

The Effect of Workload on Turnover Intention with Job Satisfaction as an Intervening Variable

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Abstract

This study has the aim of knowing how the impact of the workload of Turnover Intention of job satisfaction becomes an intervening variable at the Garment X employee department employees in Sukabumi. This kind of research uses the survey approach and is quantitative. By utilizing the Slovin formula, the number of samples was 94 of the 1602 populations. Research variable data is managed using SPSS 25. Path analysis is used for analysis the data (a development analysis technique of a double linear regression model), coefficient of determination (R^2). The research has found that workload is positive and meaningful impact on turnover intention, the detrimental and considerable impact of workload on job satisfaction, job satisfaction is negative to impact and means intention to turnover, and finding of path analysis show that job in satisfaction can be intermediary variables of the workload of Turnover Intention. This means that the number of jobs delegated for employees can result in decreasing employee job satisfaction should be improved because employees' willingness to quit their jobs is growing

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Introduction

Human Resources (HR) is the main driver in the company, this means that developing or not a company will be influenced by existing HR management (Catio & others, 2020). The company's failure to manage its human resources can be reflected in the behavior of employees who have the intention to change jobs (turnover intention) which can ultimately have an impact on the employee's decision to leave his job (Muzajjad & Febriyanti, 2021). Turnover intention that ends in the exit of employees in a company can result in the company losing qualified and experienced employees, which will then have an impact on spending funds in the stages of recruitment, selection, and training of new employees.

Workload is an example of an aspect that can affect turnover intention in a company. Too many

job demands that exceed the employee's ability will result in the employee feeling burdened with the work he has, so that it will have an impact on the existence of an intention to leave the company by applying for a job that is felt to be more desirable than his current job.

Hasibuan, (2017) defines job satisfaction as feeling happy and satisfied with his profession. Job satisfaction for employees needs to be considered as best as possible, so that morale, work loyalty, love, and obedience and adherence to work can increase. According to Erviansyah et al., (2021) When employees feel satisfied with their work, the expectations of employees to leave the company will decrease, but on the contrary if employees are not satisfied with their profession, the interest in leaving the company will increase so that it will have an impact on the occurrence.

Company Garment is an example of an agency located in Sukabumi and has been established since 2005. This company has a vision to produce the highest quality clothing, which can meet the needs of its customers. Based on the data obtained from the personnel department, it can be seen that there are problems related to the high level turnover of employee the sewing department. The following is a graph turnover employees sewing department at Garment X Company in Sukabumi during 2017-2020



Figure 1. turnover employee sewing department in 2017-2020

Source: HRD of Garment Company X

In the graph above, it can be seen that *turnover* the employee the sewing department Company Garment is in a fluctuating condition from year to year, the high intensity of employees leaving has caused the company to spend funds for the stages of selection, recruitment, and counseling of new employees. The quality of production produced by a garment company will depend on the results obtained by the sewing department. Therefore, the sewing department required to work as much as possible to produce the best quality clothing with the target and time set by the company.

Based on the results of an interview with the HRD of Garment X Company on Saturday, May 1, 2021, it produced some information that underlies the occurrence of turnover in sewing department employees such as: high production targets that must be achieved by employees, causing employees to feel burdened with their work, and have an impact on reduced job satisfaction. that employees have for the job, another reason is the

hope to get a more suitable profession in other companies, which causes employees to have the intention to move and ultimately choose to leave the company. HRD also emphasized that the company has tried to reduce the level turnover intention by providing various kinds of bonuses to employees who have met production targets, salaries are always on time, and overtime pay is always paid according to working hours, but turnover intention is still not can be avoided. Researchers believe it is necessary to further define the workload characteristics, job of satisfaction, and desire to leave the job in light of the current issues.

Literature Review

intention to turnover

Noviyanti, (2020) in his research defines that turnover intention is an expectation that arises from employees to quit their current profession for a certain reason and even wants remuneration from the company in question. Turnover intention is a situation that has a very strong influence on turnover that occurs in a company. This indicates that when employees have a high intention to leave the company, the higher the likelihood that turnover will occur. According to Mobley, (2011) and Audina & Kusmayadi, (2018) turnover intention in a company can be measured through indicators: (1) Implicit thoughts of leaving, is a situation where employees have thoughts of leaving or staying afloat. in the company (2) Implied a desire to leave the company, is a situation where employees feel disadvantaged while working in the company, resulting in a desire to leave the company (3) Implied thoughts of looking for another job, in this situation employees feel that other companies will be able to provide better benefits when compared to the company where he works today.

