

The Effect of Workload and Work Motivation on Turnover Intention Through Job Satisfaction as a Mediating Variable

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ABSTRACT

This study aims to determine the effect of workload and work motivation on turnover intention with job satisfaction as a mediating variable at PT Sansan Saundratex Jaya 8. This research uses a quantitative approach. The sample of this study were 124 respondents. This research is 124 respondents. The data analysis technique uses PLS-SEM with Smart-PLS 4.0 software. The results showed that workload has a negative effect on job satisfaction, work satisfaction burden, workload has a positive effect on turnover intention, job satisfaction has a positive effect on turnover intention, work motivation has a positive effect on job satisfaction, work motivation has a positive effect on turnover intention. job satisfaction, work motivation has a negative effect on turnover intention, workload has a negative effect on turnover intention through job satisfaction and work motivation has a positive effect on turnover intention through job satisfaction

INTRODUCTION

The textile and textile products industry is one of the key industrial sectors of the global economy, but the increasing challenges both at the local and international levels, require innovative strategies so that industries in this sector survive and thrive (Amar *et al.*, 2024). One of the textile industries in Purwokerto is PT Sansan Saudaratex Jaya 8. This industry faces the challenge of high turnover, especially among new employees. This is due to the mismatch between employees' expectations of a modern and flexible work environment and the company's conditions. In addition, heavy workloads during and after training, as well as a lack of appreciation from superiors, affect their motivation. As a result, initial support during recruitment is less effective, and few employees stay for the long term. The success of an organization is determined by the quality of its human resources (Lavrakas, 2023). Quality human resources must be managed effectively in order to achieve the desired performance (Fatmah Bagis, 2021). The following is data on employees who left at PT Sansan Saudaratex Jaya 8.

Table 1. Employee *Turnover* Data

YEAR	AMOUNT	%
2019	9	0,27%
2020	320	9,68%
2021	864	26,13%
2022	764	23,10%
2023	834	25,22%
2024	516	15,60%

Source: PT SSJ 8 Human Resources Department

Turnover Intention is the desire of employees to leave their jobs, either voluntarily or to pursue better opportunities in a better company. Turnover intention is described as the result of an assessment of the nature of the ongoing relationship with an organization (Jasmine, 2014)

Workload is an important concept in a variety of contexts, including human resource management, education, and mental health. The term refers to the number and complexity of tasks that must be accomplished by an individual or group within a given period of time (Hermawan, 2024). Employees who feel burdened with too many or too difficult tasks tend to feel stressed, frustrated, and dissatisfied with their work. Conversely, if the workload is managed properly, namely in accordance with the capabilities of employees, it can lead to a sense of achievement and job satisfaction. Based on research (Ramadhani, 2020; Setianto *et al.*, 2022; Maulidah *et al.*, 2022; and Johar Kuswahyudi *et al.*, 2022), states that Workload significantly influences turnover intention.

Furthermore to workload, work motivation can also affect *turnover intention*. Work motivation refers to the drives, needs, or reasons that encourage a person to do a certain job with full enthusiasm, commitment, and productivity (Puspitasari, 2022). High work motivation tends to reduce *turnover intention*. Employees who feel motivated will be more attached to their work, have a high sense of satisfaction, and feel their contributions are valued. Based on research

(Setianto *et al.*, 2022; Purwati *et al.*, 2020; Rika, 2023 and Sitorus *et al.*, 2024) work motivation has a positive and significant effect on *Turnover Intention*.

Apart from workload and work motivation, job satisfaction can also affect *turnover intention*. Job satisfaction is a person's positive assessment of their job (Puspitasari, 2022). When employees feel satisfied with their jobs, whether in terms of salary, relationships with coworkers, supervisor support, or career development opportunities, they tend to feel emotionally attached to the organization. This reduces the desire to look for work elsewhere. Based on research (Novel, 2021; Alfarol, 2023; Albataria *et al.*, 2024 and Mohamad *et al.*, 2024) Job Satisfaction affects *Turnover Intention*.

