

## The Influence of Workload and Job Satisfaction on Turnover Intention of Lintasarta Central Sumatra Area Employees



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**ABSTRACT:** This study aims to determine the influence of workload and job satisfaction on employee turnover intention at Lintasarta Central Sumatra Area. The phenomenon in this study is the high turnover rate for Lintasarta Central Sumatera Area employees.

This research was carried out by distributing questionnaires, the sample in this study was the entire population using saturated sample, the questionnaires were distributed to 115 employees at Lintasarta Central Sumatera Area. After the questionnaires were returned, the data was then tested for validity and reliability, then followed by descriptive analysis, hypothesis testing and coefficient of determination.

Simultaneously testing the hypothesis using the F test and Q-Square to find out how much influence workload and job satisfaction have on turnover intention and partially testing the hypothesis using path coefficients, t-statistics and level of significance (p-value) to find out how much workload has an effect on turnover intention and how much job satisfaction has an effect on turnover intention.

**KEYWORDS:** Workload, Job Satisfaction, Turnover Intention

### I. INTRODUCTION

In a company, humans play an important role in the company's success. According Johan Maknur and Dian Wahyuningsih (2018) human resources are said to be vital assets because the relationship between a company and an organization cannot be separated, it is certain that there is a human element as the main element in an organization. Workers have an important role in carrying out organizational life. If these employees or workers have high work efficiency and motivation, then the wheels will move quickly, which will eventually bring in good performance and achievements for the company or organization.

The objects of this research are Lintasarta employees in the Central Sumatra Area (CSA) which is part of the West Indonesia Regional. CSA itself consists of 3 provinces, namely Riau, Riau Islands and West Sumatra, with offices in four cities, Pekanbaru, Duri, Batam and Padang. The average number of Lintasarta employees in 2021-2023 is 98 people. Every year there is around 10% -12% employee turnover rate. The results of internal data collection from Lintasarta Central Sumatra Area (CSA) revealed that 30 employees left the company in the 2021-2023 period with a turnover rate of 10.17%. According to Maier (in Pristianti, 2015) the figure of 5% on turnover considered to be high. With this figure of 10.17%, the employee turnover rate for Lintasarta Central Sumatra Area (CSA) is very high.

Rajan (2018) describes workload as the amount of work done or given to employees and is expected to be finished inside a set amount time period and which determines productivity and employee turnover. The large working area, rough road terrain, difficulty of transportation, multiple employee roles make the workload of Lintasarta CSA employees increasingly high. Apart from workload, job satisfaction influences turnover intention where employees with low job satisfaction result in an increase in employee turnover intention levels (Alamdard and Aleem, 2014). One of the impacts of job dissatisfaction is exit or leaving the company (Robbins and Judge, 2019).

This study aims to determine the impact of workload and job satisfaction variables simultaneously or partially on employee turnover intention variables.

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## II. BASIC THEORY AND FRAMEWORK

### 2.1 Work Load

Rajan (2018) describes workload as the amount of work done or given to employees and expected to be completed within a certain period of time and is a determinant of employee productivity and turnover. In the same vein, Munandar (2014) states that workload is a situation for doing work with a job description that must be finished within a specified deadline or moment. Experts view workloads as putting heavy pressure and time limits as positive tests that can improve the quality of work and employee satisfaction obtained from their work (Robbins and Judge, 2017).

Workload indicators based on Herminingsih and Kurniasih (2018) theory are as follows:

1. Mental Demands
2. Physical Demands
3. Temporal Demands
4. Personal Performance
5. Effort
6. Frustration

### 2.2 Job Satisfaction

Job satisfaction according to Robbins and Judge (2019) is a person's general attitude towards their work. According to Irwansyah (2019) job satisfaction provides a sense of satisfaction to progress, and get awards and employee satisfaction that has been fulfilled or in accordance with expectations will improve employee performance and achieve the goals of an organization. According to Newstrom (2014) job satisfaction is a collection of favorable and unfavorable feelings and emotions about how employees view their work. According to Robbins and Judge (2017), there are five job satisfaction variables;

- Salary
- career
- the work itself
- superiors and
- coworkers

According to Ardhyanitri and Wahyuningtyas (2018), the suitability of employees' work with their skills and abilities is anticipated to encourage employees to perform well and increase job satisfaction.