Workload

Tulangow (2018) definition of workload as a set of tasks assigned by the leadership to the incumbent or an organizational unit to be completed within a predetermined time limit. In a

company the workload delegated to employees has been determined in line with the policy standards determined according to the type of work each. When employees do work in accordance with the stipulated provisions, so that problems will not be experienced, but it will be different if employees work below the standards set by the company, it will result in an increase in the workload borne (Sutikno, 2020). According to Edison et al., (2016) and Udriyah et al., (2018) the workload in a company can be measured by several indicators, namely: (1) the target that needs to be met, is the amount of work that must be achieved by employees in carrying out their duties (2) working conditions, in this case the working conditions in question are how employees are able to explore the work they do well (3) use of time at work, if the application of time in work is in accordance with company standards then it can suppress the workload on employees (4) work standards, is a perception that employees have of their work, such as an attitude that appears regarding the workload that needs to be completed by a predetermined time limit.

Job Satisfaction

Erviansyah et al., (2021) revealed that job satisfaction is an assessment of whether or not the work done by employees is satisfactory, which is then used as the basis for their attitude to the work they are doing. Job satisfaction for employees is an element that requires attention from an agency. When workers already have a sense of satisfaction with the work they have, there will be a strong will to provide a good participation to strive for the success of the agency. In this study, researchers will use indicators from Luthans, (2011) and Fitriantini et al., (2019), which consists of: 1) Satisfaction with the work itself, 2) Satisfaction with superiors in the company, 3) Satisfaction with the salary received, 4) Satisfaction with the work environment in the company, 5) satisfaction with colleagues in the company.

Relationship between *turnover*

Research on the effect of workload on *turnover intention* was conducted by Fitriantini et al., (2019) shows the results that workload is

significantly positive to impact *turnover intention*. In another words workload of many employee will increase the employee's intention to leave his current job. This found by Fitriani & Yusiana, (2020), Masta & Riyanto, (2020), and Anees et al., (2021) which states that workload has an impact on *turnover intention* with a good relationship direction. Based on this explanation, the hypothesis to be studied is:

H1: : Workload have positive effect on turnover employees.

Relationship between workload and job satisfaction

Song et al., (2020) demonstrated that a heavy workload will make workers feel under pressure and demotivated, which can result in job burnout and lower job satisfaction. Has found by Udriyah et al., (2018), Dwinijanti et al., (2020), and Fitriani & Yusiana, (2020) demonstrate that there is a strong correlation workload and job of satisfaction that runs in the opposite direction. That means the high workload of employees can have an impact on decreasing job satisfaction. Based on this, the hypotheses to be formulated are:

H2: Workload have negative effect on job satisfaction

Satisfaction with the job and plans to leave the position

Noviyanti et al., (2020) describes that increasing employee job satisfaction can have an impact on decreasing the level *turnover intention*. Employees with high levels of job satisfaction are more likely to like their jobs, which can reduce the likelihood that they will leave their positions, but on the contrary if employee satisfaction with their work is felt to be lacking, there will be an intention to leave the place and choose to look for work in other companies (Sutikno, (2020). This is in line with research from Liu & Lo (2017), Naiemah *et al.* (2021) It explains that there is a negative association between the intention to leave one's job and job happiness. This shows that high satisfaction in working for employees can affect the decrease *turnover intention*. Based on this description, a hypothesis is formulated, namely:

H3: Job satisfaction have negative effect on turnover employees.

Relationship *et* satisfaction.

In the research conducted by Dwinijanti et al., (2020), Sutikno, (2020), Anees *et al.* (2021) the results show that job satisfaction can be used as an intermediary construct between workload and *turnover intention*. This can mean that the quantity of work that is charged to employees, which must be completed as soon as possible, will have an impact on decreasing job satisfaction that employees have. When employees are dissatisfied with their profession, a desire can arise in employees to change professions to better ones in other companies. So that it will have an impact on increasing the desire of employees to leave their current job. Based on this description, a hypothesis is formulated, namely:

H4: Workload, intention to leave, and job satisfaction as an intervening variable all have a substantial positive relationship.

