

# The Influence of Workload, Compensation and Job Satisfaction on Turnover Intention of Employees of PT. Basirih Industrial

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## ABSTRACT

The factor that often arises as a result of the company's failure to manage its human resources is the desire to change jobs (turnover intention). This study aims to analyze whether compensation, work load and Job satisfaction has an effect on Turnover intentions of employees of PT. Basirih Industrial. A convenient sampling technique uses the solvin formula and obtains 250 questionnaires. From the analysis model, the value of the dependent variable is obtained from the results of the questionnaire and uses a Likert scale. SPSS was used for statistical data analysis. The results of this study indicate that the model under study has met the feasibility test of the model. Work load negatively and significantly on job satisfaction. Compensation has a positive and significant effect on job satisfaction. Work load has a positive and significant effect on turnover intention. Compensation has a negative and significant effect on turnover intention.

**Keywords:** Work load, compensation, job satisfaction and turnover intention

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## 1. Introduction

The level of success of a company can be seen from how the organization can manage existing resources. Human resources (HR) as the main factor in a process of achieving organizational goals. Along with the development of the organization, there are not a few problems that occur if the management of human resources in the organization cannot be done properly and one of them is regarding the lack of commitment in an organization and turnover intention. *Turnover intention* This is an important issue because there is an employee turnover process that will have an impact on company costs such as recruitment costs, training costs and employee insurance costs and other costs.

At the Employee Cooperative PT. Basirih Industrial has a high turnover intention, many employees choose to leave the company. The following is the employee data of the Employee Cooperative of PT. Basirih Industrial year 2020-2021 is presented in table 1.

Table 1. Labor Data of PT. Basirih Industrial

Year	Number of employees	New employees	Employee Quit
2020	1134	206	939
2021	1625	868	1482

From the table above, it can be seen that turnover intention is increasing for 2 years from 2020 to 2021. Termination of employment at the request of the employee himself. From some of the triggers, it is predicted that the work load, compensation and job satisfaction aspects have a fairly significant important contribution, therefore this research was carried out.

## 2. Literature Review

### 2.1 Workload

According to Robbins and Judge (2014) work load tends to change the stress level of employees, which in turn can affect employee performance. Stress is not necessarily negative in itself, although it is usually discussed in a negative context. Stress is positive when it offers profit potential. Referring to the intensity of work assignments, work load is also considered to cause mental stress for employees (Shah et al., 2011). According to Koesomowidjojo (2017) in his research (Diana, 2019) the indicators of the workload are; 1. Conditions of work. Is an employee able to understand the job properly and correctly. 2. Time management. Working time in accordance with SOPs that can minimize the workload of employees. 3. Targets to be Achieved. The work targets that have been set by the company will certainly directly affect the workload that will be received by employees.

### 2.2 Compensation

Dessler (2009) states that compensation is a payment or wages given to employees in return for the work done by the employee. Compensation is needed to maintain a decent employee's life. However, compensation can also provide a measurement of an individual's value to an organization. Compensation has goals such as assisting in recruitment, job performance, and job satisfaction. Compensation theory, according to Dessler (1997), states that compensation is a form of payment or compensation given to employees because the employee is employed by the organization, which includes the following dimensions:

- Financial compensation: financial compensation includes wages or incentives, commissions and bonuses.
- Non-financial compensation: those that fall into the non-financial category include health benefits or health insurance, entertainment, and all that is given not in the form of money.

### 2.3 Job satisfaction

According to Robbins & Judge (2017), Job satisfaction (Job satisfaction) is a positive feeling towards work resulting from an evaluation of its characteristics. Job satisfaction is an employee's understanding of the job, the benefits of the job, and the emotional response they show to this understanding (Luthans, 1995). Satisfaction with work is the most pleasant and optimistic emotional state resulting from the assessment of their experience (Locke, 1976). Although there are different approaches to job satisfaction, all of these approaches argue that the concept of job satisfaction should be addressed in a multi-dimensional way (Bell & Weaver, 1987). Oshagbemi

(2000) defines job satisfaction as an emotional response that occurs as a result of the interaction between the values of workers regarding their work and the benefits they get from their work.

In many research studies, job satisfaction is described as a complex phenomenon that can be defined by many variables, and these variables are classified as arising from the person; namely, personal variables and work atmosphere (Scarpello & Vandenberg, 1992: 125; Simon, 1996: 38). The first of these factors is related to the work environment and the work itself. How individuals are treated; the characteristics of the assigned task; relationships with other co-workers; and gifts can all be mentioned here. The second is individual characteristics and previous lives. So grouped into two groups, these variables affect job satisfaction by interacting with each other.

