

Turnoverintention Reviewed of Workload with Job Satisfaction as Intervening Variable

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Abstract

This study aims to determine the influence of workload on turnover intention through job satisfaction. Turnover intention is the cessation of an individual from one member of the organization concerned. Job satisfaction is a pleasurable emotional state resulting from job appraisal or work experience. Workloads are tasks assigned to workers or employees to be completed at a certain time. The method used is descriptive quantitative analysis method using a Likert scale measuring instrument. The research respondents were 80 employees of PT X. The results of the validity test showed that the valid statements of each variable were 8 of 9 items of turnover intention variable, 6 of 9 items of job satisfaction variable, 9 of 9 items of workload variable, with r arithmetic greater than r table = 0.22. The reliability test of the three variables was declared valid because it was greater than the Chronbach Alpha value = 0.7. The conclusion of this study is that H1, H2, H3 are supported and H4 is not supported.

Keywords : Turnover Intention, Job Satisfaction, and Workload

INTRODUCTION

Behind the success and continuity running of every operational activity of a company to achieve its goals, there are human resources in it who play an important role. It can be said that human resources are a company's valuable asset that can make the company achieve its goals. Companies must maintain human resources so that they remain workers at the company if they want to achieve their goals.

According to Eri Susan (2019), Human Resources (HR) are productive individuals who work as movers of an organization, both within institutions and companies that have the function of being an asset, so their abilities must be trained and developed. The definition of macro human resources in general consists of two, namely macro human resources, namely the number of people of productive age in an area and micro human resources in the narrow sense, namely individuals who work in an institution or company.

In managing human resources, companies need human resource management or human resource management. According to Armstrong (2006), human resource management is defined as a strategic and coherent approach to the management of an organization's most valuable asset - the people working there who individually and collectively contribute to the achievement of its goals.

In a company, dismissal or exit and entry of employees is a natural thing. Every company must experience resign and new joiner employees to replace these who resigned or new joiner because they are needed for new jobs when the company begins to develop itself and the old employees alone will not be enough to handle the new job.

However, resigned employee from a company brings many disadvantages, such as the company must prepare costs for recruiting new joiner, prepare costs for new joiner's training, need time for new joiner to adapt to work, environment and company culture, there are jobs that are delayed because employees leave them, and the company loses one of its assets, especially when the company has invested for the knowledge of resigned employees.

In order to avoid losses due to the loss of employees, it is better for the company to know in advance whether there is any turnover intention to their employees. The cause of this phenomenon can occur due to the workload of employees. This additional workload can also affect job satisfaction at the company.

From the description above, research will be conducted to find out about Turnover Intention Viewed from Workload with Job Satisfaction as Intervening Variables.

Literature Review Turnover Intention

Term turnover comes from the English – Indonesian dictionary which means change. Meanwhile, William H. Mobley (2011), an expert in employee turnover issues, provides a limit turnover as the cessation of individuals from one member of the organization concerned. Employee turnover of an organization is an important phenomenon in an organization. There are times when turnover has a positive impact, but most employee turnover has a negative impact on an organization or company, both in terms of costs and in terms of loss of time and opportunity to take advantage of opportunities. Another understanding is conveyed by Harnoto (2002), Turnover Intention is the level or intensity of the desire to leave the company.

Meanwhile, according to Hom and Griffeth (1991) Turnover Intention namely the intention of an employee to move or leave an organization either in the form of dismissal or resignation.

According to William H. Mobley (2011) there are three indicators that influence turnover intention, namely:

1. Thoughts of quitting

Describes individuals to think out or stay in the work environment. Starting from the feeling of dissatisfaction that employees feel then they think of leaving their place of work and causing low intensity so that they are not present at their place of work.

2. Intention to quit

Describes an individual seeking employment in another organization. If an employee has often thought about leaving his job, the employee is trying to find a better job outside the current company.

3. Intention to search for another job

Describes the individual has the intention to leave after getting a better job. Sooner or later it will end with the employee's decision to stay or leave his job.