### 2.3 Turnover Intention

According to Wirawan (2015), intention is the intention or desire that arises from an individual to do something, while turnover is quitting, changing jobs, or withdrawing an employee moving from one company or workplace to another. Therefore, turnover intention is a person's desire to quit or resign the place where he works to another place of work for certain reasons. Sianipar (2014) explains that turnover intention is a person intends to leave the organization for whatever reason, either voluntarily (which originates from within oneself) or involuntarily (termination of employment from the company).

Turnover intention indicators according to Kartono (2017), include:

- Thinking of quit
- Intention to quit
- Intention to search for another job

### 2.4 Research Hypothesis and Framework

This research was conducted to see how the independent variables consisting of Workload (X1) and Job Satisfaction (X2), influence the dependent variable called Turnover Intention (Y) of Lintasarta Central Sumatra Area employees. Based on the main problem and goals of this study, the hypothesis of this study is :

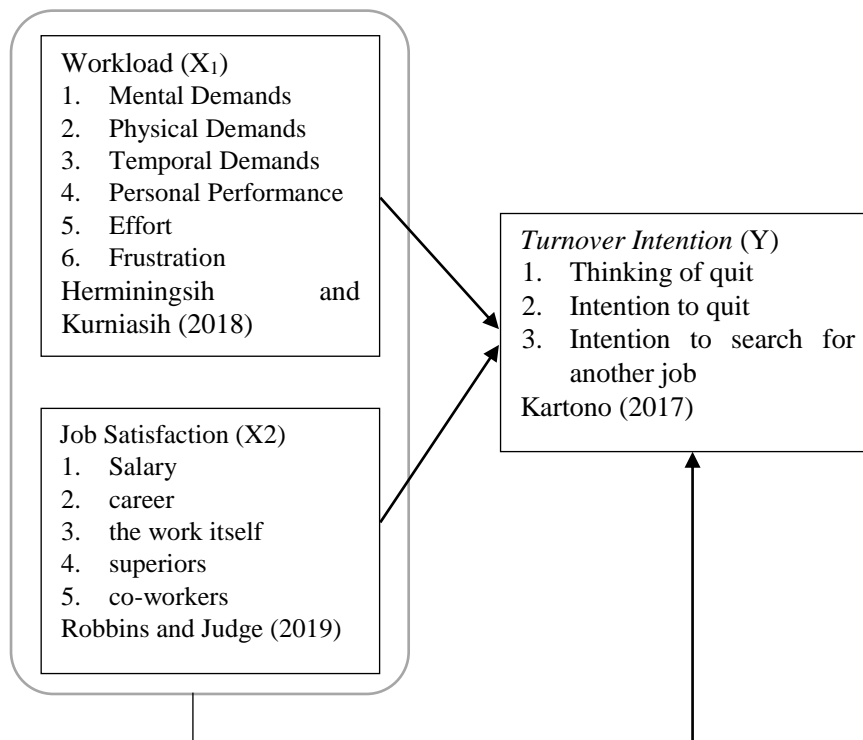
H1: There is a partial influence of Workload on Employee Turnover Intention.

H2: There is a partial influence of Job Satisfaction on Employee Turnover Intention.

H3: There is a simultaneous influence of Workload and Job Satisfaction on Employee Turnover Intention.

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Figure 1. Framework



### III. RESEARCH METHODOLOGY

The methodology of this study is quantitative using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). This research uses descriptive and causal research. In this research, the questionnaire used is an open and direct questionnaire so that the respondent just has to choose the available answers to obtain information and the questionnaire is given directly to the respondent. The population in this study was all employees of Lintasarta Central Sumatera Area totaling 115 personnel.