#### *2.4 Turnover intention*

Mobley (1982) defines turnover intention as the termination of an employee from an organization/company that receives compensation from the organization. Voluntary turnover intention is dismissal made by employees from the organization, while forced turnover is caused by the organization, death and mandatory retirement (Mobley, 1982). Fishbein (1975) explains that turnover intention is the behavior of employees to quit a job. The willingness/desire to quit a job after thinking about it and planning it is called turnover intention (Mobley, 1977). Robbins (2006) defines turnover intention as a permanent dismissal of employees from the industry either by the employees themselves (voluntarily) or by the company.

Werther and Keith (1993) put forward the definition of turnover intention as "the willingness of employees to leave one organization for another". That is, the willingness of employees to leave one organization leads to another. This is very risky for all categories of organizations as it takes more time; pay to recruit new employees and train them. So, Turnover intention is an important variable for organizations and the research community to identify the cause of ending a job. Turnover intention is a universal problem for all types of organizations (Lucas et al., 1987). This is very risky for all categories of organizations as it takes more time; pay to recruit new employees and train them. So, Turnover intention is an important variable for organizations and the research community to identify the cause of ending a job. Turnover intention is a universal problem for all types of organizations (Lucas et al., 1987). This is very risky for all categories of organizations as it takes more time; pay to recruit new employees and train them. So, Turnover intention is an important variable for organizations and the research community to identify the cause of ending a job. Turnover intention is a universal problem for all types of organizations (Lucas et al., 1987).

#### Hypothesis

- Relationship between work load and job satisfaction  
This finding is supported by Amal Altaf & Mohammad Atif Awan (2011) who found that excess work load has a negative impact on job satisfaction. The work load variable and its relationship with job satisfaction were also investigated by Zainudin Awang & Junaidah Hanim Ahmad (2010) who confirmed that there was a significant negative relationship between work load and job satisfaction for lecturers at the Universiti Teknologi MARA (UiTM) Kelantan.  
H1 :There is a significant negative relationship between work load and job satisfaction.
- Compensation relationship and job satisfaction

Souza (2000) observes that compensation is a predictor of job satisfaction where highly paid employees show greater job satisfaction, a view that is also held by Joanne (1980). In addition, the purpose of giving compensation is to provide job satisfaction to employees. Because with compensation employees will be able to meet their life needs such as physical needs, social status, egoism, and so on so that employees will get job satisfaction from their positions. (Hasibuan, 2017; Shields et al., 2000) Various studies have shown that compensation, especially compensation financially, affect job satisfaction.

H2 :There is a significant relationship between work load and job satisfaction.

- Job satisfaction relationship to turnover intention

When an employee is happy with the work they do, they are more likely to exhibit positive behavior at work by participating in all aspects of the job, and they will also experience increased motivation to take the initiative to determine whether they are working or not. want to leave the organization and look for other job opportunities. Job satisfaction has been shown to have a beneficial effect on worker productivity and a negative relationship with employee turnover, according to research by Egan et al. (2004) and Silverthorne (2004). Based on the description above, the hypotheses proposed in this study are as follows:

H3 : Job satisfaction has a negative effect on turnover intention

- Relationship between work load and turnover intention

The results of research conducted by Putra and Prihatsanti (2016) where workload has a significant influence on turnover intention. Junaidi research results (2020)the workload had a positive and significant effect on turnover intention. According to Gibson (2009), work load can also have a negative impact on employee health because there is too much pressure, so many employees decide to change jobs.

H4: Work load has a positive and significant effect on turnover intention.

- Compensation relationship and turnover intention

This research is in line with that conducted by Devi, Ni Luh Mita Sri and Sudibia, Gede Adnyana (2015) found that financial compensation has a significant effect, this shows that the greater the financial compensation received, the intention to leave work will decrease because employees feel valued by their needs can be met, on the other hand, the lower the financial compensation received, the higher the turnover intention, so that compensation will be very useful if it is given with the sacrifices that employees give to the company.