Methods

Quantitative research utilizes the *survey* used in this study. While the independent variables include workload (X), turnover intention (Y) and work happiness as the dependent variables (Z) as the intervening variable. All employees of *the*

sewing department at *Garment X Company*, totaling 1,602 employees for the period March 2021, were determined to be the population of this study. By utilizing the Slovin formula, the number of samples from 1,602 *sewing department* with a *margin of error* of 10% is as follows: $n = \frac{1602}{1+(1602 \times 10\%^2)} = \frac{1602}{1+(1602 \times 0,01)} = 94,12$

Through the use of a straightforward random sample method, probability sampling was used as a sampling methodology in this investigation. According to Sugiyono, (2017) this technique is an uncomplicated technique because the sample in this technique is taken at random without paying attention to or seeing the level in the population. This step is used when members of the population are considered homogeneous. Because the population in this study was only from the sewing department, which could be said to be a homogeneous population, simple random sampling has used for the technique. Meanwhile, Interviews were used to gather research data, observation, and distributing questionnaires. The distributed questionnaire uses a Likert scale measurement that can be written in the form of a 1-5 scale from the statement "strongly disagree" to "strongly agree".

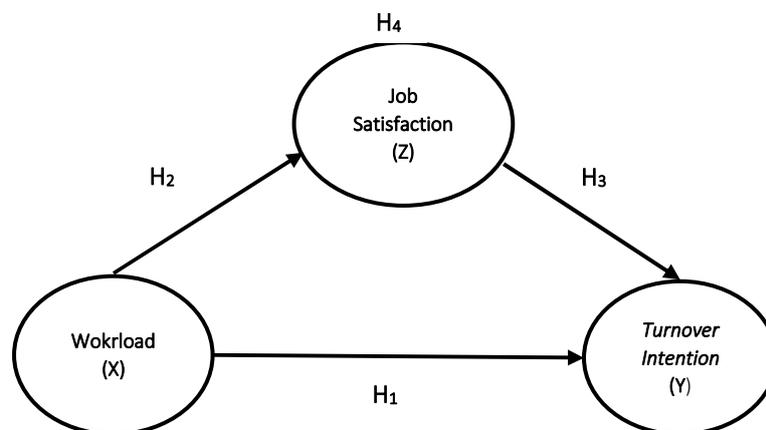


Figure 2. Framework

Results and Discussion

Validity and Realibility Test

When testing the instrument using validity testing for the instrument variable workload, job satisfaction and turnover intention carried out by comparing the results using the degree of freedom (df) n-2 table in arithmetic. Large r table with the requirements $df = N-2 = 94-2 = 92$ and a significance level of 5%, then the value obtained = 0.2028. The outcomes of the full instrument used in this study are based on the validity testing

results, which include categorized as valid, because the results of r count all research instruments above r table 0.2028. Then, the value of reliability testing using Cronbach's alpha to assess the consistency of the research instrument, the results showed that the Cronbach's Alpha the workload variable was 0.834, for the turnover intention variable it was 0.874, and for job satisfaction it was 0.913. Therefore, the results of reliability testing on the variables of workload, turnover intention and job satisfaction are credible or can be trusted because Cronbach's $\alpha > 0.7$.

Table 1. Test Validity

Variable	Question	r count	r Table	Note
Workload (XI)	X_1	0,548	0,2028	Valid
	X_2	0,638		
	X_3	0,698		
	X_4	0,584		
	X_5	0,667		
	X_6	0,520		
	X_7	0,736		
	X_8	0,673		
	X_9	0,560		
	X_10	0,534		
	X_11	0,616		
	X_12	0,620		
Turnover Intention (Y)	Y_1	0,772	0,2028	Valid
	Y_2	0,742		
	Y_3	0,663		
	Y_4	0,776		
	Y_5	0,715		
	Y_6	0,672		
	Y_7	0,795		
	Y_8	0,725		
Job Satisfaction (Z)	Z_1	0,673	0,2028	Valid
	Z_2	0,579		
	Z_3	0,625		
	Z_4	0,739		
	Z_5	0,682		
	Z_6	0,505		
	Z_7	0,613		
	Z_8	0,490		
	Z_9	0,575		
	Z_10	0,554		
	Z_11	0,713		
	Z_12	0,721		