Job Satisfaction

Job satisfaction is part of a worker's life satisfaction, because work is an important part of life that affects one's life satisfaction. According to Sinambela (2017) job satisfaction is a person's feelings towards his work that are produced by his own efforts (internal) and are supported by things outside himself (external), on work conditions, work results, and the work itself. Another definition of job satisfaction is a pleasant emotional state that results from an assessment of one's work or work experience (Locke in Colquitt et al., 2015). In other words, it represents how you feel about your job and what you think about your job. Employees with high job satisfaction experience positive feelings when they think about their tasks or take part in task activities (Colquitt et al., 2015). Job satisfaction refers to people's attitudes and feelings about their performance. Positive and favorable attitudes towards work indicate job satisfaction, and unfavorable negative attitudes towards work indicate job dissatisfaction. In other words, job satisfaction can be defined as the extent to which individual needs are met and to what extent individuals feel that satisfaction comes from their total work situation. (Salisu et al., 2015). Luthans (2006) states that job satisfaction is an emotion that is a response to work situations, so job satisfaction cannot be seen but can be felt and will be reflected in attitudes such as being more loyal to the organization, working optimally, and complying with the rules made within the organization. The definition of job satisfaction according to Stephen P. Robbins (1996) is a general attitude towards one's work, the difference between the amount of rewards an employee receives and the amount they believe is what they should receive.

According to Colquitt et al., (2015), there are several indicators, namely:

1. Pay Satisfaction

Reflect workers' feelings about their pay, including whether it is as much as they are entitled to, safely earned, and sufficient for normal expenses and luxuries. Pay satisfaction is based on a comparison between the pay workers want and what they receive. Although more money is always better, most workers base their desire for pay on carefully calculating their work assignments for which pay is assigned to the same co-workers.

2. Promotion Satisfaction

Reflect employees' feelings about the company's promotion policies and their implementation, including whether promotions are frequent, honest, and based on merit. Unlike the case with pay, many workers may not prefer more frequent promotions because promotions bring more responsibility, and increase working hours. However, many workers value promotions because they provide opportunities for greater personal growth, better pay, and greater prestige.

3. Supervision Satisfaction

Reflect employees' feelings about their supervisor, including whether the supervisor is competent, polite and a good communicator, rather than being lazy, annoying, and aloof. Most workers expect their superiors to help them find the resources they need, and protect workers from unnecessary confusion. In addition, workers expect a preferred boss. This depends on whether you have the same values and beliefs as workers.

Workload

According to Munandar (2014), workload is the tasks given to the workforce or employees to be completed at a certain time by using the skills and potential of the workforce. Work is the activity of doing something that is done with the aim of getting work results. Stating that workload is the necessity of doing too many tasks or providing insufficient time to complete tasks. The definition of workload according to Suwatno (2003) is a number of activities that must be completed by an organizational unit or position holder in a systematic way by using departmental analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about work efficiency and effectiveness an organizational unit.

According to Newstrom (1985), there are severely indicators that result in workload for workers, namely as follows:

1. Work overload

Overreaching work requires maximum competence from a person. In general, overwork is any amount of stress that can create tension.

2. Time urgency

Limited or urgent time in completing a job, is a pressing thing that can cause tension (tension). If the work is done in a hurry, it is likely that errors will occur and can be detrimental.

3. Poor quality of supervisor

An inefficient or bad supervisory system can cause discomfort for employees at work because one of the expectations of employees in meeting their work needs is good and objective guidance and supervision from their superiors.

Conceptual Framework

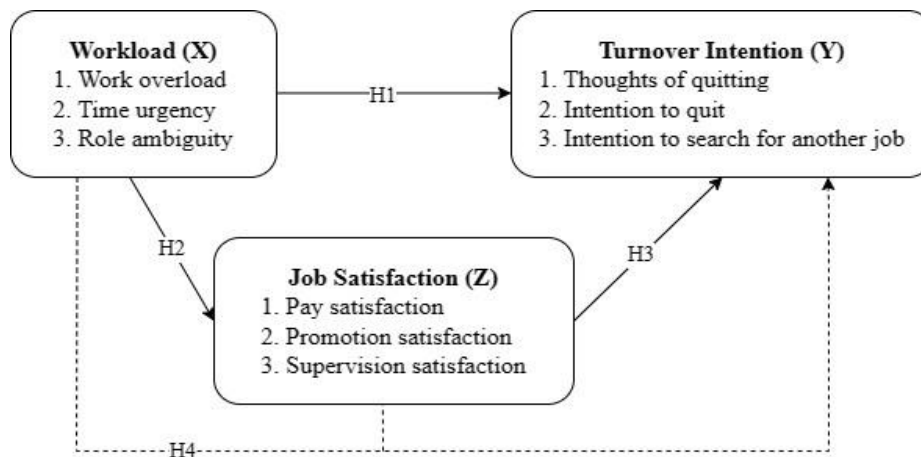


Figure 1. Conceptual Framework

H1: There is an influence between workload and job satisfaction

H2: There is an influence between workload and turnover intention

H3: There is an influence between Job Satisfaction and Turnover Intentions

H4: There is an influence between workload and turnover intention which is mediated by job satisfaction