Workload has an influence on job satisfaction, where workloads that are in accordance with employee abilities can increase job satisfaction because employees feel able to complete tasks according to what is expected. Based on research (Setianto *et al.*, 2022; , Sitorus *et al.*, 2024; and Talo *et al.*, 2020) state that workload has an important and positive impact on job satisfaction.

Conversely, work motivation increases job satisfaction by spurring enthusiasm in carrying out tasks. Job satisfaction is considered to be closely related to turnover intention, because job satisfaction is a reflection of a person's satisfaction in his job (Jasmine, 2024). Based on research (Puspitasari, 2022; Sartika *et al.*, 2024 and Sitorus *et al.*, 2024) states that work motivation significantly impacts job satisfaction.

Previous research studies have revealed that job satisfaction has a role as a mediating variable that affects workload and work motivation on turnover intention. In research Novel (2021) concluded that job satisfaction can mediate the effect of workload on turnover intention. High workload decreases job satisfaction, which in turn increases turnover intention. However, if job satisfaction is maintained despite a heavy workload, turnover intention can be reduced. Meanwhile, in research Sitorus *et al.* (2024) shows The mediating effect of job satisfaction on the relationship between work motivation and turnover intention which explains how work motivation can affect employees' intention to leave the organization. High job satisfaction can reduce the negative impact of low work motivation on *turnover intention*.

This research can help develop theories about *turnover intention*, especially in the textile industry sector which has different characteristics. This research is also relevant for companies to identify the factors that impact *turnover intention*. The results of the study can be used by the company to design more effective policies and strategies in retaining employees, such as realistic training programs, workload adjustments, or flexible approaches to increase employee satisfaction and motivation.

LITERATURE REVIEW

Reinforcement Theory (Reinforcement Theory)

Reinforcement Theory developed by B.F. Skinner in the book Stephen P. Robbins (2015) focuses on the influence of the consequences of a behavior on the likelihood of that behavior occurring in the future. This theory assumes that human behavior can be reinforced or influenced through positive and negative reinforcement, as well as punishment. This theory focuses on the influence of the consequences of a behavior on the likelihood that the behavior will be repeated in the future. In the context of *turnover intention*, factors such as job satisfaction, rewards or recognition that employees receive can influence their decision to stay or leave their job. If employees are dissatisfied with the rewards or recognition they receive, they are likely to have the intention to leave.

Turnover Intention

Turnover refers to the rate at which employees leave the company or their jobs. High *turnover* rates can be a significant problem for companies, disrupting smooth operations and affecting team stability (Maulidah *et al.*, 2022). According to Mobley (2011) in research Maulidah *et al.* (2022) There are 3 indicators in *turnover intention*, namely thoughts of quitting, desire to leave, desire to find another job.

Workload

Workload refers to the amount of work or responsibility that must be completed by a person in a certain period, both in terms of quantitative (amount of work) and qualitative (level of difficulty of work) (Maulidah *et al.*, 2022) There are three namely physical load, mental workload, time load., 2022). Workload indicators according to Munandar (2014) in research (Maulidah *et al.*, 2022) There are three, namely physical load, mental workload, time load.

Work Motivation

Motivation is a drive from within to do an activity with sincerity and full of joy and enthusiasm, so as to produce good and quality results (Tri, 2023). Work motivation is influenced by individual needs, desires, and expectations, which have an impact on their engagement, effort, and productivity (Ayu Nur *et al.*, 2023). According to Lusri (2017) states several indicators of work motivation, namely the direction of behavior, level of effort, level of persistence.

Job Satisfaction

Job satisfaction is the feeling that employees feel when carrying out their duties and responsibilities in the company. Job satisfaction is usually shown by feeling happy at work so that work results can increase (Maulidah *et al.*, 2022). Indicators of job satisfaction in research Maulidah *et al.* (2022) namely work, wages, promotions, supervision, coworkers.