Z_13	0,691	
Z_14	0,720	
Z_15	0,577	
Z_16	0,655	0,028
Z_17	0,573	
Z_18	0,628	
Z_19	0,658	

Source : SPSS Output (2021)

Table 2. Reliability Test

No	Variable	Cronbach's Alpha	Item Total	Note
1	Workload	0,834	12	Reliabel
2	Turnover Intention	0,874	8	Reliabel
3	Job Satisfaction	0,913	19	Reliabel

Source : SPSS Output (2021)

Test of Determination

The coefficient of determination denoted by R^2 is one of the main measurements needed in regression because it can indicate whether the estimated regression model is good or bad. The R^2 value^{square} describes the level of variation value and the dependent variable can be described by the independent variable

Table 3. Workload Determination Test Results on Work Goals

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	,714 ^a	,510	,505	7,013

Source : SPSS Output (2021)

Using the data in Table 3, the resulting R of 0.510 means that the workload affects job satisfaction by 51% and partly 0.490 is influenced by other factors outside the study. So that through

these results, it can be calculated on the path coefficients of other variables outside of this study e1 with the formula: $e1 = \sqrt{(1 - 0,510)} = 0,700$

Table 4. Workload Determination Test Results and Job Satisfaction on Turnover Intention

Model	R	R ²	Adjusted R ²	Std.Error.of the Estimate
1	,353 ^a	,125	,105	5,594

Source : SPSS Output (2021)

Based on table 4 above, the value of the coefficient of determination or R^2 is 0.125. This shows that the variable workload and job satisfaction have an impact on turnover intention as much as 12.5% whereas other factors affect the remaining 87.5 percent of the total. Based on the related R^2 , it can be obtained the path coefficient for other variables outside the model, namely e2 with the formulation: $e2 = \sqrt{(1 - 0,125)} = 0,935$.

Path Analysis (Path Analysis)

In this study, data analysis was carried out 2 times, for the first regression test was carried out to identify the impact of workload on job satisfaction

and for the second regression test was carried out to identify the impact on the intention for leave a job include workload and job on satisfaction. The study's findings are translated into:

Table 5. Workload Regression Test Results on Job Satisfaction

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	20,130	5,786		3,479	,001
	Workload	-,111	,114	-1,171	-1,788	,000

a. Dependent Variable: Job Satisfaction

Source : SPSS Output (2021)

Based on the results of testing the first equation between workload variables on job satisfaction, it shows a significant impact, namely

$0.000 < 0.05$ and produces a standardized coefficients beta value of -1.171 which is negative, indicating that high employee workloads can have an impact on decreasing Job satisfaction

Table 6. Workload Regression Test Results and Job Satisfaction on Intention to Turnover

Model		Unreliable Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	30,079	4,910		6,126	,000
	Effect of Workload	,434	,129	,470	3,351	,001
	Job Satisfaction	-,276	,083	-,465	-3,316	,001

a. Dependent Variable: Turnover Intention

Source : SPSS Output (2021)

Depending on the results of the test of equation two shows the results of the workload variable on a major impact will be had by turnover intention, namely $0.001 < 0.05$ and the standardized coefficients beta value of 0.470 is positive, indicating that the higher the workload of an employee, the higher the workload. the

employee's intention to leave the institution. The variable job satisfaction on turnover intention produces a significant effect, namely $0.001 < 0.05$ and produces a standardized coefficients beta value of -0.465 which is negative, indicating that high job satisfaction in employees has the potential to affect the decline turnover intention.

Table. 7 Results of Direct and Indirect Impacts

No.	Variable	Coef Trac	Direct Influence	Not Influence	Total
1.	X to Z	-1,171	-1,171		-1,171
2.	X to Y	0,470	0,470	$-1,171 \times -0,465 = 0,544$	1,014
3.	Z to Y	-0,465	-0,465		-0,450
4.	e1	0,700	0,700		0,700
5.	e2	0,935	0,935		0,935

Source : SPSS Output (2021)

It can be seen in the calculation table above that the direct impact of workload construct on *intention to turnover* is 0.470 and the indirect effect is 0.544