RESEARCH METHODS

The research method is descriptive quantitative with a total sample of 80 people, selected by using the probability sampling technique, where population elements are selected on the basis of their availability (for example because they voluntarily want to be respondents) or because of the researcher's personal consideration that they can represent the population (Ferdinand, 2014).

The data collection method used in this study was a survey method by distributing questionnaires. Processing of the questionnaire was carried out using a Likert scale, where the weight values were between 1-4, with categories namely 1 = Strongly Disagree (STS), 2 = Disagree (TS), 3 = Agree (ST), 4 = Strongly Agree (SS). Data from questionnaires that have been filled in using a Likert scale with these categories in the form of numbers are then processed using the SPSS program.

Instrument Validity and Reliability Testing

1. Validity

Table 1 Turnover Intention Validity Test Results

Statement Number-	R count	R table	Information
1	0	0	V
2	0	0	Invalid
3	0	0	V
4	0	0	V
5	0	0	V
6	0	0	V
7	0	0	V
8	0	0	V
9	0	0	V

Source: 2022 data processing results

Based on table 1 above, it can be seen from the 9 statement items on the questionnaire for variable Y, namely turnover intention, 8 of these statements are declared valid because $r \text{ count} > r \text{ table}$ and 1 statement is declared invalid because $r \text{ count} < r \text{ table}$.

Table 2 Job Satisfaction Validity Test Results

Statement Number-	R count	R table	Information
1	0.6	0	V
2	0.7	0	V
3	0.4	0	V
4	0.6	0	V
5	0.1	0	Invalid
6	0.1	0	Invalid
7	0.2	0	Invalid
8	0.4	0	V
9	0.5	0	V

Source: 2022 data processing results

Based on table 2 above, it can be seen from the 9 statement items on the questionnaire for variable Z, namely job satisfaction, 6 of these statements are declared valid because $r \text{ count} > r \text{ table}$ and 3 statements are declared invalid because $r \text{ count} < r \text{ table}$.

Table 3 Workload Validity Test Results

Statement Number-	R count	R table	Information
1	0.	0	V
2	0.	0	V
3	0.	0	V
4	0.	0	V
5	0.	0	V
6	0.	0	V
7	0.	0	V
8	0.	0	V
9	0.	0	V

Source: 2022 data processing results

Based on table 3 above, it can be seen from the 9 statement items in the questionnaire for variable X, namely workload, all of these statements are stated to be valid because $r \text{ count} > r \text{ table}$.

2. Reliability

According to Ghozali (2018) reliability is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time. The reliability test is used to measure the consistency of the measurement results from the questionnaire in repeated use. Respondents' answers to questions are said to be reliable if each question is answered consistently or the answers may not be random.

In looking for reliability in this study the authors used the Cronbach Alpha technique to test reliability, measuring instruments namely turnover intention, job satisfaction, and workload. With the decision-making criteria as stated by Ghozali (2018), that is, if the Cronbach Alpha coefficient > 0.70 , the question is declared reliable or a construct or variable declared reliable. Conversely, if the Cronbach Alpha coefficient is < 0.70 then the question is declared unreliable. Calculation of the reliability of the Cronbach Alpha formulation was carried out with the help of the IBM SPSS program. If created in the form of a table it will be as follows:

Table 4 Reliability Test Results

Variable	Cronbach Alpha value	Information
Turnover Intention	0.8	Reliabl
Job Satisfaction	0.7	Reliabl
Workload	0.8	Reliabl

Source: 2022 data processing results

Multicollinearity Test

Has a goal to test whether the regression model obtained a correlation between the independent variables. A good regression model should not find a correlation between the independent variables. Following are the multicollinearity test results:

Tabel 5 Multicollinearity Test Results of Workload on Job Satisfaction

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	30.744	1.217		25.260	<,001		
	X	-.287	.071	-.416	-4.041	<,001	1.000	1.000

a. Dependent Variable: Z

Source: SPSS data processing results (2022)

According from table 4.36 it can be seen that the tolerance value all independent variables > 0.10 and the VIF value of all independent variables < 10. So it can be said that the regression model on job satisfaction (Z) and workload (X) variables is feasible to use because there is no multicollinearity between the independent variables.