Effect of Workload on Job Satisfaction

In making manpower planning, it must be properly taken into account so that it does not have an impact on high workloads which can result in a decrease in the quality of employee performance. Poorly designed work systems can cause subjective complaints, heavy workloads, ineffectiveness and inefficiency which in turn can lead to job dissatisfaction, so that work productivity or performance decreases (Talo *et al.*, 2020). Based on research (Setianto *et al.*, 2022; Sitorus *et al.*, 2024; and Talo *et al.*, 2020) state that workload has a positive and significant effect on job satisfaction.

H1: Workload (X1) affects Job Satisfaction (M).

The Effect of Work Motivation on Job Satisfaction

Without adequate motivation, an employee will have difficulty achieving the work standards set or even exceeding those standards. High work motivation can contribute to increased job satisfaction of employees (Nurhanifah et al., 2023). If they succeed in achieving these expectations, then they will feel satisfied (Najiyah et al., 2022). Based on research (Puspitasari, 2022; Sartika et al., 2024 and Sitorus et al., 2024) stated that work motivation has a significant effect on job satisfaction.

H2: Work Motivation (X2) affects Job Satisfaction (M).

Effect of Workload on Turnover Intention

Workload is the number of tasks that exceed the available time or a high level of job difficulty. With an appropriate workload, employees can complete tasks according to established standards, so that the desire to leave work (turnover intention) can be minimized (Johar Kuswahyudi et al., 2022). Based on research (Ramadhani, 2020; Setianto et al., 2022; Maulidah et al., 2022; and Johar Kuswahyudi et al., 2022), states that workload has a significant effect on *turnover intention*.

H3: Workload (X1) affects *Turnover Intention* (Y).

The Effect of Work Motivation on Turnover Intention

Work motivation is the internal drive that encourages individuals to engage in activities to reach their goals. This motivation is important for employees to produce quality work, increase enthusiasm, and support improved performance (Johar Kuswahyudi et al., 2022). Based on research (Setianto et al., 2022; Purwati et al., 2020; Rika, 2023 and Sitorus et al., 2024) found The results indicate that work motivation has a significant positive impact on *Turnover Intention*.

H4: Work Motivation (X2) affects *Turnover Intention* (Y).

The Effect of Job Satisfaction on Turnover Intention

Turnover intention can be influenced by job satisfaction, because the more satisfied people are with their jobs, this will reduce employees to think about quitting. Employees who are satisfied with their jobs are more likely to have a higher commitment to the company and are less likely to seek opportunities elsewhere. Conversely, job dissatisfaction can increase employees' desire to leave the company, whether due to a mismatch with the work environment, low rewards, or lack of development opportunities (Berisha, Lajçi et al. 2020) in (Pranata & Suryosukmono, 2023). Based on research (Novel, 2021; Alfarol, 2023; Albataria et al., 2024 and Mohamad et al., 2024) Job Satisfaction affects *Turnover Intention*.

H5: Job Satisfaction (M) affects *Turnover Intention* (Y).

Effect of Workload on Turnover Intention Mediated by Job Satisfaction

Workload has an influence on *turnover intention* where when employees feel burdened by the work given because it is not in accordance with their abilities they tend to feel tired and stressed which results in decreased job satisfaction, so employees may look for other job opportunities. In research Novel (2021) concluded that job satisfaction the impact of workload on turnover intention.

H6: Workload (X1) affects *Turnover Intention* (Y) which is mediated by Job Satisfaction (M).

The Effect of Work Motivation on Turnover Intention Mediated by Job Satisfaction

Strong work motivation creates a positive environment, boosting job satisfaction and reducing turnover intention. *Sitorus et al.* (2024) Job satisfaction as a mediator in the relationship between work motivation and *turnover intention*.
H7: Work Motivation (X2) affects *Turnover Intention* (Y) which is mediated by Job Satisfaction (M).

