

## The Influence of Workload and Job Satisfaction on Employee Turnover Intention at Pt. Umc Suzuki



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**ABSTRACT:** Human resources are the crucial key to achieving the success and goals of a company. Human resources have become the most essential company assets due to their role, which has been projected as the subject of company policies and operational activities. Employees' workload and job satisfaction greatly influence Turnover Intention in companies. This study investigated the effect of workload and job satisfaction on employee turnover intention. The researcher sampled 40 people using a saturated sampling method. The results reveal that workload contributes to turnover intention, while job satisfaction does not contribute to turnover intention.

**KEYWORDS:** Workload; Job Satisfaction; *Turnover Intention*.

### I. INTRODUCTION

Human resources hold a vital key in achieving a company's success and goals. These human resources support the company with their work, talent and purpose, and therefore, to connect all dimensions of human resources, satisfactory management is essential. To reach certain company goals, the company must pay attention to and manage its employees well, resulting in potentially qualified employees within the company avoiding having the desire to move or even leave the company (turnover intention) since they receive less attention from the company.

Turnover Intention is an employee's tendency or intention to voluntarily quit their job or resettle to another workplace. According to Fauziridwan et al. (2018), turnover attention is a risk for a company in handling its human resources as a strength and achieving goals. Therefore, Turnover Intention is employees' willingness to leave the company to another workplace. The workforce is one of the crucial factors in determining a company's success in achieving its goals. However, in efforts to achieve these goals, failure often occurs, one of the causes of which is the workforce's dissatisfaction with the company's policies. The employees' dissatisfaction causes work morale to fall, resulting in employees quitting their jobs, including through workload and job satisfaction.

Robbins and Judge (2018) stated that workload may change depending on employee stress levels. Employees will endure physical and emotional stress if their workload grows unaccompanied by an adequate turnaround time. The workload also arises from the interaction between task demands in which the work environment used as a workplace, skills, behavior and perceptions of work. Apart from workload, job satisfaction is another factor or variable that influences turnover intention. According to Wonowijoyo & Tanoto (2018), job satisfaction is the difference between the rewards an employee receives and the amount they believe they should acquire. Work satisfaction may also be defined as a sense of accomplishment and success directly related to employee performance and well-being. Someone with high job satisfaction shows a positive attitude towards the job. In contrast, someone dissatisfied with their job shows a negative attitude towards it.

UMC Suzuki Ltd is a company operating in the automotive sector in which United Motors Company Ltd was founded in 1952. Like major industries, this multinational automotive company is subject to a series of rules and regulations imposed by the government regarding using limited liability company names. As a result, since 2011, United Motors Company Ltd changed its name to United Motors Centre Ltd. UMC Suzuki Ltd is suffering insecurity in the number of workers in 2020 - 2022, indicating an issue with job satisfaction, which will be a concern for the firm since it will be impeded in attaining a target.

According to the researcher's interview, the goals established by the company have not been fulfilled in the previous three years. Industrial companies may learn how much necessary workload is and how it affects their performance by efficiently assigning

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workloads (Ernanto & Kustini, 2022). Apart from that, employees believe that their supervisors ignore them and continue to put pressure on them to meet the goals they have set for themselves, implying that the workload is continuously increasing. Aside from workload, job satisfaction has been shown to impact turnover intention. Based on observations by supervisors who frequently neglect the challenges employees encounter in the field, the employees' satisfactory work is shown by sales achievements close to targets. However, career paths are static, causing a decrease in job satisfaction among employees. Job satisfaction can be achieved considering employees are productive at work and the company can exceed employee expectations. However, according to Irvianti and Verina (2015), workload influences turnover intention. In contrast, according to Ghandi et al. (2017), job satisfaction appears to have a detrimental impact on the desire to quit the company. As a result, the researcher aims to do further research to determine if workload and job satisfaction may impact turnover intention.

### II. LITERATURE REVIEW

#### A. Workload

According to Vanchapo (2020), workload is the power of the body's ability to acquire work. Employee workload should be pertinent to the employee's physical and mental strength. Koesomowidjojo (2017) stated that workload indicators are divided into 3: (1) Targeted goals, (2) Working conditions, (3) Working time implementation.