Effect of Workload on *Intention to Turnover*

The outcomes of the workload construct test on turnover intention can be reviewed through table 7 which shows the results of t-count of 3.351 > t-table of 1.661 with a significant value of 0.001 below 0.05 so H_a is valid and H_o is invalid. The test results show that there is a significant positive impact of the workload construct on the turnover intention. The high workload received by employees of the sewing department of Garment X Company, will increase the expectations of employees to choose to resign from the relevant agencies. Workload on employees can be related to targets that must be met, work standards, use of time at work, and working conditions. When the workload that employees receive is too heavy, it can encourage them to have the intention to leave or leave the company and look for work that matches their workload and abilities. The findings of this study show a positive relationship and are in line with those conducted by Wardati (2018), Fitriani & Yusiana (2020), Masta & Riyanto (2020), and Anees et al. (2021) which states that workload has an impact on turnover intention in a positive direction.

Workload's Impact on Job Satisfaction

The test results of the workload variable on job satisfaction can be viewed through table 6 which finds that the The workload variable has a significant value of t count -1.788 > t table -1.661. of 0.000 which means less than 0.05 so that H_a is valid and H_o is not valid. The test results reveal a severe adverse influence of the workload construct on the job satisfaction construct. The negative coefficient value indicates that the high workload of the sewing department of Garment X Company will result in a decline in the degree of employee satisfaction. Satisfaction at work can arise because of the presence of a sense of comfort by employees, which is one sign of good discipline and employees who are responsible for doing their jobs. But the amount of workload that is too much accepted by

because through the intervening variable, namely job satisfaction so that the total impact result is 1.0

employees has the potential to reduce the level of satisfaction possessed by employees. This can cause a feeling of pressure and discomfort so that it can reduce enthusiasm and discipline in work, which ultimately results in a low level of job satisfaction. The description of these results is in line with research from Udriyah *et al.* (2018), Dwinijanti *et al.* (2020), Fitriani & Yusiana (2020) showed that a significant impact was found in the direction of a connection between workload and job satisfaction that is unfavorable.

Job satisfaction's effect on intention to leave

The test results of the variable in table 7 that shows the impact of work satisfaction on intention to leave. showing the results of t-count worth -3.316 > t-table -1.661 and a significant score of 0.001 below 0.05 so that H_a is valid and H_o is invalid. The results of this test show the significant negative impact of the workload construct on the job satisfaction construct. The negative coefficient value indicates that the high job satisfaction of the sewing department of Garment X Company, can result in a decrease of employees. Employees with a good level of job satisfaction will tend to feel happy with the work they have, so they will be able to control the level of employee interest in choosing to resign from the agency. However, this will be contradictory when employees feel that their current job satisfaction is still lacking, so that it can generate interest in quitting their current profession and choosing a job in another company. The findings of this investigation are in line with those from Liu & Lo (2017), De Simone et al. (2018), and Naiemah et al. (2021) which states that job satisfaction has a significant impact on turnover intention with an unfavorable relationship.

The influence *turnover satisfaction*

Can be concluded that the direct impact of workload on *turnover intention* is more smaller than the indirect impact because there is an influence on the job satisfaction variable which is an intervening variable and has a higher indirect

impact with a total value of 1.014. Based on the significant test, the workload has an impact on *turnover intention* through the job satisfaction variable. It can be said that the large number of workloads delegated to employees has the potential to induce a decline in worker satisfaction with their jobs, which will increase workers' desire to quit their current jobs. The study's findings corroborate the presentation. of Dwinijanti *et al.* (2020), Sutikno, (2020), Anees *et al.* (2021) that job satisfaction can be used as an intermediary variable between workload and *turnover intention*.

Conclusions

Based on the data analysis that has been carried out, it can be concluded that:

1. According to the results of the hypothesis test, the workload significantly and favorably impacted the intention to flip over, meaning that when the workload of employees increased, the level of turnover intention employee.
2. Job happiness is significantly negatively impacted by workload, this means that when employees have a high workload, it can cause a decrease in employee satisfaction with their work.
3. Job satisfaction on turnover intention obtained significant and negative test results, it shows that when employee job satisfaction is in good condition, employees may feel less inclined to leave the organization as a result of it..
4. The direct and indirect effects of job satisfaction for the workload variable on turnover intention showed that job satisfaction could be an intermediary variable between workload and turnover intention with positive results.

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