Tabel 6 Multicollinearity Test Results of Job Satisfaction and Workload on Turnover Intention

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	19.456	4.271		4.555	<,001		
	X	.633	.090	.579	6.998	<,001	.827	1.209
	Z	-.466	.131	-.294	-3.552	<,001	.827	1.209

a. Dependent Variable: Y

Source: SPSS data processing results (2022)

In accordance with table 4.37 it can be seen that the tolerance value all independent variables > 0.10 and the VIF value of all independent variables < 10. So it can be said that the regression model on job satisfaction (Z) and workload (X) variables on turnover intention (Y) is feasible to use because there is no multicollinearity between the independent variables.

Hypothesis Test

Hypothesis testing was analyzed with a simple regression test which aims to determine the influence of the Workload variable (X) on Employee Satisfaction (Z) and Turnover Intention (Y) partially or simultaneously. In this section, we will discuss each regression model of each research model.

1. Influence of Workload on Job Satisfaction

Regression analysis analyzes the influence of workload on job satisfaction both simultaneously and partially with a simple linear regression test as follows:

**Table 7 Linear Regression of Workload on Job Satisfaction
X → Z**

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.744	1.217		25.260	<,001
	BEBAN KERJA	-.287	.071	-.416	-4.041	<,001

a. Dependent Variable: KEPUASAN KARYAWAN

Source: SPSS data processing results (2022)

Based on table 5 above, it can be seen:

- a. The constant value is 30,744 meaning that if the Workload is 0, then the Employee Satisfaction value is 30,744.
- b. The regression coefficient value for variable X is -0.287, meaning that if the Workload variable is increased by 1 unit, it will increase the value of the Employee Satisfaction variable by -0.287 units.

a. T-test

The t test is used to see the influence of the Workload variable on Employee Satisfaction partially, this can be seen from the beta number or standardized coefficient in table 5.

Influence of Workload on Job Satisfaction

Ha: There is an influence between workload and employee satisfaction.

H0: There is no influence between workload and employee satisfaction.

Criteria:

When sig. research < 0.05 then Ha is supported and H0 is not supported.

When sig. research > 0.05 then Ha is not supported and H0 is supported.

Or

If t Count > t table or -t count < -t table then Ha is supported and H0 is not supported.

If t Count < t table or -t count > -t table then H0 is supported and Ha is not supported.

Thus it can be concluded that the significance value is <0.001<0.05 and t count - 4.041 <t table -1.99085. so that Ha is supported and H0 is not supported with a negative influence direction which means the higher the Workload, the lower the Employee Satisfaction. This means that hypothesis 1 "There is an influence between workload and employee satisfaction" is supported.

b. Coefficient of Determination

**Table 8 Test Results for the Coefficient of Determination
X → Z**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.163	2.661

a. Predictors: (Constant), BEBAN KERJA

Source: SPSS data processing results (2022)

The magnitude of the R square value contained in the "Model Summary" table is 0.173, this indicates that the contribution of the influence of X to Z is 17.3% while the remaining 82.7% is a contribution from other variables not included in the study.

2. Influence of Workload on Turnover Intention

Regression analysis analyzes the influence of workload on Turnover intention simultaneously or partially with multiple linear regression tests as follows:

Table 9 Linear Regression of Workload on Turnover Intention

$X \rightarrow Y$

Source: SPSS data processing results (2022) Based on table 7 above it can be seen:

- A constant value of 5,133 means that if the Workload number is 0, then the performance value is 5,133.
- The regression coefficient value for variable X is 0.767 meaning that if the workload variable is increased by 1 unit, it will increase the value of the turnover intention variable of 0.767 units.

a. T-test

The t test is used to see the influence of the Workload variable on Turnover Intention partially, this can be seen from the beta or standardized coefficient in table 7.