#### B. Job Satisfaction

Tama and Hardiningtyas (2017) emphasized that job satisfaction is a consequence of thinking, sentiment and behavior in several aspects of work by describing affective and emotional relationships. Satisfied employees who are committed to a company tend to be comfortable carrying out their work, providing much motivation to continuously improve their performance. Sutrisno (2019) proposed indicators of job satisfaction: (1) Colleagues, (2) Promotion opportunities, (3) Salary, (4) Supervisor.

#### C. Turnover Intention

Turnover intention is an employee's urge to quit the workplace, either voluntarily or involuntarily. Several factors contribute to employees' resignation (Kurniadi, 2018). High turnover in a company has a detrimental impact, causing instability and uncertainty about the current workforce's condition. High turnover is an issue for companies since it can disrupt activities. Similarly, low turnover shows that employees are loyal to the company, as evidenced by a sense of kinship, devotion to their work, understanding of the organization, and the length of working time. (Husniati & Pangestuti, 2018). Bimaputra and Parwoto (2019) proposed indicators of turnover intention: (1) Ideas of leaving the company, (2) Desire to look for a vacancy, (3) Desire to leave the company.

### The Relationship among Variables

#### Workload towards Turnover Intention

Each job project burdens the employee since the workload initiates an intention to leave the company. Everyone prefers to be comfortable at work; if a person is dissatisfied with their current job, they will most likely pursue a better position. Workload can cause stress when demands exceed an employee's capacity (Mahfudz, 2017). This suggests that an employee with an intense workload is more likely to want to leave the organization. In addition, Solehah and Ratnasari's (2019) research also expressed that work has a substantial influence on turnover intention among corporate employees.

**H1** : Workload is thought to have a beneficial influence on UMC Suzuki workers' turnover intention Ltd

#### Job Satisfaction towards Turnover Intention

According to Pawesti & Wikansari (2017), job satisfaction projects an expression of emotional feeling regarding work activities, which results from assessing each employee's character. Some job characteristics are the work executed by employees, wages received from the company, promotion opportunities given to employees, control provided by superiors and relationships with co-workers. A company must consider factors that can influence job satisfaction because they can cause employees to be dissatisfied and may leave their jobs and look for alternative jobs outside the organization. Oktaviani & Hardiningsih's (2017) research also supported the hypothesis by exaggerating that low job satisfaction will increase employee turnover in a company.

**H2** : Job satisfaction is considered has a negative impact on UMC Suzuki Ltd employees' turnover intention.

### III. RESEARCH METHOD

This quantitative research employed independent variables such as workload (X1) and Job Satisfaction (X2) and the dependent variable, particularly Turnover Intention (Y). The research's data collection method made use of primary data via questionnaires given to UMC Suzuki Ltd. employees. The indicators for the research variables were workload indicators differ: (1) Targeted goals, (2) Working conditions, (3) Working time implementation. Turnover intent indicators consist of (1) Ideas of leaving the company, (2) Desire to look for a vacancy, and (3) Desire to leave the company. This study used saturated samples as its sampling method.

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For this study, 40 employees were part of the sample. The PLS (Partial Least Squares) method of data analysis was employed in this study.

### IV. RESULTS AND DISCUSSION

This research utilized the PLS (Partial Least Square) application. Conceptual model is as follows:

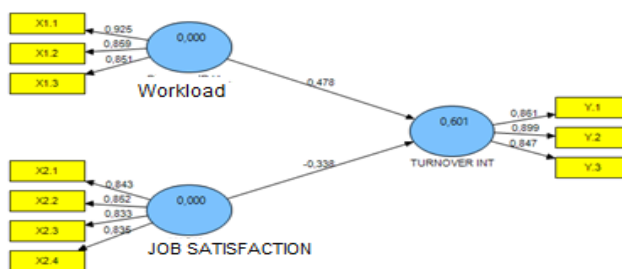


Figure 1. PLS Model Testing

Figure 1 presents factor loading values located on the arrows between the variables and indicators. The factor loadings value is related between variables and indicators, where if the value shows  $>0.5$ , then the relationship is considered valid. Apart from that, there is also an R-Square value located in the middle of the circle of the Turnover intention (Y) variable. Figure 1 illustrates that all relationships between indicators and the variables workload, job satisfaction, and employee turnover intention are valid.

