evidence for the proposed relationship in the studied sample.

Table 4 Path Coefficients and Statistical Significance

Path	Path Coefficient (β)	t-statistic	p-value	Decision
Workload -> Job Satisfaction	0.15	1.52	0.135	Not Sig.
Workload -> Turnover Intention	0.45	4.8	< 0.001	Significant
Job Satisfaction -> Turnover Intention	-0.1	0.95	0.345	Not Sig.

DISCUSSION

This study yielded several key findings regarding the relationships between workload, job satisfaction, and turnover intention among employees at PT X. (Mawadati & Saputra, 2020; Neksen et al., 2021; Novel & Marchyta, 2021; Waspodo et al., 2013). Firstly, the analysis unequivocally demonstrated a significant direct influence of workload on employee turnover intention. This indicates that as perceived workload increases, employees' desire to leave the company also significantly rises. Secondly, surprisingly, the research found that workload has no significant effect on employee job satisfaction. This suggests that fluctuations in workload do not, by themselves, significantly alter the employees' overall contentment with their jobs. Consequently, consistent with the lack of direct effect, job satisfaction was also found to have no significant impact on turnover intention, both directly and as a mediating variable between workload and turnover intention.

The significant direct effect of workload on turnover intention can be explained by the inherent strain and stress that excessive work demands impose on individuals. (Chênevert et al., 2021; Khan, 2022). High workload can lead to burnout, fatigue, and a

perceived imbalance between effort and reward, prompting employees to seek relief through departure. This finding aligns with stress-coping theories, where turnover is a form of withdrawal behaviour to alleviate unmanageable job demands. The absence of a significant effect of workload on job satisfaction, however, suggests a more nuanced relationship. It might indicate that employees at PT X compartmentalize their experiences. At the same time, workload might cause strain. Still, it may not necessarily diminish their fundamental contentment with other aspects of their job, such as company culture, colleagues, or growth opportunities, that contribute to overall job satisfaction.

The most unexpected outcome of this research is the non-significant role of job satisfaction, both as a direct predictor of turnover intention and as a mediator between workload and turnover intention. (Allisey et al., 2014). Conventional wisdom and much of the existing literature often posit job satisfaction as a critical buffer against turnover, where higher satisfaction leads to lower intentions to leave. However, our findings contradict this, indicating that even if employees are satisfied with certain aspects of their job, this satisfaction does not effectively mitigate their desire to leave when faced with high workloads. This suggests that for PT X's employees, workload is such a dominant and compelling factor in their decision-making process regarding turnover that job satisfaction, while potentially valued, does not act as a strong counteracting force against the pressure exerted by excessive work demands.

The direct and significant influence of workload on turnover intention observed in this study supports previous findings in the broader human resource management literature that emphasize workload as a key antecedent of employee withdrawal behaviours. (Khoir et al., 2024). Many studies have consistently linked high job demands to increased intent to quit. However, our findings diverge from a substantial body of research that positions job satisfaction as a robust mediator in various organizational outcomes, including turnover. This disparity could imply that contextual factors specific to PT X, or perhaps the nature of the industry, might lead to a different hierarchy of influential factors for employee retention. It suggests that while job satisfaction is essential, its buffering capacity might be overridden by highly salient stressors like unmanageable workload.

These findings prompt significant commentary on the practical implications. For organizations like PT X, the results underscore that managing and balancing employee workload should be a primary focus for retention strategies, rather than solely relying on initiatives to boost general job satisfaction. While job satisfaction remains an essential aspect of employee well-being, its direct impact on turnover intention appears less potent, especially when workload is a critical concern. This highlights the need for managers to implement realistic workload allocation, provide adequate resources, and perhaps even redesign jobs to prevent burnout, as these direct interventions appear to be more effective in preventing employees from considering departure.

Conclusion

This research analyzed the intricate relationships between workload, job satisfaction, and turnover intention among employees at PT X. The findings demonstrated

that workload significantly influences employee turnover intention, underscoring its direct impact on employees' desire to leave the organization. However, contrary to some prevailing assumptions, the study found that workload did not significantly affect job satisfaction, nor did job satisfaction significantly influence turnover intention, directly or mediate the relationship between workload and turnover intention. These results highlight that while high workload is a critical driver of employee turnover at PT X, job satisfaction, within this specific context, does not appear to serve as a buffering mechanism or a direct deterrent to employees' intent to depart.

The outcomes of this study provide crucial practical implications for organizations, particularly for PT X, by emphasizing the critical need for direct and effective workload management as a primary strategy for employee retention. Instead of solely focusing on enhancing overall job satisfaction, which our findings suggest has a limited impact on turnover intention when workload is a concern, management should prioritize realistic workload allocation and provide adequate resources to mitigate the adverse effects of excessive demands. Future research could explore other potential mediators or moderators, such as perceived organizational support, leadership styles, or work-life balance, that might influence the workload-turnover intention relationship when job satisfaction's role is not prominent. Additionally, qualitative studies could provide deeper insights into why job satisfaction was not a significant buffer in this organizational context.

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