Influence of Workload on Turnover Intention

Ha: There is an influence between Workload and Turnover Intention. H0: There is no influence between Workload and Turnover Intention. Criteria:

When sig. research < 0.05 then Ha is supported and H0 is not supported. When sig. research > 0.05 then Ha is not supported and H0 is supported. Or

If t Count $> t$ table or $-t$ count $< -t$ table then Ha is supported and H0 is not supported.

If t Count $< t$ table or $-t$ count $> -t$ table then H0 is supported and Ha is not supported.

Thus it can be concluded that the significance value is $< 0.001 < 0.05$ and t count is $8.696 > t$ table 1.99085, so Ha is supported and H0 is not supported with a positive direction of influence which means the higher the Workload, the higher the Turnover Intention. This means that hypothesis 2 "There is an influence between workload and turnover intention" supported.

b. Coefficient of Determination

Table 10 Test Results for the Coefficient of Determination

$X \rightarrow Y$

Source: SPSS data processing results (2022)

The magnitude of the R square value contained in the "Model Summary" table is 0.492, this shows that the contribution of the influence of X to Y is 49.2% while the remaining 50.8% is a contribution from other variables not included in the study.

3. Influence of Job Satisfaction on Turnover Intentions

Regression analysis analyzes the influence of Job Satisfaction on Turnover Intention simultaneously or partially with multiple linear regression tests as follows:

Table 11 Linear Regression of Job Satisfaction on Turnover Intention

$Z \rightarrow Y$

Source: SPSS data processing results (2022) Based on table 9 above it can be seen:

- a. constant of 39,895 means that if the number of job satisfaction is 0, then the performance value is 39,895.
- b. The regression coefficient value for variable Z is -0.848 meaning that if the job satisfaction variable is increased by 1 unit, it will increase the value of the turnover intention variable of -0.848 units.

a. T-test

The t test is used to see the influence of the Job Satisfaction variable on Turnover Intention partially, this can be seen from the beta or standardized coefficient in table 9.

Influence of Job Satisfaction on Turnover Intention

Ha: There is an influence between Job Satisfaction and Turnover Intention. H0: There is no influence between Job Satisfaction and Turnover Intention.

Criteria:

When sig. research < 0.05 then Ha is supported and H0 is not supported. When sig. research > 0.05 then Ha is not supported and H0 is supported. Or If $t \text{ Count} > t \text{ table}$ or $-t \text{ count} < -t \text{ table}$ then Ha is supported and H0 is not supported.

If $t \text{ Count} < t \text{ table}$ or $-t \text{ count} > -t \text{ table}$ then H0 is supported and Ha is not supported.

Thus it can be concluded that the significance value is $< 0.001 < 0.05$ and t count is $-5.594 < t \text{ table} - 1.99085$, so that Ha is supported and H0 is not supported with a negative direction of influence which means the higher job satisfaction, the lower the turnover intention. This means that hypothesis 3 "There is an influence between Job Satisfaction and Turnover Intention" supported.

b. Coefficient of Determination

Table 12 Test Results for the Coefficient of Determination

$Z \rightarrow Y$

Source: SPSS data processing results (2022)

The magnitude of the R square value contained in the "Model Summary" table is 0.286, this shows that the contribution of the influence of Z to Y is 28.6% while the remaining 71.4% is a contribution from other variables not included in the study.

c. F-test

The f test is used to determine the feasibility level of the model on the variable. The results of the processed f test calculations are as follows:

Table 13 F test results

Source: SPSS processing results (2021)

Based on the output above, it is known that the significance value for the influence of X and Z simultaneously on Y is $< 0.001 < 0.05$ and the calculated f value is $49,755 > f \text{ table} 3.96$, so it can be concluded that there is an influence of X and Z on Y and the model test is said to be good.

Path Analysis

According to Ghozali (2018) path analysis is an extension of multiple regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (casual model) that has been previously determined based on theory. There are two forms of path

analysis, the first is direct influence analysis and indirect influence analysis. To facilitate path analysis, the first step is translating the research hypothesis into images. The pictures are as follows:

1. Direct Influence

Figure 2

The direct influence is the influence of the independent variable on the dependent variable without being moderated by other variables. Here is an analysis on the direct influence:

a. The Effect of Workload Variables on Job Satisfaction

$$X \rightarrow Z = -0.416$$

b. The Effect of Workload Variables on Turnover Intentions

$$X \rightarrow Y = 0.579$$

c. Effect of Job Satisfaction variable on Turnover Intention

$$Z \rightarrow Y = -0.294$$

2. Indirect Influence

The Effect of Workload Variables on Turnover Intentions through Job Satisfaction $X \rightarrow Z \rightarrow Y = (-0.416 \times -0.294) = 0.122304$.