Table 1. Testing Model

	R Square
Workload (X1)	
Job Satisfaction (X2)	
Turnover Intention (Y)	0,601394

Table 2 displays R2 value = 0.601394. The result suggests that the model exists to clarify as much as 60.14% of the phenomenon of Turnover Intention. Such independent variables, Workload and Job Satisfaction, clearly influence the turnover intention. In contrast, the remaining 39.86% is explained by the non-variables of this research (apart from Workload and Job Satisfaction).

### Hypothesis Testing

Table 2. Hypothesis Testing

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P Values
Workload (X1) -> Turnover Intention (Y)	0,477909	0,476502	0,134126	3,563123	0,001
Job Satisfaction (X2) -> Turnover Intention (Y)	-0,338432	0,343799	0,121348	2,788942	0,006

### Hypothesis 1

It is presumed that workload's impact towards the turnover intention of UMC Suzuki Ltd employees is positive. Moreover, the results are acceptable, specifically followed by path coefficients 0.477909. The data is also consisted of T-statistic value 3.563123  $> 1.96$  (from the table value  $Z\alpha = 0.05$ ) or P-Value  $0.001 < 0.05$ , leading to positive results.

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## Hypothesis 2

Presumably, job satisfaction's impact on the turnover intention of UMC Suzuki Ltd employees is negative. The result is acceptable, specifically followed by path coefficients  $-0.338432$ . The data is also consisted of T-statistic value  $2.788942 > 1.96$  (from the table value  $Z\alpha = 0.05$ ) or P-Value  $0.006 < 0.05$ , leading to positive results.

## DISCUSSION

### Workload's Impact towards Turnover Intention

According to the findings, the workload variable analysis depicts that the targeted goals indicator influences turnover intention most at UMC Suzuki Ltd. As a result, it is important to calculate the amount of time required to accomplish a particular amount of assigned work to each person whom is certainly different from one another. The higher target level assigned to employees may lead them to be too overweight to do their duties. Employees will stop working or pursue another job if they believe their task is too demanding and extremely exceeds their capabilities (Koesomowidjojo, 2017).

The results further demonstrate that the workload variable has a strong impact on turnover intention. Thus, workload is one of the factors that cause employee turnover intention in a company, which is also supported by other studies by Maulidah et al. (2022), Sundari & Meria (2022), and Novel & Marchyta (2021).

### Job Satisfaction's Impact towards Turnover Intention

The analysis of job satisfaction variables elucidates that promotional opportunity has become the most influential indicator of turnover intention among UMC Suzuki Ltd employees. Employees at UMC Suzuki Ltd who have worked for a long time with satisfactory outcomes, as proven by close-to-target sales achievements, but whose career path is stagnant, related to employee opportunities to advance further in the organization, promotions based on seniority will provide different satisfaction than promotions based on performance.

Suppose employees who maximize their performance to the company but is not provided a career path or possibilities for promotion opportunities. In that case, this will trigger the employee to feel dissatisfied with working for the company. In conditions of employee dissatisfaction, employees will have thoughts of quitting work and looking for another job which can fulfil the employee's desires (Sutrisno, 2019).

The previous studies by Kherina Maulidah, Syarif Ali, Dewi Cahyani Pangetuti (2022), Clara Novel and Nony Kezia Marchyta (2021) also have the same results, which reveal that job satisfaction has a major impact on turnover intention, indicating that it is one of the factors that trigger employee turnover intention in a company.

## CONCLUSION

The workload is shown to have a strong impact on employees' desire to stop working. As a result, the greater the workload employees perceive, the more likely they will desire to discontinue working. Job satisfaction also relatively affects employees' desire to stop working. More workers desire to quit their jobs as they become more unsatisfied at work.

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