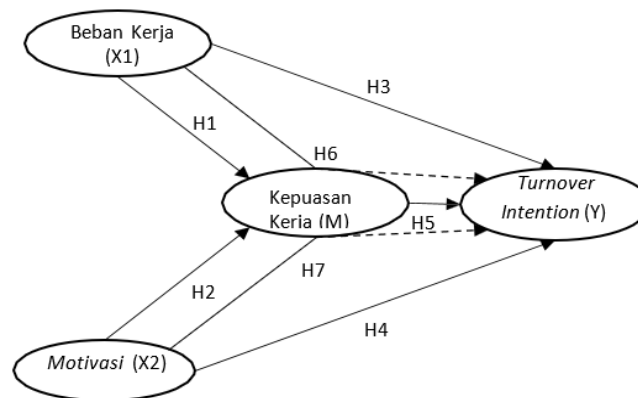


Figure 1. Research Model

METHODOLOGY

This study uses a quantitative approach to analyze the cause-and-effect relationships between variables, employing both primary and secondary data. Primary data is collected through a questionnaire utilizing the Likert scale of one to five. Meanwhile, Secondary data is sourced from existing materials (*Annisa et al.*, 2023). The population in this study were production operator employees at PT Sansan Saundratex Jaya 8 production operators totaling 179 people consisting of sewing lines 1 to 3 and central. Sampling using quota sampling technique with 5% slovin formula, namely 124 employees. Hypothesis testing using full structural model (SEM) analysis, namely the outer model and inner model using Smart PLS 4.0 software. (*Islamy et al.*, . 2021)

RESULT

Respondent Characteristics

The results showed that the identity of respondents was obtained starting from gender, length of service, latest education, and position. Based on data on employee characteristics, the majority are women with a total of 84 people (11.32%), while 40 men (5.39%). In terms of tenure, employees with a tenure of 1 year dominate with 74 people (9.97%), followed by a tenure of 1-3 years with 39 people (5.26%), and a tenure of 4-5 years with 10 people (1.35%). The majority of employees hold a high school diploma as their highest level of education / vocational high school background as many as 106 people (14.29%), followed by junior high school with 12 people (1.62%), elementary / MI as many as 4 people (0.54%), and S1 / S2 as many as 1 person (0.13%). Judging from the section or position, most employees come from Sewing Line 1 with 39 people (5.26%), followed by Sewing Line 2 with 38 people (5.12%), Sewing Line 3 with 37 people (4.99%), and the Central section with 10 people (1.35%).

Conceptual Model

This research uses the PLS (Partial Least Square) application. The conceptual model is as follows:

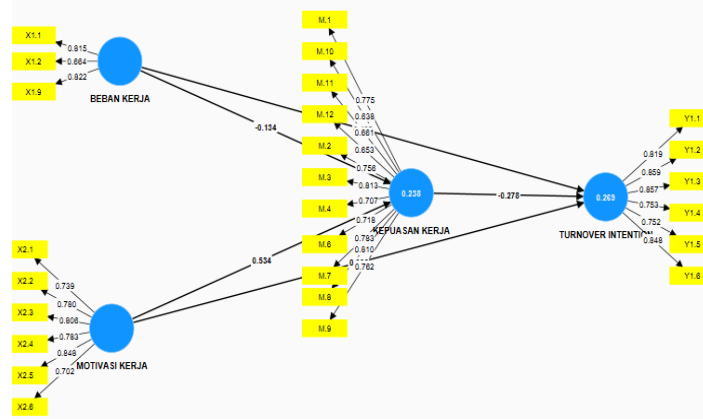


Figure 2. PLS Conceptual Model

The conceptual model results show that indicators with loading factor values below 0.60 have been removed to improve the validity of the model. In the workload variable, indicators X1.3 to X1.8 were removed, while in the job satisfaction variable, indicator M.5 was removed. This removal makes the model more focused and accurate in analyzing the effect of workload and work motivation on turnover intention through job satisfaction.

Table 2. Composite Reliability Value

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Workload	0.686	0.715	0.813	0.594
Job Satisfaction	0.915	0.924	0.928	0.542
Work Motivation	0.871	0.887	0.901	0.605
Turnover Intention	0.900	0.916	0.923	0.666

Source: Smart PLS 4.0

Workload variables (X1), job satisfaction (M), work motivation (X2), and turnover intention show the value of Cronbach's alpha and Composite reliability > 0.60 which means it can be said to be reliable (Wardoyo, 2019).