Summary of the calculation of the direct and indirect effects of the Workload (X) variable on Turnover Intention (Y), through Job Satisfaction (Z) as follows:

Table 14 Path Coefficient

Variable	Influence	Direct Influence	Indirect Influence	Total of Influence
Workload (X) → Job Satisfaction (Z)	-0.416	-0.416	-	-0.416
Workload (X) → Turnover Intention (Y)	0.579	0.579	-	0.579
Job Satisfaction (Z) → Turnover Intention (Y)	-0.294	-	-0.294	-0.294
Workload (X) → Job Satisfaction (Z) → Turnover Intention (Y)	-0.416	-	-0.294	0.122304

CONCLUSION

Direct influence of Workload on Turnover Intention is 0.579 while the indirect influence of workload on Turnover intention through Job Satisfaction is 0.122304. So it can be concluded that the direct influence of Workload on Turnover Intention is bigger than the indirect influence of Workload on Turnover Intention through Job Satisfaction. That is, because the direct influence is greater than the indirect effect, so hypothesis 4 "There is an influence between workload and Turnover intention mediated by Job Satisfaction" is not supported.

Recapitulation of Hypothesis Test Results

Table 15 Recapitulation of Hypothesis Test Results

DISCUSSION

This study consisted of 80 respondents who could be grouped based on the characteristics of the first respondent based on gender, where the number of men was 33 people and the number of women was 47 people. Based on age, most of the respondents are around 25-30 years old. Based on

the last education, the characteristic of the respondents is that most of them have graduated from bachelor degree. Based on the length of work, the characteristics of the respondents mostly worked for 1 - 2 years. Based on position, where the number of Supervisors/Leads is 17 people and the number of Staff/Officers is 63 people.

Employee's results of the Workload indicator (X) can be seen from the average value of 148. This can be concluded in the Low category. Next is the employee's results of the Job Satisfaction indicator (Z) as seen from the average value of 231. This can be concluded in the High category. Lastly, namely the employee's results of Turnover Intention (Y) as seen from the average value of 159 and a percentage of 78. This can be concluded in the Low category.

1. Influence of Workload Variable (X) on Job Satisfaction Variable (Z) Based on the results of the study, workload has a negative and significant influence on job satisfaction partially because the significance level value is $<0.001 < 0.05$ the significance value of workload to job satisfaction and by the t test it is known that the t value is $-4.041 < t_{table} - 1.99085$. These results are supported by the results of research conducted by Hammam Zaki & Marzolina (2016) that workload has a negative and significant influence on workload.

According to Munandar (2014) workload is the tasks given to the workforce or employees to be completed at a certain time by using skills and potential from the workforce.

2. Influence of Workload Variable (X) on Turnover Intention Variable(Y) Based on the results, Workload has a positive and significant influence on Turnover Intention based on statistical calculations of significance level value $<0.001 < 0.05$ significance value of Workload to Turnover Intention and with the t test it is known that t count is $8.696 > t_{table} 1.99085$. These results are supported by the research of Mochammad Taufan Permana Putra & Unika Prihatsanti (2016) and Muhammad Imran Qureshi, Mehwish Iftikhar, Syed Gohar Abbas, Umar Hassan, Khalid Khan & Khalid Zaman (2013). In the study, it was found that workload had a positive and significant influence on Turnover intention.

This can be related to the theory put forward by William H. Mobley (2011), Turnover Intention is the cessation of individuals from one member of the organization concerned. Employee turnover of an organization is an important phenomenon in an organization. There are times when turnover has a positive impact, but most employee turnover has a negative impact on an organization or company, both in terms of costs and in terms of loss of time and opportunity to take advantage of opportunities.

3. Influence of Job Satisfaction Variable (Z) on Turnover Intention Variables(Y) Based on the results of the study, Job Satisfaction has a negative and significant influence on Turnover Intention partially based on statistical calculations of significance level $<0.001 < 0.05$ significance value of Job Satisfaction to Turnover Intention and with the t test it is known that the value of t count is $-5.594 < t_{table} -1.99085$.