The questionnaire was distributed to the entire population, but there were obstacles in the field that caused only 100 questionnaires to be returned and studied. This caused the response rate of this study to be 91%. According to the U.S. Office of Management and Budget (OMB), the recommended response rate is 80%. OMB's concern about surveys with response rates below 80% is that the responses may not be representative of the intended survey population, which can lead to nonresponse bias and affect data quality (Wu et al., 2022). This study use a saturated sampling, sample selection technique when all members of the population are sampled (Sugiyono, 2019). In this research, the sample used was 100 employees.

There are three different variables in this study called the independent variable (X<sub>1</sub>,X<sub>2</sub>) and the dependent variable (Y). The independent variables or those referred to in this research are Work Load (X<sub>1</sub>) and Job Satisfaction (X<sub>2</sub>). The dependent variable used in this research is Turnover Intention (Y).

In this research, the Likert scale was designed with a composition of four alternatives, namely, the workload and turnover intention instruments were divided into "strongly agree", "agree", "disagree", and "strongly disagree". In a Likert scale, there are times when you "eliminate" the middle alternative between agreeing and disagreeing, namely Fair/Neutral, to avoid central tendency errors or the occurrence of middle values/centering of results from data collection. This central tendency error can make the data results biased, according to Sugiono (2019) in statistics, the central tendency is the central value or middle value for a probability distribution.

### IV. RESULT AND DISCUSSION

Research data is responses from respondents to questionnaires that have been distributed to respondents, and then the collected data will be analyzed using descriptive analysis techniques using questionnaire measuring instruments that have been tested for validity and reliability.

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**Table 1. Recapitulation of Respondents' Responses to Workload Variables**

No	Dimintions	Total Score	Ideal Score	Percentage
1	Mental Demands	586	800	73.25%
2	Physical Demands	887	1200	73.92%
3	Temporal Demands	570	800	71.25%
4	Personal Performance	604	800	75.50%
5	Effort	908	1200	75.67%
6	Frustration	547	800	68.38%
	<b>Total</b>	<b>4102</b>	<b>5600</b>	<b>73.25%</b>

Based on the results of data processing obtained from respondents' responses which are shown in Table 1, the percentage for variable X1 the workload rate of Lintasarta CSA employee is 73.25%, one of the highest.

**Table 2. Recapitulation of Respondents' Responses to Job Satisfaction Variables**

No	Dimintions	Total Score	Ideal Score	Percentage
1	Pay	1597	2800	57.04%
2	Career	962	1600	60.13%
3	Work Itself	2692	3600	74.78%
4	Superior	850	1200	70.83%
5	Work Colleague	1503	2000	75.15%
	<b>Total</b>	<b>7528</b>	<b>11200</b>	<b>67.89%</b>

Based on the results of data processing obtained from respondent responses shown in table 2, the Job Satisfaction Variable received from Lintasarta CSA employees has a percentage of 67.89% which is being the High category, but what needs to be paid attention to the Salary and Career Dimensions which are included in the Low category, so it requires special attention.

**Table 3. Recapitulation of Respondents' Responses to Turnover Intention Variables**

No	Dimintions	Total Score	Ideal Score	Percentage
1	Thoughts of Quitting	650	1200	54.17%
2	Intention to Quit	791	1200	65.92%
3	Intention to Search for Another Job	804	1200	67.25%
	<b>Jumlah Total</b>	<b>2106</b>	<b>3600</b>	<b>62.36%</b>

Based on the results of data processing obtained from respondent responses presented in Table 4.17 the Turnover Intention variable received from Lintasarta CSA employees has a percentage of 62.36% which falls into the Low category regarding the desire to leave the Company.

**Tabel 4. Convergent Validity: AVE Score**

Variable	AVE	Conclusion
Workload (X1)	0.743	Valid
Job Satisfaction (X2)	0.727	Valid
Turnover Intention (Y)	0.822	Valid

To test convergent validity you can also look at the AVE value. If the result of AVE value for all indicators is  $> 0.5$  then the variable meets the requirements for convergent validity (Ghozali, 2016). The convergent validity test's findings by looking at the AVE value of the variables workload, job satisfaction and turnover intention. In the following table as can be seen that the variables workload, job satisfaction and turnover intention have reached the convergent validity criteria with  $AVE > 0.5$ .