Table 3. R Square Value

	R-square	Adjusted R-square
JOB SATISFACTION	0.238	0.226
TURNOVER INTENTION	0.269	0.250

Source: Smart PLS 4.0

The Job Satisfaction variable has an R-square value of 0.238, which means that Workload and Work Motivation only explain 23.8% of its variability, while 76.2% is influenced by other factors. For Turnover Intention, the R-square value of 0.269 indicates that Workload, Work Motivation, and Job Satisfaction together explain 26.9% of its variability, with 73.1% influenced by other factors. These two variables are considered weak in explaining the relationship due to the low R-square value. This is in accordance with the three categories of R Square, namely 0.70 (strong), 0.50 (medium), and 0.20 (weak).

Table 4. Path Coefficient Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/ST DEV)	P values
WORKLOAD -> JOB SATISFACTION	-0.134	-0.140	0.111	1.202	0.229
WORKLOAD -> TURNOVER INTENTION	0.468	0.477	0.080	5.833	0.000
JOB SATISFACTION -> TURNOVER INTENTION	-0.278	-0.284	0.103	2.697	0.007
WORK MOTIVATION -> JOB SATISFACTION	0.534	0.545	0.084	6.364	0.000
WORK MOTIVATION -> TURNOVER INTENTION	0.006	0.009	0.090	0.066	0.947

Source: Smart PLS 4.0

The explanation is as follows:

- Path Workload -> Job Satisfaction obtained P values $0.229 > 0.05$, then H1 is rejected, namely Workload has no effect on Job Satisfaction.
- Path Workload -> *Turnover Intention* obtained P values of $0.000 < 0.05$, then H2 is accepted, namely Workload affects Job Satisfaction.
- Path Job Satisfaction -> *Turnover Intention* obtained P values $0.007 < 0.05$, then H3 is accepted, namely Job Satisfaction affects *Turnover Intention*.
- Path of Job Motivation -> Job Satisfaction Job Satisfaction obtained P values of $0.000 < 0.05$, then H4 is accepted, namely Job Motivation affects Job Satisfaction.
- The path of Work Motivation -> *Turnover Intention* obtained a P value of $0.947 > 0.05$, then H5 is rejected, namely Work Motivation has no effect on *Turnover Intention*.

Table 6. Specific Indirect Effects Value

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value s
WORKLOAD -> JOB SATISFACTION -> TURNOVER INTENTION	0.037	0.042	0.039	0.953	0.341
WORK MOTIVATION -> JOB SATISFACTION -> TURNOVER INTENTION	-0.148	-0.155	0.063	2.369	0.018

Source: Smart PLS 4.0

The explanation is as follows:

- Path Workload -> Job Satisfaction -> *Turnover Intention* obtained P values $0.341 > 0.05$, then H6 is rejected, namely Workload has no effect on *Turnover Intention* through Job Satisfaction.
- The path of Work Motivation -> Job Satisfaction -> *Turnover Intention* obtained P values of $0.018 < 0.05$, then H7 is accepted, namely Work Motivation affects *Turnover Intention* through Job Satisfaction.

DISCUSSION

The Effect of Workload on Job Satisfaction

Analysis reveals that workload has an insignificant effect on job satisfaction. PT SSJ employees consider high workload as part of job responsibilities, even as a positive challenge if accompanied by increased skills and equal imbalance. This is in line with reinforcement theory, where positive responses to high workloads can be reinforced through rewards or recognition. (Novel, 2021; Purwati *et al.*, 2020; Khairunisa *et al.*, 2024 and Retmawanto *et al.*, 2023), concluded that workload has no positive and significant effect on job satisfaction.

The implication is that PT SSJ needs to ensure workloads remain under control and aligned with employee capacity, while paying attention to other factors that are more significant in improving job satisfaction.

The Effect of Workload on *Turnover Intention*

Based on the analysis, workload significantly affects *Turnover Intention*, where excessive workload increases the level of fatigue (burnout) which directly affects employees' intention to leave the company. This finding is consistent with previous research (Ramadhani, 2020; Setianto *et al.*, 2022; Maulidah *et al.*, 2022 and Johar Kuswahyudi *et al.*, 2022).