These results are supported by the results of research by Jimmy Susilo & I Gusti Bagus Honor Satrya (2019) and Suci Trisno Putri & Arif Partono

Prasetio (2017). In his research, it was found that job satisfaction has a negative and significant influence on turnover intention. This can be attributed to the theory of William H. Mobley (2011), Turnover Intentions is the cessation of individuals from one member of the organization concerned. Employee turnover of an organization is an important phenomenon in an organization. There are times when turnover has a positive impact, but most employee turnover

has a negative impact on an organization or company, both in terms of costs and in terms of loss of time and opportunity to take advantage of opportunities and theory of job satisfaction is a pleasant emotional state resulting from assessment of one's work or work experience (Locke in Colquitt et al., 2015). In other words, it represents how you feel about your job and what you think about your job. Employees with high job satisfaction experience positive feelings when they think about their tasks or take part in task activities (Colquitt et al., 2015).

4. Influence of Workload Variable (X) on Turnover Intention Variable (Y) through Job Satisfaction (Z)

Based on research it is known that the effect of workload on Turnover Intention through Job Satisfaction is smaller than the effect of Workload on Turnover Intentions based on statistical calculations of the direct influence of Workload on Turnover Intention is 0.579 while the indirect effect of workload on Turnover Intention through Job Satisfaction is 0.122304. So it can be concluded that the direct influence of Workload on Turnover Intention is bigger than the indirect influence of Workload on Turnover Intention through Job Satisfaction.

CONCLUSIONS

In the following, several key conclusions regarding the answers to the research objectives previously described are presented, as follows:

1. There is a negative and significant influence of workload on job satisfaction. This indicates that the level of workload felt by employees will affect job satisfaction. If the higher the workload, the lower the job satisfaction, and vice versa.
2. There is a positive and significant influence of workload on turnover intention. This indicates that the level of workload felt by employees will affect turnover intentions. The higher the workload, the higher the turnover intensity, and vice versa.
3. There is a negative and significant influence of job satisfaction on turnover intentions. This indicates that the level of job satisfaction felt by employees will affect turnover intentions. If the higher the job satisfaction, the lower the turnover intention, and vice versa.
4. There is an influence of workload on turnover intention through job satisfaction, but the direct influence of workload on turnover intention is greater than the indirect influence of workload on turnover intention through job satisfaction.
5. From the workload variables, the most influential is the pressed or limited time indicator (time urgency), and the least effect is the excessive work indicator (work overload) and role ambiguity (role ambiguity).
6. From job satisfaction, the most influential is the indicator Pay Satisfaction (Salary Satisfaction), and the least influence is the indicator Supervision Satisfaction (Supervision).
7. From turnover intention, the most influential is the Stop Thoughts indicator (thoughts of quitting), and the least influential indicator is the desire to find another job (intention to search for another job).

RECCOMENDATION

Recommendations derived from the conclusions above in this study are as follows:

1. Based on the research results, the effect of workload on job satisfaction is negative and significant. It is hoped that companies will pay more attention to employee workload, so that a low workload will lead to high job satisfaction.
2. Based on the results of research on the effect of workload on turnover

intention is positive and significant, it is hoped that the company will pay more attention to employee workload, so that a low workload will create turnover intention become low.

3. Based on the results of research on the effect of job satisfaction on turnover intention is negative and significant, it is expected that the company pays more attention to employee job satisfaction, so that high job satisfaction will create turnover intention become low.
4. Based on the results of the study, the direct effect is greater than the indirect effect, this occurs because the contribution of other variables not included in the study obtains greater results when the test results determine the coefficient of determination. It is hoped that further researchers can examine other variables outside of workload and job satisfaction variables on turnover intention.
5. In relation to the workload variable, the indicator that has the lowest value is "The work I do is not my main job description" because of that, it is recommended to keep giving employees job description their main job, without giving job description that is not their main job. And also "I feel confused about the tasks given" because of that, it is recommended to clarify each task given to employees to do.
6. With regard to the variable of job satisfaction, the indicator that has the lowest value is "I don't need a manager (supervisor) at work." Therefore, it is recommended that managers (supervisors) continue to assist, direct, and monitor the work of each employee.
7. Relating to the turnover intention variable, the indicator that has the lowest value is "I intend to leave my place of work because there is no career development." Therefore, it is recommended for companies to provide opportunities for the career development of employees who work for the company.

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