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**Table 5 Composite Reliability and Cronbach's Alpha Test**

Variable	Composite reliability	Cronbach's alpha	Conclusion
Workload	0.976	0.973	Reliable
Job Satisfaction	0.987	0.986	Reliable
Turnover Intention	0.977	0.973	Reliable

According to Sugiono (2019) a composite reliability value > 0.7 indicates a high reliability value. A variable might be proclaimed solid or meets Cronbach's alpha on the off chance that it has a Cronbach's alpha worth > 0.6 (Ghozali, 2016). Based on the table above, it can be concluded that all variables have met the reliability test criteria.

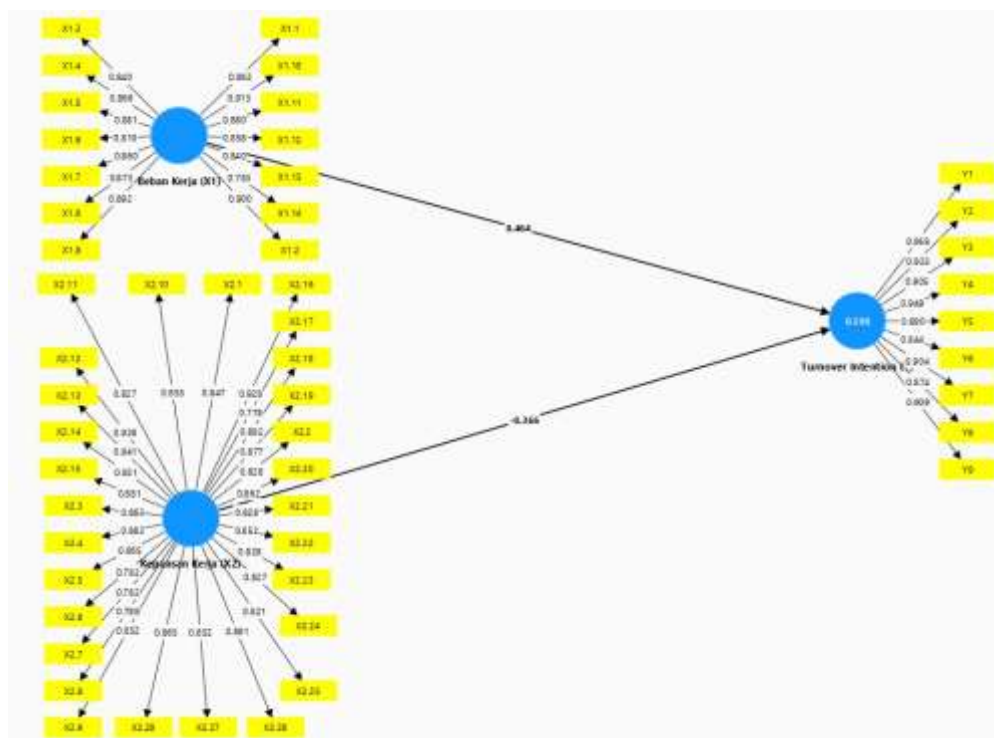
**Table 6 Structural Inner Model Test**

	R-Square	Q-Square	GoF
Turnover Intention	0.598	0.468	0.093

Based on table 6 above, the R-square value for the turnover intention variable is 0.598. These findings suggest that 59.8% of the turnover intention variables have an impact on workload and job satisfaction variables. The condition for a model to meet the Goodness of Fit SRMR (Standardized Root Mean square Residual) test is if the SRMR value is smaller than 0.1 (Hair et al. 2019). GoF based on SRMR for the turnover intention variable is 0.093, this result shows that overall (inner model and outer model) has met the SRMR Goodness of Fit test.