The implications of reinforcement theory suggest that a well-managed workload can increase employee motivation, but if it is too high, it can impact mental health, job satisfaction, and turnover intentions.

The Effect of Job Satisfaction on Turnover Intention

Based on the analysis, job satisfaction significantly affects Turnover Intention, which suggests Job satisfaction is a key factor in employee retention. When employees' needs and expectations are met, they feel valued and comfortable, so they are not encouraged to seek opportunities elsewhere. This finding is consistent with previous research by (Novel, 2021; Alfarol, 2023; Albataria *et al.*, 2024 and Mohamad *et al.*, 2024) .

The implication based on reinforcement theory is that by increasing job satisfaction, companies can strengthen employee attachment, reduce turnover intention, and create a satisfactory environment for retaining employees.

The Effect of Work Motivation on Job Satisfaction

Based on the analysis, work motivation significantly affects job satisfaction, which shows that motivation encourages employees to work with enthusiasm, passion, and focus in achieving goals. High motivation increases employee perceptions of the work environment, relationships with superiors and coworkers, and the rewards received. This finding is consistent with previous research (Puspitasari, 2022; Sartika *et al.*, 2024; and Sitorus *et al.*, 2024) .

Implications based on reinforcement theory suggest that by increasing motivation, both intrinsic and extrinsic, companies can strengthen job satisfaction, creating a more positive and productive work atmosphere.

The Effect of Work Motivation on Turnover Intention

Analysis indicates that work motivation minimally impacts turnover intention, suggesting it is not a key factor in employees' decisions to leave. Instead, workload has a greater influence on employee intention to leave. This result aligns with prior studies (Johar *et al.*, 2022 and Puspitasari, 2022), that work motivation has no positive and significant effect on *Turnover Intention*.

Implications based on reinforcement theory suggest that since motivation is not the main factor in predicting turnover intention, managers need to focus more on managing workload to reduce turnover intention, rather than only paying attention to work motivation.

The Effect of Workload on Turnover Intention Through Job Satisfaction

Based on the results of the analysis, it shows that the hypothesis regarding the effect of Workload (X1) on Job Satisfaction (M) and the effect of Job Satisfaction (M) on *Turnover Intention* (Y) is rejected based on the original sample. As a result, the analysis cannot be continued to the mediation relationship so that the mediation hypothesis is declared void. These findings reveal the limitations of the study, where the variables used may be less relevant. Therefore, future research is recommended to use more relevant variables to avoid similar results.

The Effect of Work Motivation on Turnover Intention Through Job Satisfaction

This finding supports previous research, showing that work motivation affects turnover intention through job satisfaction on turnover intention occurs indirectly, but through increased job satisfaction. Motivated employees will feel more satisfied, and high job satisfaction will reduce exit intentions. This finding is consistent with previous research (Sitorus *et al.*, 2024; Rika, 2023)

Implications based on reinforcement theory suggest that positive reinforcement, such as incentives, recognition, and development opportunities, can increase work motivation. When motivation is strengthened, this can improve

job satisfaction, which in turn reduces turnover intention. Managers need to ensure that employees are highly motivated and create a supportive work environment, with welfare programs and rewards for achievement. Managing work motivation and job satisfaction together will strengthen employee engagement, making it an effective strategy to reduce turnover intention.

CONCLUSION AND RECOMMENDATION

This study shows that high workload at PT Sansan Saundratex Jaya decreases job satisfaction and increases turnover intention, as employees feel pressured and burdened. Conversely, high work motivation increases job satisfaction, while low motivation increases the risk of *turnover*. To overcome this, companies need to maintain workload balance, provide rewards, career development opportunities, good communication, and create good relationships with employees.

This research can be a reference for future research in understanding the factors that influence turnover intention and job satisfaction. This study has limitations, namely these findings reveal the limitations of the study, where the variables used may be less relevant. Therefore, future research is recommended to use more relevant variables to avoid similar results and expand the research object to other industrial sectors to increase the novelty of the research results.

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