H5: Compensation has a significant and negative effect on turnover intention

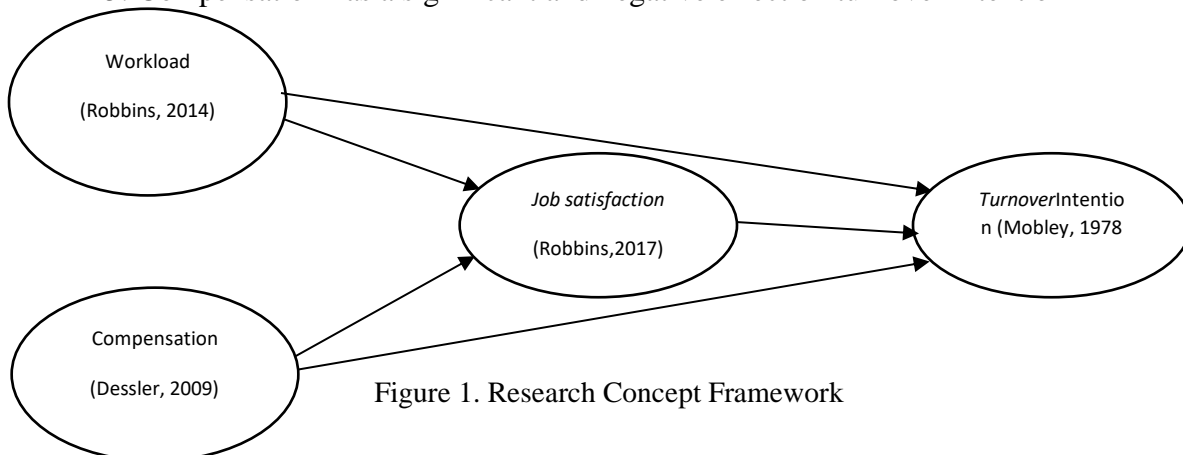


Figure 1. Research Concept Framework

### 3. Research Methodology

The research will be conducted at PT. Basirih Industrial Banjarmasin, South Kalimantan from September 2022. The sample in this study was determined based on the calculation of the solvin formula with a tolerable error rate of 5% 250 Samples. Employees who are sampled will be given a questionnaire containing several questions

In the quantitative section, SPSS software was used to analyze and interpret the results and the data were submitted for descriptive statistical analysis through the parameters of media, standard deviation and frequency. In addition, the case study was also continued to find correlations with a view to identifying the size of the relationship between independent variables Work load variables (aspects of mental, physical and time burden), compensation (direct and indirect compensation aspects), Job satisfaction (aspects: salary, promotions) , co-workers, superiors and the nature of the task) with the dependent variable (turnover intention). Multiple linear regression technique was also used to estimate the value of the studied variables with the weighted values identified above;

### 4. Results

#### 4.1 Research results

- **Multiple Linear Regression Test Results Equation 1**
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Table 2. Multiple Linear Regression Test Results  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1,889	.080		23,730	.000
	Workload	-.062	.030	-.085	-2.093	.037
	Compensation	.658	.034	.796	19,601	.000

a. Dependent Variable: Job satisfaction

Based on the results of the regression model above, it can be concluded that the positive constant value is 1.889. These results indicate that the workload and compensation variables have an effect on job satisfaction. Workload variable has a negative value of -0.062, and Compensation has a positive value of 0.658. This illustrates that every increase in Workload by one unit will reduce Job satisfaction by the value of the beta coefficient on the independent variable multiplied by the amount of increase that occurs, but every increase in the Compensation variable by one unit will increase Job satisfaction by the value of the beta coefficient on the independent variable multiplied by the amount of increase. that happened. For example, each increase in Workload by one unit will decrease Job satisfaction by 0.062, but every increase in Compensation by one unit will increase Job satisfaction by 0.658.

● **Multiple Linear Regression Test Results Equation 2**

Table 3. Multiple Linear Regression Test Results  
Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,919	.034		56,318	.000
	Workload	.670	.015	.816	46,020	.000
	Compensation	-.033	.016	-.045	-1,990	.047
	Job satisfaction	-.046	.015	-.063	-3.166	.002

a. Dependent Variable: Turnover intention

Based on the results of the regression model above, it can be concluded that the positive constant value is 1.919. These results indicate that the variables Workload, Compensation, and Job satisfaction have an effect on Turnover Intention. Workload variable has a positive value of 0.670, Compensation has a negative value of -0.033, and Job satisfaction has a negative value of -0.046. This illustrates that every increase in workload by one unit will increase turnover intention equal to the value of the beta coefficient on the independent variable multiplied by the amount of increase that occurs, but every increase in the Compensation and Job satisfaction variables by one unit will reduce Turnover Intention equal to the value of the beta coefficient on the independent variable multiplied by the magnitude of the increase that occurred. For example, every increase in Workload by one unit will increase Turnover i Intention of 0.670, but every one unit increase in compensation will reduce turnover intention by 0.033, and every one unit increase in Job satisfaction will reduce Turnover Intention of 0.046.

**4.2 Equation**

$$Y = a + b_1X_1 + b_2X_2$$

**5. Discussion**

**Hypothesis Testing Results**

● **F Test Results (Simultaneous Testing)**

This test aims to prove whether the independent variables simultaneously (together) have an influence on the dependent variable (Ghozali, 2009:88). The results of the F statistical test can be seen in the table below, if the probability value is less than 0.05 then Ha is accepted and Ho is rejected, while if the probability value is greater than 0.05 then Ho is accepted and Ha is rejected.