## Hypothesis Test Result

**Figure 2. Structure Equation Model (SmartPLS 4.0 2024)**



At the hypothesis testing stage, it will be known whether or not the research model's proposed research hypothesis is accepted or rejected. The results of the path coefficient estimation and the level of significance (p-value) describe the relationship between variables in the research model. Path coefficients are values that are useful in indicating the direction of the relationship in variables, whether a hypothesis has a positive or negative direction. Path coefficients have values that are in the range of -1 to 1. If the value is in the range of 0 to 1 then it can be stated as positive, while if the value is in the range of -1 to 0 then it can be stated as negative (Ghozali, 2018). The outcomes of the estimated path coefficients (path coefficients) and significance levels (p-value) describe the relationship between variables in the research model. The following is used as a basis for decision making :

- a. p-value < 0.05, then the hypothesis is accepted

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b.  $p\text{-value} > 0.05$ , then the hypothesis is rejected.

To test the hypothesis utilizing statistical values, the 5% alpha statistic is 1.96. So, standard accepting or rejecting the hypothesis  $H_a$  is accepted and  $H_0$  is rejected if  $t\text{-statistic} > 1.96$ .

**Table 7. Direct Effect Hypothesis Test Results**

Hypothesis	Path	Path Coefficient	T-Statistics	P-Value
H1	WL $\rightarrow$	0.464	2.392	0.017
H2	JS $\rightarrow$	-0.366	2.041	0.042

From the table above, the conclusions are hypotheses 1 and 2 are accepted.

Simultaneous hypothesis testing or F Test is a test used to see the joint influence of independent variables on the dependent variable. The simultaneous test criteria is to look at the calculated F value and compare it with the F value according to the table. If the calculated F value is greater than the table F value then  $H_0$  is rejected and  $H_a$  is accepted. The simultaneous test can also be seen if the calculated F value is greater than 4 then  $H_0$  can be rejected at a confidence level of 5% and  $H_a$  is accepted (Ghozali, 2016).

$$F_{value} = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

$R^2$  : Combined coefficient of determination  
 $k$  : Number of independent variables (exogenous)  
 $n$  : Number of samples

Based on the formula above, it can be concluded that  $F_{value} 74.75 > 3.09$ . This means that simultaneously Workload and Job Satisfaction influence Turnover Intention.

## V. CONCLUSIONS

It is critical for companies to observe workload by analyzing whether the tasks distributed are appropriate to the abilities and capacities of each employee or not. This study results represent that the workload variable has a strong influence on turnover intention. Thus, workload is one of the elements causing employee turnover intention. This result is also supported by other research conducted by Maulidah et al (2022), Manurung (2023), and Radinka and Kustini (2023).

Job satisfaction must also be considered and improved, for example by providing a good working environment for employees, providing training to improve their abilities and skills, providing work facilities for each employee and re-analyzing the benefits and remuneration provided by Lintasarta to employees. The correlation between job satisfaction and turnover intention in this study similiar with the results of other research conducted by Ardi (2019), Akbar (2021), Maulidah et al (2022), Manurung (2023), and Radinka and Kustini (2023).

High turnover intention in a company can have an impact on the company's productivity which will decrease, especially if the workers who leave are workers who have an optimal level of productivity. Therefore, it is necessary to pay attention to workload and job satisfaction so that company turnover intention is low.

Based on the data analysis's findings processing and the discussion described in the previous chapter regarding the influence of workload and job satisfaction on turnover intention, the author draws the following conclusions:

- The workload level of Lintasarta CSA employees is in the high category (73.25%), this indicates that the workload received by Lintasarta CSA employees exceeds the employee's work capacity.
- The job satisfaction level of Lintasarta CSA employees is in the High category (67.89%), this indicates that employees are satisfied with their work.
- The turnover intention level of Lintasarta CSA employees is in the Low category (62.36%), but more than half of them have different opinions, this indicates that employees have the intention to make a turnover.
- The workload factor positively (0.464) affects turnover intention.
- The job satisfaction factor negatively (-0.366) affects turnover intention.
- Workload and job satisfaction simultaneously affect turnover intention, with  $F_{count} 74.75 > 3.09$  and  $Q\text{-Square} = 0.468 > 0$ .

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