Table 4. F Statistic Test Results (Simultaneous)

		ANOVA a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.522	2	46,761	143.452	.000b
	Residual	80,514	247	.326		
	Total	174.036	249			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Compensation, Workload



Based on the data in the table above, it can be seen that the significance value in the F test is  $0.000 < 0.05$ ,  $f \text{ count} > f \text{ table}$  is  $143.452 > 3.03$  which is obtained on the Workload and Compensation variables. This shows that there is a significant effect of the independent variable simultaneously on the dependent variable, so it can be concluded that there is a positive and significant influence on the workload variable, and compensation simultaneously has an effect on job satisfaction.

Table 5. T Test Results Statistics (Partial)  
**Coefficients a**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1,889	.080		23,730	.000
	Workload	-.062	.030	-.085	-2.093	.037
	Compensation	.658	.034	.796	19,601	.000

a. Dependent Variable: Job satisfaction

- Based on the table above, it can be seen that the Workload variable has a significance value of  $0.037 < 0.05$  and  $t \text{ count} > t \text{ table}$  that is  $-2.093 > 1.651$  which is obtained on the Workload variable so that it can be concluded that Workload has an influence on job satisfaction..a negative t value indicates that the Workload variable has an influence that is not in line with job satisfaction so that H1 is accepted, that is, there is an influence *Workload* negatively and significantly to job satisfaction. The results of tests conducted by (Rao Tahir, et al, 2021) also show a significant influence between work load and a positive effect on job satisfaction.
- Variable *Compensation* has a significance value of  $0.000 < 0.05$  and  $t \text{ arithmetic} > t \text{ table}$  that is  $19.601 > 1.651$  obtained in the variable *Compensation* so it can be concluded that *Compensation* have an influence on job satisfaction,a positive t value indicates that the variable *Compensation* has a direct effect on *Job satisfaction*, so that H2 is accepted, that is, there is an effect *Compensation* significantly and positively to *Job satisfaction*. The indicator that can best explain good compensation is the perception that the company has placed compensation as a top priority. It is concluded that good compensation will lead to an increase in employee job satisfaction, while bad compensation will cause a decrease in employee satisfaction. These results support the research conducted by (Nico, et al, 2020) which states that there is a significant positive relationship between compensation and job satisfaction.
- T Test Results (Partial Testing)

Table 6 T Test Results Statistics (Partial)  
**Coefficients a**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1,919	.034		56,318	.000
	Workload	.670	.015	.816	46,020	.000
	Compensation	-.033	.016	-.045	-1,990	.047

<i>Job satisfaction</i>	-.046	.015	-.063	-3.166	.002
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a. Dependent Variable: Turnover Intention

- Based on the table above, it can be seen that the Workload variable has a significance value of  $0.000 < 0.05$  and  $t \text{ count} > t \text{ table}$  which is  $46,020 > 1,651$  which is obtained on the Workload variable so it can be concluded that Workload has an influence on Turnover intention.,a positive t value indicates that the Workload variable has a direct effect on Turnover Intention,so that H3 is accepted, that is, there is an effect *Workload* positively and significantly towards turnover intention. Research results Rao Tahir, et al (2021) Workload has a significant influence on turnover intention
- Variable *Compensation* has a significance value of  $0.047 < 0.05$  and  $t \text{ count} > t \text{ table}$  that is  $-1.990 > 1.651$  obtained in the variable *Compensation* so it can be concluded that *Compensation* have an influence on *Turnover intention*,a negative t value indicates that the variable *Compensation* has a disproportionate effect on *Turnover intention*,so that H4 is accepted, that is, there is an effect *Compensation* significantly and negatively to *Turnover intentions*.
- Variable *Job satisfaction* has a significance value of  $0.002 < 0.05$  and  $t \text{ count} > t \text{ table}$  that is  $-3.166 > 1.651$  which is obtained in the variable *Job satisfaction* so it can be concluded that *Job satisfaction* have an influence on *Turnover Intention*,a negative t value indicates that the variable *Job satisfaction* has a disproportionate effect on *Turnover intention*,so that H5 is accepted, that is, there is an effect *Job satisfaction* significantly and negatively to *Turnover intentions*. These results are in line with the research of Akhigbe, Felix, and Finelady (2014); and (Nico, et al, 2020), who found that there is a significant relationship between job satisfaction and turnover intention.

## 6. Conclusion

One of the main objectives of this study is to examine whether workload, compensation and job satisfaction affect turnover intention at PT. Basirih Industrial. The results of this study can be summarized as follows: Work load has a negative and significant impact on job satisfaction. Compensation has a positive and significant effect on job satisfaction. Work load has a positive and significant effect on turnover intention. *Compensation* give a negative and significant effect on turnover intention. And job satisfaction has a negative and significant effect on turnover intention.

The results of this study are expected to be useful information for the company, or can be used as an evaluation material to reduce the level of turnover intention at PT Basirih Industrial. And the results of this study are expected to be used as reference material and useful reading material so that they can add and enrich knowledge about research research on Work Load, Compensation Job satisfaction and Turnover intention and furthermore this research can be developed into a better research than this research.

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